

ENVIRONMENT



SOCIAL



GOVERNANCE



SUSTAINABILITY REPORT 2022

WELCOME

Welcome to the Tsebo Solutions Group's 2022 Sustainability Report. Tsebo was founded 52 years ago with a simple core purpose – **to develop people, serve people, and uplift society**. This strong foundation allowed Tsebo to become a pioneer in Contract Catering Solutions in the early 1980s, and it has propelled our business into a leading pan-African integrated workplace management solutions provider. Our **purpose, values and sustainability framework** ensure that we remain focused on being a powerful force for social good. Our extensive experience gives us a **unique perspective on sustainability** and what it takes to implement **Environmental (E), Social (S) and Governance (G)** initiatives that create shared value:

OUR SUSTAINABILITY FRAMEWORK



Our framework not only steers our ESG initiatives but it's also embedded in everything we do. See page 16 for an overview of our Tsebo Group sustainability framework and six key material pillars.

OUR ESG INITIATIVES



Our ESG initiatives work harmoniously to ensure that our targets are achieved for all six of our key material framework pillars and, in turn, enhance a brighter, more sustainable future for all.

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SOCIAL



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OVERVIEW

When the curtains of this year's World Economic Forum rose in Davos, it announced its theme as "Cooperation in a Fragmented World." The world is wrestling with many challenges and threats. These include conflicts, poverty and inequality, and the existential threat of climate change. The forum's theme sent an unequivocal message – we need an alliance between the private sector, public sector, civil society and communities to devise and execute solutions to mend our stricken societies and safeguard our planet.

We know that challenges will persist, and it's uplifting to know that our broad range of solutions assist in addressing many of these challenges – from green building design and efficient energy management to innovative enterprise and supplier development initiatives. Through meaningful partnerships with our clients and local communities, we are on course to accelerate our Environmental, Social and Governance (ESG) initiatives. In doing so, we are in the privileged position of being able to align and propel the shared goals of our clients and partners.

In our journey of over half a century, Tsebo understands that being a catalyst for sustainability is a societal commitment. Our guiding light is our purpose statement: "We develop people, to serve people, to uplift society". This is firmly embedded in our strategies and initiatives. Even so, the clock is ticking, and we must therefore enhance our sustainability voyage by consolidating and synchronising our efforts across diverse operations and client sites in Africa.

In the spirit of true cooperation and accountability, we have taken the necessary first steps to centralise and report on our ESG initiatives. Through our Sustainability Framework and Policy, and under the stewardship of the Tsebo Sustainability Committee and broader team, we can now share benchmark data and track our progress into the future.

In this inaugural annual Sustainability Report, we've defined targets and will continuously evaluate our progress as we collectively push our ESG activities forward.

To further our efforts, we have partnered with organisations like the World Economic Forum, the UN Global Compact and ESG rating platforms Risk Insights and EcoVadis. Furthermore, as CEOs, we have made a personal commitment to positive change on the continent by becoming official members of the UN Global Compact's Africa Business Leaders Coalition (ABLC) – a call to action for business leaders to unite for a more sustainable, prosperous Africa.







This report marks another significant chapter in Tsebo's history of nurturing ethical relationships with our clients, communities, suppliers and other stakeholders. Our aim is to create a prosperous future for everyone and leave a legacy that endures for the next 50 years.

We look forward to a future with many positive milestones in our sustainability journey.

Yours in cooperation,

Tim Walters and Dr Chris Jardine
Group CEOs, Tsebo Solutions Group



Managing Environmental Impact 	ISO 14001 certified – demonstrates ongoing commitment to measure and improve environmental impact	R200 million worth of energy usage reduction achieved for clients	87.1 tonnes of plastic and paper waste-to-landfill prevented	95% of all seafood sustainably sourced from the SASSI green list	74% of tea and coffee sustainably sourced from Rain Forest Alliance-certified partners
Positive People Experience 	82% global benchmark score received for people practices as a Certified Top Employer SA	Level 1 B-BBEE certification retained in SA	60% female employees , with 42.3% female representation in Senior Management	80% overall Employee Engagement Index , compared with Africa's 60% overall benchmark	*+40 000 training and development interventions (L&D spend = 4.2% of annual leviable amount)
Engaging Customer Experience 	82% average Client Satisfaction score	+1 500 client surveys completed	85% Service Experience score	95% average Client Retention rate	13 years average Contract Tenure
Commitment to Sustainable Partnerships 	*+10.32 million USD local-to-local community spend, presenting over 35% of ATS's total procurement (ATS Legacy Programme)	*+200 certified local-to-local community suppliers	R4.2 million invested across 17 SA Enterprise and Supplier Development initiatives	30% of the Group's total procurement spend used to uplift EMEs and QSEs	20 SMME partnerships formed across SA, resulting in 16 small business developments
Corporate Social Responsibility 	*31.9 million USD total domestic spend, constituting 100% of ATS's total spend, with 0% direct imports (ATS Legacy Programme)	*+8 500 local-to-local youth employed	* 73 CSR projects across 8 countries	+R 5.8 million SA total CSR spend	+R1.1 million of CSR spend (SA) used to uplift and protect women and children
Good Corporate Governance and Ethics 	Zero-tolerance for Theft, Bribery and Corruption (Grassroots-level training and awareness campaign implemented)	24/7 tip-offs anonymous hotline maintained (independently monitored by Deloitte.)	40% black female executive directorship at board level in SA	+17 800 employees trained on Health and Safety related topics	+ 11 650 training communications on theft, bribery, corruption and gift and entertainment disclosures

* additional 2022 performance crossing SA borders as part of our Pan-African ESG efforts (for more information, please see scope of reporting on page 18)

THE GROUP AT A GLANCE

WHO WE ARE

As a leading African Integrated Workplace Management Solutions Provider with over 50-years of experience, Tsebo Solutions Group offers our clients improved workplace productivity that supports their success.

From city-based corporate headquarters to hard-to-reach remote camps, we create, manage and maintain environments that are pleasant to be in, easier and safer to work in and ultimately enhance employee collaboration, innovation and productivity.

For over half a century, Tsebo has been reimagining the world of work – building a legacy for the businesses and employees of the future.

WHAT WE DO

Tsebo creates innovative solutions for our clients, regardless of whether their workplace is an office, hospital, school, mine, factory, or retirement facility. We specialise in Facilities Management, Catering, Cleaning and Hygiene, Security, Energy, Pest control, and more.

With a selection of **more than 80 services**, we aim to simplify and enrich our clients' world of work. Tsebo provides **A WORKPLACE THAT WORKS FOR YOU** – supporting our clients' success while allowing them to focus on their core business. Below is an overview of some of our key services:

HARD SERVICES	SOFT SERVICES	PROJECTS	SPACE MANAGEMENT	ENERGY & UTILITY MANAGEMENT
Engineering	Industry specific catering e.g., schools, corporates	Move management	Workplace design	Energy management
Planned repairs and maintenance	Beverage and vending solutions	Project management	Workplace change	Consumption analytics
Reactive repairs and maintenance	Contract cleaning, specialised cleaning, Hygiene and pest control	Construction supervision		
	Vacant property solutions			
	Security (technology, risk management)			
	Business support services e.g., reception and concierge			
	Waste management			

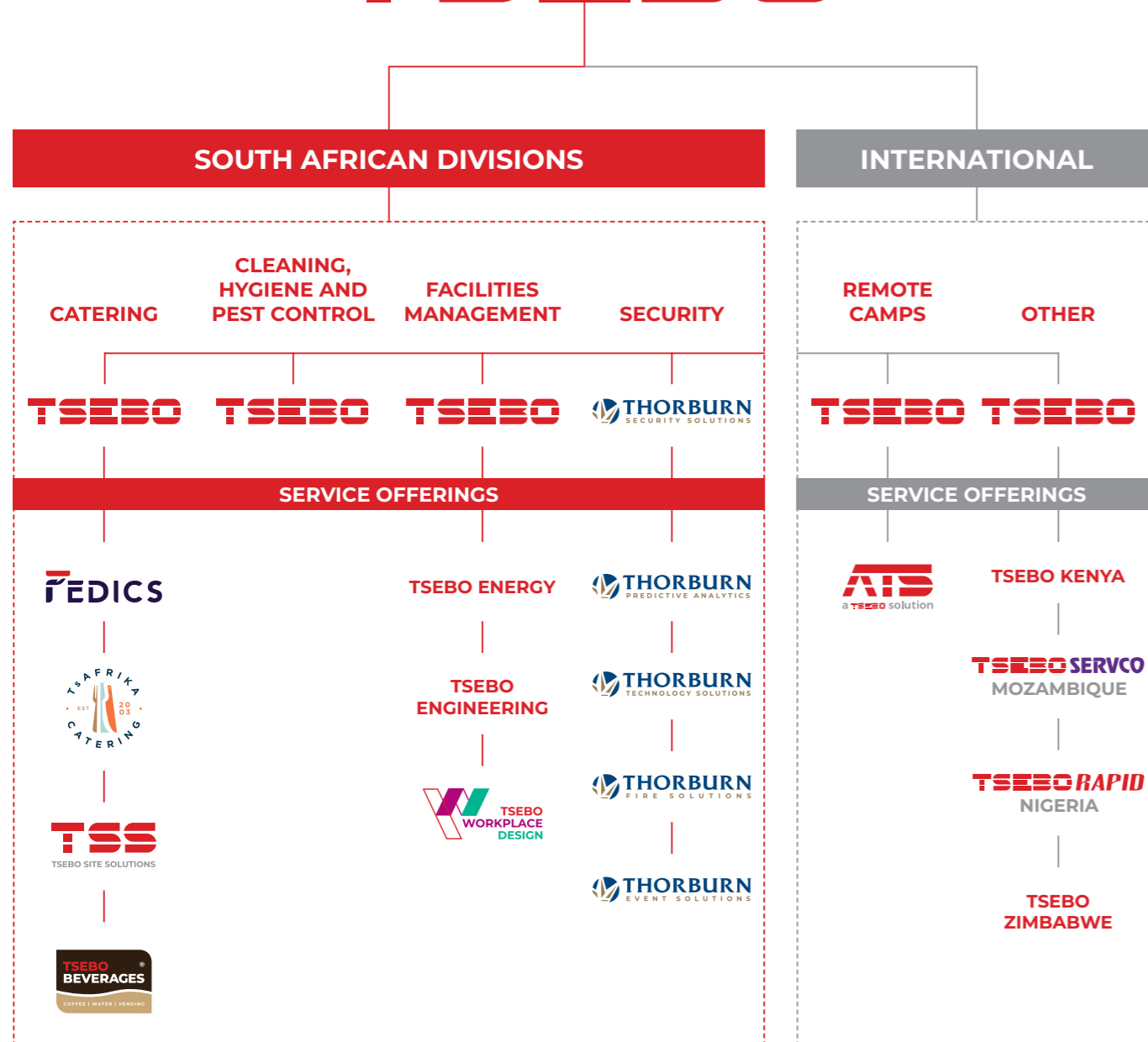
OUR FOOTPRINT

- Botswana
- Burkina Faso
- Cameroon
- Côte d'Ivoire
- DRC
- Gabon
- Gambia
- Ghana
- Guinea
- Kenya
- Lesotho
- Malawi
- Mali
- Mauritius
- Mozambique
- Namibia
- Nigeria
- Senegal
- Sierra Leone
- South Africa
- Eswatini
- Tanzania
- Uganda
- Zambia
- Zimbabwe



OUR ORGANISATIONAL STRUCTURE

TSEBO



OUR DIFFERENCE

This is how we support our clients' business success:

BY INCREASING OUR CLIENTS'

WE IMPROVE

AND DECREASE



TSEBO
50+
YEARS

UNDERPINNED BY 50+ YEARS OF PROVEN EXPERIENCE

OUR VISION AND MISSION

Our vision

To be the pan-African leader in integrated Workplace Management Solutions and the partner of choice to current and prospective clients operating in the region.

Our mission

To provide our clients with Workplace Solutions that support their success, while creating opportunities for upliftment for our people and communities.

OUR PURPOSE

Our **people** are our strength. Through hard work and dedication to the task at hand, they advance the true potential of our clients. We are strong because we are **'ONE TSEBO'**. The three layers of the logo represent the three building blocks of our company purpose statement:

TSEBO

WE **DEVELOP** PEOPLE,
TO **SERVE** PEOPLE,
TO **UPLIFT** SOCIETY.



OUR VALUES

Our 4 Tsebo values support our vision, shape our culture, and reflect what we value:

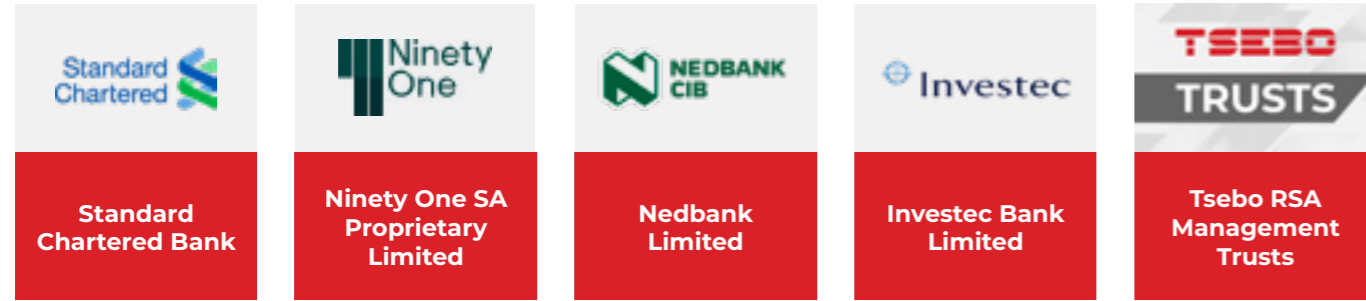
<p>We embrace highly ethical, moral and respectful behaviour, without exception.</p>	<p>We seek opportunity, respond rapidly, strive for continuous improvement and behave like intrapreneurs.</p>	<p>We care for people, communities and the environment.</p>	<p>We are industrious, efficient and dependable.</p>
<p>INTEGRITY</p>	<p>ENTERPRISING</p>	<p>CARING</p>	<p>DILIGENT</p>



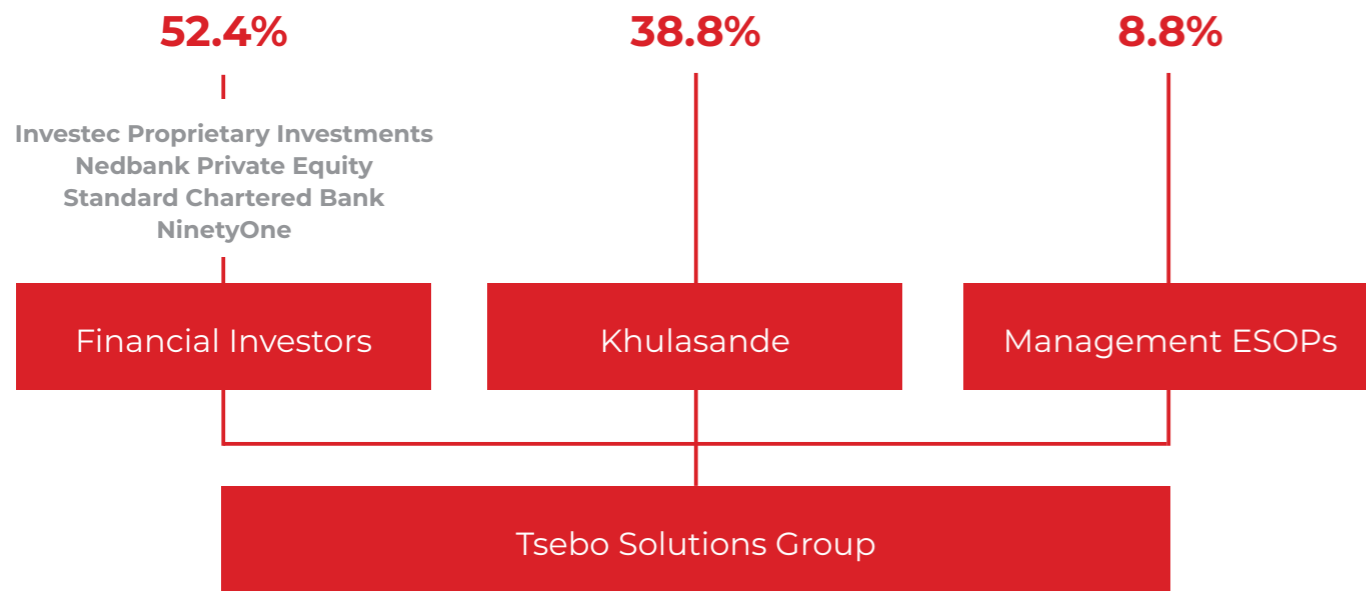
OUR LEADERSHIP TEAM

<p>GROUP CHIEF EXECUTIVE OFFICER, Dr. Chris Jardine</p>	<p>GROUP CHIEF EXECUTIVE OFFICER, Tim Walters</p>			
<p>GROUP CHIEF INFORMATION OFFICER, Yosheen Padayachee</p>	<p>GROUP CHIEF SALES AND MARKETING OFFICER, Melusi Maposa</p>	<p>GROUP CHIEF HUMAN RESOURCES OFFICER, Elanie Kruger</p>		
<p>CHIEF EXECUTIVE OFFICER - TSEBO CATERING SOLUTIONS, Wynand Louw</p>	<p>CHIEF EXECUTIVE OFFICER - TSEBO FACILITIES SOLUTIONS, Aubrey Mc Enea</p>	<p>CHIEF EXECUTIVE OFFICER - TSEBO CLEANING AND HYGIENE SOLUTIONS, Monwabisi Kalawe</p>	<p>CHIEF EXECUTIVE OFFICER - TSEBO PROTECTION SOLUTIONS, Stephan Botha</p>	<p>CHIEF EXECUTIVE OFFICER - TSEBO INTERNATIONAL, Eddie Ueckermann</p>

OUR SHAREHOLDERS



Shareholder ownership structure



LEVEL 1 B-BBEE

55.15% Black ownership

33.84% Black woman ownership

Our clients in South Africa benefit from 135% procurement recognition

Tsebo Solutions Group is proud to be a B-BBEE Level 1 contributor

LEVEL 1 B-BBEE

55.15% Black ownership

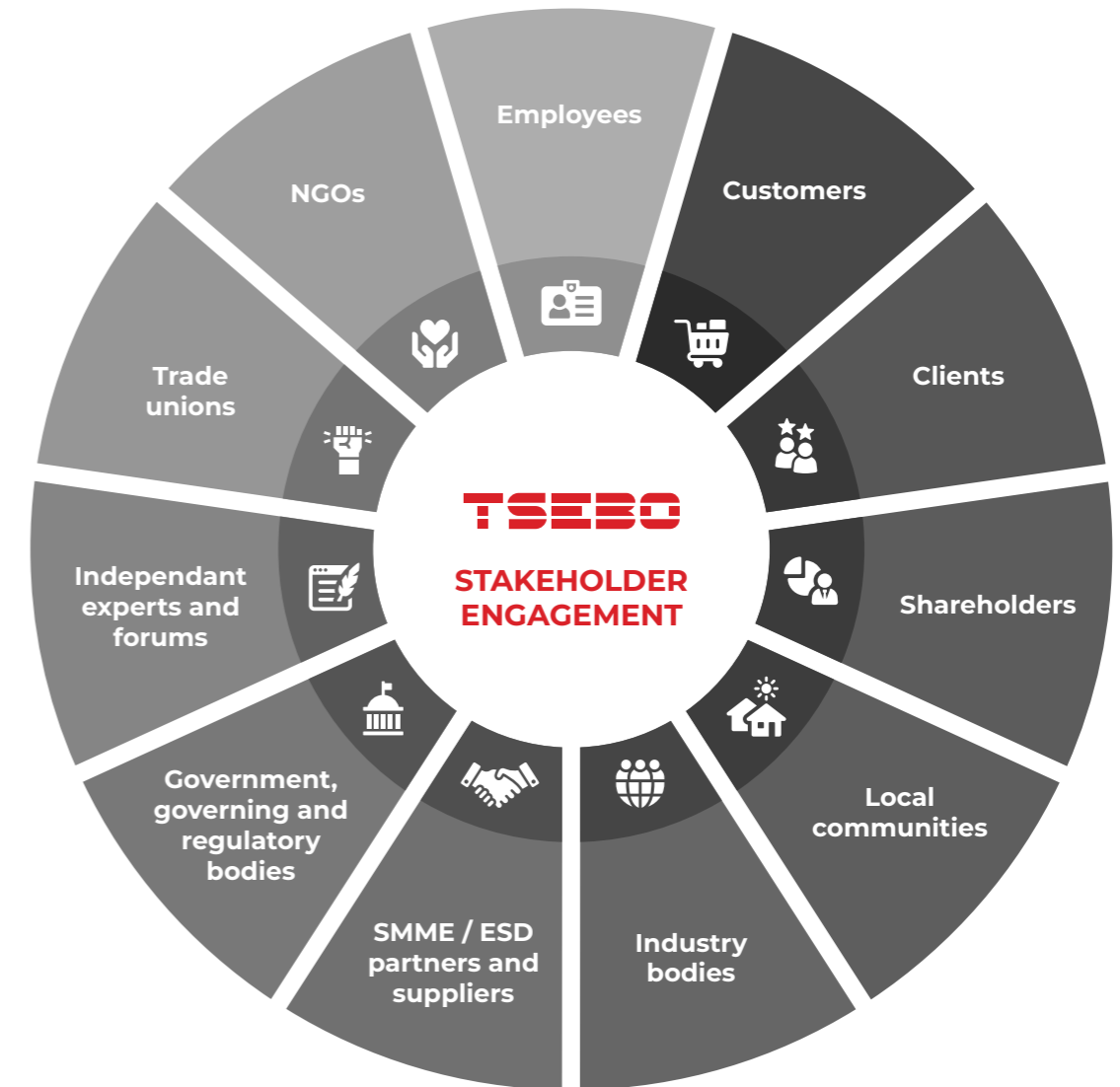
33.84% Black woman ownership

Call or visit our website to receive a copy of our certificate.

+27 (0)11 441 5300 | info@tsebo.com | www.tsebo.com

STAKEHOLDER ENGAGEMENT

Tsebo believes that building and maintaining solid and lasting stakeholder relationships is fundamental. A relationship based on open dialogue and active involvement is essential for generating value and a thriving journey ahead for all.



GROUP STRATEGIC FOCUS AREAS: VISION 2025

To continue to boost our businesses and our relationships sustainably, we've devised Vision 25, a Group strategy to stimulate growth in South Africa and across Africa by:

- Increasing organic sales growth by driving innovation to constantly improve our solutions and services.
- Exploring potential in underrepresented segments and regions and capitalising on Key Account Management to maximise cross-selling potential.
- Driving a high-performance service culture to exceed client expectations.
- Constantly looking for opportunities to bolt-on acquisitions and use our expertise to grow into adjacencies through integrated workplace management solutions.
- Grow remote camp presence, and expand operations in South Africa's neighbouring countries and other countries across Africa.

THE TSEBO WAY

With each new service line, region, client, and operator, we learn new and better ways of doing things. Sometimes we end up simply being reminded that adherence to the basics is a timeless management practice. The Tsebo Way is a succinct compilation of our business's critical commercial and operating best practices, learnings, insights, technology, policies and procedures, which enables our managers to do their jobs more effectively. Our 'Way' of doing things provides our clients with a consistently exceptional client experience and fosters solid commercial outcomes. We have developed a series of standard operating procedures, coupled with on-demand training and support, for critical business functions that guide how we approach doing business daily. The series covers the fundamental principles of the 'Tsebo Way' as summarised below:



Customer centricity	Innovation	Operational excellence	Enabled, empowered, engaged employees	Growth
<ul style="list-style-type: none"> Service culture Enduring relationships Retention Client insights Ongoing client feedback and responsiveness (CSAT) 	<ul style="list-style-type: none"> Technology and processes New solutions and products Commercial and delivery models Agility 	<ul style="list-style-type: none"> Continuous improvement Cost leadership Financial and commercial discipline Exceptional service recovery 	<ul style="list-style-type: none"> Best people practices and standards Learning and development Performance management Holistic transformation Values 	<ul style="list-style-type: none"> Key account management Cross-selling Bundled services Under-penetrated segments/geographies Adjacency expansion Appropriate commercial models Mergers and acquisitions

OUR FRAMEWORK



Our framework is built on the foundation of our **four core values** and comprises **four drivers**, namely:

- 1. Positive People Experience**
- 2. Engaging Customer Experience**
- 3. Commitment to Sustainable Partnerships**
- 4. Managing Environmental Impact**

These drivers are reinforced by:

- 5. Good Corporate Governance and Ethics;** and a
- 6. Corporate Social Responsibility mindset.**

Together, these **six pillars** comprise our **material sustainability focus areas** as a business, and as carefully considered, researched and approved by our Sustainability Committee. Each of the pillars is elaborated on in detail in our 2022 Sustainability Report, including applicable goals, principles, commitments and targets for each pillar.

Our Group purpose statement lies at the heart of our framework – **We develop people, to serve people, to uplift society** – the force and ethos behind Tsebo's ability to make and impact in the lives of people in our communities and leave a legacy for generations to come.

OUR APPROACH, GOALS AND PRINCIPLES

Our Approach

Tsebo has always been a conscious corporate citizen, with each of its businesses and countries running their own initiatives, on everything from oil recycling to measuring energy consumption. But these programmes and projects had yet to be centrally identified, measured, and reported on.

Tsebo has noted the sea change and demands the world over, for corporate citizens to **see more, do more and say more** when it comes to sustainability and the impact operations have on stakeholders. Our client base – ranging from remote mines to blue-chip international clients – is also, quite correctly, requiring more codified reporting and analysis on their supply chain activities.

With these internal and external push factors, the Board of Tsebo Solutions Group mandated a Sustainability Steering Committee in 2021 to establish a Group-wide **sustainability framework and policy**, to govern the implementation, continuous measurement, reporting, and improvement of ESG initiatives.

The Committee engaged with stakeholders at all levels of the organisation, through ongoing dialogue, online analytics search tools, mandatory and voluntary regulations, news and social media. The research highlighted **six material issues** that significantly impact the actions and decisions made by employees, clients, suppliers, communities and other stakeholders.



These six sustainability points informed the **six pillars of Tsebo's sustainability framework** and set the foundation for the **Group's sustainability policy**.

With the framework pillars and policy firmly entrenched and understood across all business operations, the Committee set out to identify the following methodology for the 2022 financial year:

- To identify where and what Tsebo produces/uses/wastes/implements across our businesses; then,
- To measure the yardsticks for those items and collect baseline data from which improvement targets can be established for the years ahead; and
- To communicate and raise awareness across the business to assist in the measurement and data collection process, and
- To embed a culture of understanding and sustainability across our operations at a corporate and personal level.

Scope

Tsebo has a considerable African footprint. For the reporting on each framework pillar to be methodical, verifiable and sustainable, Tsebo has elected to focus on our **South African** operations and plans for the first year of its reporting. Thereafter we will evaluate the addition of other countries. However, some of our larger businesses in Africa have been reporting accurate and impactful legacy programmes and ESG initiatives for many years. Where applicable, we have decided to highlight some of these results in addition to our South African performance.



At the start of 2023, the Sustainability Steering Committee established our 2030 (longer-term) and shorter-term targets, which we aim to achieve in the years ahead, forming part of Tsebo's first Sustainability Report and our ESG strategy going forward.

Tsebo is excited about the sustainability journey we have embarked on. As well as being the right thing to do, this journey is vital to our growth aspirations.

It will continue to inform our actions as we partner to work towards our global commitment to a more sustainable world by 2030.

Our Goals and Principles:

We are honoured to align our sustainability strategy with the **UN Sustainable Development Goals (SDGs)**. Tsebo has always been an unofficial, early adopter of these goals and the 10 principles of the UN Global Compact.

In 2022, however, Tsebo signed on to become **an official participant of the UN Global Compact** – working in collaboration with like-minded companies and partners globally to deliver measurable impact on the world's most pressing challenges. In its sustainability journey, Tsebo looks forward to connecting, learning, leading and sharing insights to accelerate progress towards universal sustainability goals and targets.



United Nations
Global Compact



Tsebo's sustainability strategy is focused on contributing to 15 of the SDGs



We assist in alleviating poverty through initiatives, such as our local procurement policy, enterprise and supplier development programmes, sub-contracted EME/QSE model, Employee-to-Entrepreneurship programme and large-scale job creation and development initiatives across the continent.

Tsebo helps our local communities to tackle food insecurity by implementing farm-to-fork and innovative nutrition initiatives while supporting sustainable agricultural programmes through partnerships with local charities and organisations.

We put the health, safety and well-being of our employees, clients and communities first – steered by applicable policies and wellness programmes. Consumers and employees can make informed, healthier meal choices through nutrition advancements and information.

Tsebo provides continuous on-the-job training and career development for all employees through our Learning and Development Academy and other educational initiatives, such as structured career development plans, and SETA-accredited learnerships.

With a predominantly female workforce, we place a strong emphasis on developing women, at all levels of the organisation, and support women's empowerment initiatives. Just over 33% of our business is Black Women Owned.



Tsebo's Energy division helps our business and clients save money by implementing intelligent energy monitoring to identify areas where energy is wasted or could be used more efficiently and by implementing various energy-saving technologies.

Our strategy addresses the positive, long-term outlook for all our people, in turn, creating sustainable job and learnership opportunities designed to attract and retain top talent.

Tsebo understands the intricacies of businesses across several industries and how to leverage technology and innovation to evolve with our clients' needs, simplify processes, create modern workspaces and improve efficiencies.

Tsebo is a development partner with a transformation ethos dating back to 1983 – with the utmost respect for human rights and the dignity of all people. We are a Level 1 B-BBEE organisation with 55.15% black ownership and 33.84% black female ownership.

We have a track record of implementing legacy programmes or CSR initiatives in our operational communities, improving inclusivity, safety and prosperity for all. Our Workplace Design business is a leader in green building design and construction.



Tsebo has ambitious climate-related targets to reduce carbon emissions (Scope 1 & 2) by 2030, and our CEOs are official members of the UN Global Compact's Africa Business Leaders Coalition – uniting to sign the first continental climate statement.

Tsebo has strict procurement policies in place to protect our oceans, marine resources and the livelihoods of coastal communities. Therefore, 95% of all seafood procured, is sustainably sourced from the SASSI Green list.

We ensure that high-impact products used across all our operations are sustainably sourced and eco-friendly, contributing to a better life on land and a circular economy. We actively promote biodegradable alternatives and implement several waste-to-landfill reduction initiatives.

Tsebo governs business responsibly and accountably, fostering transparency, trust and value-driven, ethical behaviour across all our business operations, with zero-tolerance for bribery and corruption.

Tsebo partners with our clients, government, global bodies, suppliers and other stakeholders to strengthen and accelerate universal SDGs.

Early adopter of 10 principles of the UN Global Compact

HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. Make sure that they are not complicit in human rights abuses.

LABOUR

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labour;
5. The effective abolition of child labour; and
6. The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

7. Businesses should support a precautionary approach to environmental challenges;
8. Undertake initiatives to promote greater environmental responsibility; and
9. Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

10. Businesses should work against corruption in all its forms, including extortion and bribery.



FUNCTIONAL GOVERNANCE AND LEADERSHIP

Tsebo's Social Ethics and Transformation Committee (SETC) governs our social responsibility, environmental, ethics and transformation activities to ensure responsible business conduct and a positive contribution to society. The Committee ensures that the Group upholds its purpose statement and continues to 'leave a legacy' for future generations.

The SETC is chaired by a non-executive director, who reports directly to the Board on sustainability matters, in collaboration with Tsebo's Executive Committee.

Because ESG issues are localised, can vary, and occur in countries that have different regulations and practices, the responsibility for ESG implementation lies with the respective countries of operation. To ensure the necessary coordination and control across the Group, a Sustainability Committee has been appointed to report on these activities to the Executive Management Team.

The Committee prepares proposals on policies, objective alignment, and the framework for sustainable ESG implementation across the Group. From a stakeholder and business-intelligence perspective, the Committee proposes measures and material changes around sustainability for a final decision by the Executive Management Team.



Leading by example

Tsebo's CEOs are official members of the **UN Global Compact's Africa Business Leaders Coalition (ABLC)** – a call-to-action initiative for African business leaders to publicly support policy positions or join campaigns that drive change and increase ambition across the continent.

Coalition leaders are called to shape and influence the level of ambition in an ecosystem and/or issue space and inspire other businesses to do the same. **ABLC is united and committed to a sustainable, prosperous Africa, taking its first step in signing a continental climate action statement.**

MEASURING AND MONITORING

The Sustainability Committee measures and monitors Tsebo's alignment and performance against applicable goals, principles, commitments, and established targets. The Committee reports back to the Executive and Social Ethics and Transformation Committee (SETC) on a bi-annual basis.

The Group's annual Sustainability Report details our sustainability ethos and the ESG initiatives we have implemented. It provides the necessary information to understand Tsebo's development, performance, alignment, status, and impact of its operations, covering material matters relating to our sustainability framework pillars.



Risk Insights™

In 2022, the Tsebo Sustainability Committee registered with a professional, critically acclaimed data science platform that delivers sustainability solutions and products using the latest achievements in data science. The platform provides:

- A data analytics scorecard
- ESG ratings via an online platform (ESG GPS™)
- Benchmark and performance improvement prospects
- Education and collaboration opportunities

Through the implementation of advanced technology, Risk Insights™ has grown to become the first developer of an ESG rating tool for Africa. As such, the platform has been awarded a number of accolades, including the Agile Governance Award by the World Economic Forum (WEF) in 2020, a Certificate of Professional Services from the Institute of Risk Management South Africa and the 2022 Best ESG Data Provider Africa by Environmental Finance.



The WEF, which remains closely associated with Risk Insights, has **welcomed Tsebo's registration on the platform and now recognises and endorses the Tsebo Solutions Group as a large employer across Africa.**

From 2023 onwards, Tsebo will make use of this advanced platform to actively track, measure, monitor, and benchmark ESG initiatives implemented. The biannual rating process will not only help us to track our results more accurately, but it will also help us to improve our sustainability journey and continuity as a business by implementing best practice standards.

The Sustainability Committee is currently implementing subscriptions to similar global sustainability data science platforms, like EcoValdis, which will provide our international business with similar but internationally acclaimed tools and a competitive edge in the global market.



2030 ESG GOAL ALIGNMENT, COMMITMENTS AND TARGETS SUMMARY



To protect the quality of the natural environment, adhere to regulatory requirements, decrease energy consumption, and reduce waste and emissions in pursuit of contributing to a circular economy. Tsebo adopts new technology and partners with clients and communities to collectively reduce environmental impact.

PILLAR TARGETS

Managing Environmental Impact

- On our journey to net-zero, we aim to reduce our Scope 1 and Scope 2 GHG emissions by 30% based on our 2022 baseline levels.
- Reduce our energy consumption by 30% from our 2022 baseline levels through renewable and energy-efficient solutions.
- Ensure that 75% of our high-impact products used across all operations are sustainably sourced and eco-friendly, contributing to a better life on land and below water while playing our part in the circular economy.



To care for and engage with the Tsebo family, including our employees, clients, communities and other partners, to create a more prosperous and sustainable future for all.

Positive People Experience

- Promote diversity and inclusion in the workplace, achieving year-on-year transformation targets and a Level 1 B-BBEE certification.
- To spend an average of above 3.5% of our leviable amount on qualifying training interventions to provide a holistic and sustainable Youth Skills Development programme that enables 20% formal employment within the Group for the unemployed.
- Obtain and improve our Top Employer Certification rating.

Engaging Customer Experience

- Maintain an average client satisfaction index (CSI) score above 80%.

Commitment to Sustainable Partnerships

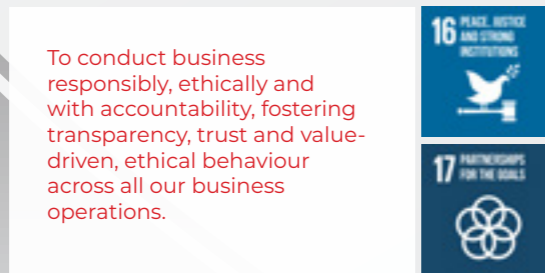
- To spend 3% of our profit on Enterprise (1%) and Supplier (2%) Development initiatives year-on-year.

Corporate Social Responsibility

- To spend 1% of our profit on Socio-Economic Development initiatives year-on-year.

Good Corporate Governance & Ethics

- Ultimately strive towards zero work related injuries and fatalities. However, we recognise that this is a journey; therefore, Tsebo aims to reduce its injuries or illness frequency rate by 30% from its 2022 baseline.
- Increase its governance and ethics training and awareness audience by 50% from its 2022 baseline.



To conduct business responsibly, ethically and with accountability, fostering transparency, trust and value-driven, ethical behaviour across all our business operations.



ENVIRONMENT

* Please note that this is a high-level summary of our longer-term goals, commitments and targets in the Group. Please view the E, S and G sections in this report, which includes a detailed overview of all our 2022 baseline achievements, targets and shorter-term ambitions – all contributing to include Tsebo's sustainability journey.



Tsebo is committed to working towards a net-zero, resilient future by 2050. We partner with our clients, suppliers, and communities to set continuous near- and long-term targets that comply with recommended global environmental legislation and standards. Only by working together, can we make measurable progress on our targets and help our clients do the same.

We contribute to mitigating the world's environmental impact and climate change challenges, by training our employees to adhere to environmental best practices and encouraging them to introduce innovative solutions that drive commercial and ecological benefits. Furthermore, our leadership has personally signed onto a continental coalition to advocate for, and work towards, reducing climate change challenges across Africa.

TARGETS



- On our journey to net-zero, we aim to reduce our Scope 1 and Scope 2 GHG emissions by 30% based on our 2022 baseline levels.
- Reduce our energy consumption by 30% from our 2022 baseline levels through renewable and energy-efficient solutions.
- Ensure that 75% of our high-impact products used across all operations are sustainably sourced and eco-friendly, contributing to a better life on land and below water while playing our part in the circular economy.

Tsebo's managing environmental impact pillar aligns with the following goals and principles of the UN Global Compact:



 ENVIRONMENT

ISO 14001 Certified

An international standard that sets out the criteria and maps out the framework for an organisation to achieve an effective environmental management system. Being certified as ISO 14001 provide assurance to company management, employees and stakeholders that Tsebo's environmental impact is continuously measured and improved on.



Related shorter-term ambitions



80%
Recyclable toilet paper
Goal: by 2025



50%
Cooking oil collected and recycled
Goal: by 2025



60%
Sustainably sourced palm oil
Goal: by 2025



75%
Sustainably sourced tea and coffee
Goal: by 2023



100%
Recyclable plastic aerosol lids
Goal: by 2023



80%
Multi-use soap pump systems
Goal: by 2025



WASTE-TO-LANDFILL AND CIRCULAR ECONOMY INITIATIVES

Tsebo has implemented various initiatives across our own and our clients' operations to reduce the impact of waste-to-landfill and, where applicable, also contribute to a circular economy in the following areas:

Food production

Food production is a core business process for our catering businesses, with food waste being an inevitable side effect. Our Food Waste Solution uses **Biobin® and Bokashi bins**, in-vessel composting systems, that convert food waste into biodegradable waste or compost. The bins offer a straightforward solution to manage and organise food waste that would otherwise end up in landfills.



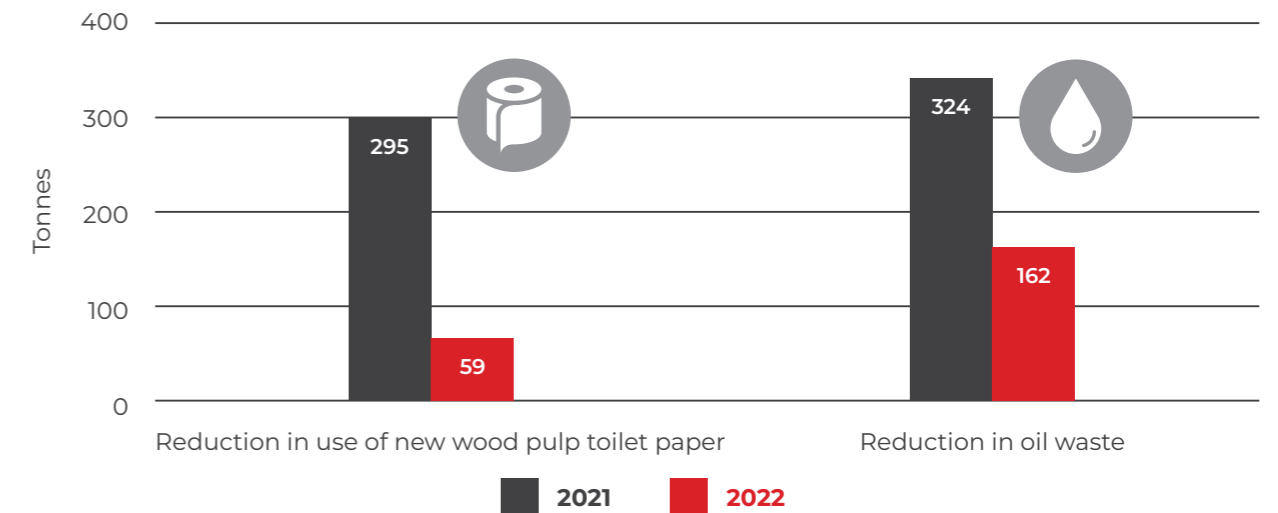
Our catering division also procures about 324 000 litres of cooking oil for use in our kitchens. We recently identified an eco-partner to collect used cooking oil from our kitchens and convert it into biofuel. The initiative will be rolled out to most of our units by 2025, with the result that **50% of all procured cooking oil will be converted to biofuel**, reducing oil waste from our kitchens and indirectly to the global reduction of CO2 emissions.

Toilet paper

Tsebo currently purchases 295 tonnes of single-ply toilet paper a year to service our client sites, about 30 tonnes (10%) of which are currently manufactured using recycled paper. Tsebo is actively engaging with its clients to promote the switch to **Forest Stewardship Council (FSC)** endorsed 100% recycled paper to achieve an **80% recycled paper supply by the end of 2025**.



Waste-to-landfill



Single-use plastics

In a move away from single-use plastics, Tsebo Cleaning and Hygiene Solutions sourced a supplier that makes use of sustainable eco lids. This initiative, implemented in July 2022, effectively **reduced the businesses' waste-to-landfill by approximately 170kg per month**. By the end of 2023, all aerosols purchased from our supply partner will be fitted with **EcoCaps, decreasing the use of plastics in our aerosol range by 25.6%**.

Furthermore, the soap-refill process was re-designed through engagement with our supplier partners, enabling a **multi-use pump system** to replace the single-use soap pump and sachet refill combo. Single-use pumps generate around 650kg of plastic waste annually. Through this innovative redesign, **we are reducing our plastic by 56.5% per year**.



Eco-friendly cleaning

Chemicals

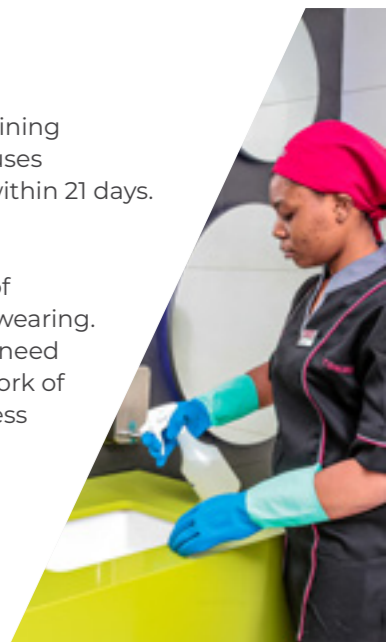
Tsebo Cleaning and Hygiene Solutions use certified, eco-friendly cleaning chemicals containing antimicrobial agents wherever possible. These include the Enviro range of chemicals that uses components and surfactants derived from natural plants and returns to its natural origin within 21 days.

Equipment, tools and technology

The abrasive yet gentle nature of our **microfibre cloths and sleeves** reduces the amount of chemicals needed compared with conventional options. The cloths are reusable and long-wearing. Introducing **Diamond Pad technology** for stripping and sealing floors helps eliminate the need for floor finishes, coatings, stripper and crystallisation products, and the labour-intensive work of applying these chemical products. This shortens the process and reduces electricity use. Less water is used as there is no need to rinse out chemicals.

Reduced energy usage

Less energy is used at sites where we use **energy saver equipment**, e.g., certain vacuum cleaners and energy saver auto scrubbers. Hot water is unnecessary when using specific cleaning chemicals, consumables, equipment, and processes, thereby saving electricity.





Using technology to reduce water and chemical consumption

Tsebo uses the NX 244 compact scrubber for some of its larger cleaning contracts.

The NX 244 compact scrubber is a small, nimble and environmentally friendly auto scrubber. Besides using a fraction of the water and chemical used by traditional cleaning methods, the NX 244 compact scrubber cleans up to 70% faster than conventional wet mopping and up to 30% faster than traditional auto scrubbing.

Tsebo volunteers give back to the community by cleaning up Amanzimtoti main beach

Given its increasing footprint on the KwaZulu-Natal's South Coast as well as its commitment to uplifting the environment and communities in which it works, Tsebo chose the Amanzimtoti main beachfront as the venue for a clean-up.

More than 40 Tsebo employees volunteered for the clean-up on 14 December 2022. Tsebo donated rubber gloves and filled rubbish bags to get the beachfront looking pristine and tip-top ahead of the much-anticipated Rock the Salt Festival on 17 December.



RESPONSIBLE SUPPLY CHAIN

Tsebo is committed to partnering with like-minded suppliers that provide sustainably sourced and ethically produced products. Open communication and transparency are vital when choosing suppliers and partners who work together to improve our supply chain's sustainability, efficiency, and productivity. Furthermore, our innovative supplier development initiatives help localise supply chains, thereby indirectly reducing greenhouse gas emissions.

Some of our initiatives include:

SASSI GREEN LIST



The Southern African Sustainable Seafood Initiative (SASSI) has developed a colour-coded list of seafood to help consumers to avoid eating threatened species (red and orange) and choose sustainable seafood choices (green). Tsebo's catering businesses currently source **95% of all seafood from the green list** to ensure the sustainability of seafood species as well as the livelihoods of the local fishing communities.

SUSTAINABLE PALM OIL



The Roundtable on Sustainable Palm Oil (RSPO) brings together stakeholders across the supply chain to develop and implement global standards for producing and sourcing certified sustainable palm oil. Tsebo Catering Solutions sources 35% of all fats and oils used in its processes from RSPO-certified suppliers. Our goal is to increase this to **60%** by the end of 2025.

RAINFORREST ALLIANCE



Beverage Solutions are a growth area for Tsebo, offering clients tailored vending and coffee shop solutions. We source 74% of our tea and coffee offerings from Rain Forest Alliance-certified partners. We aim to increase this to **75%** by the end of 2023 while simultaneously pursuing our growth target.

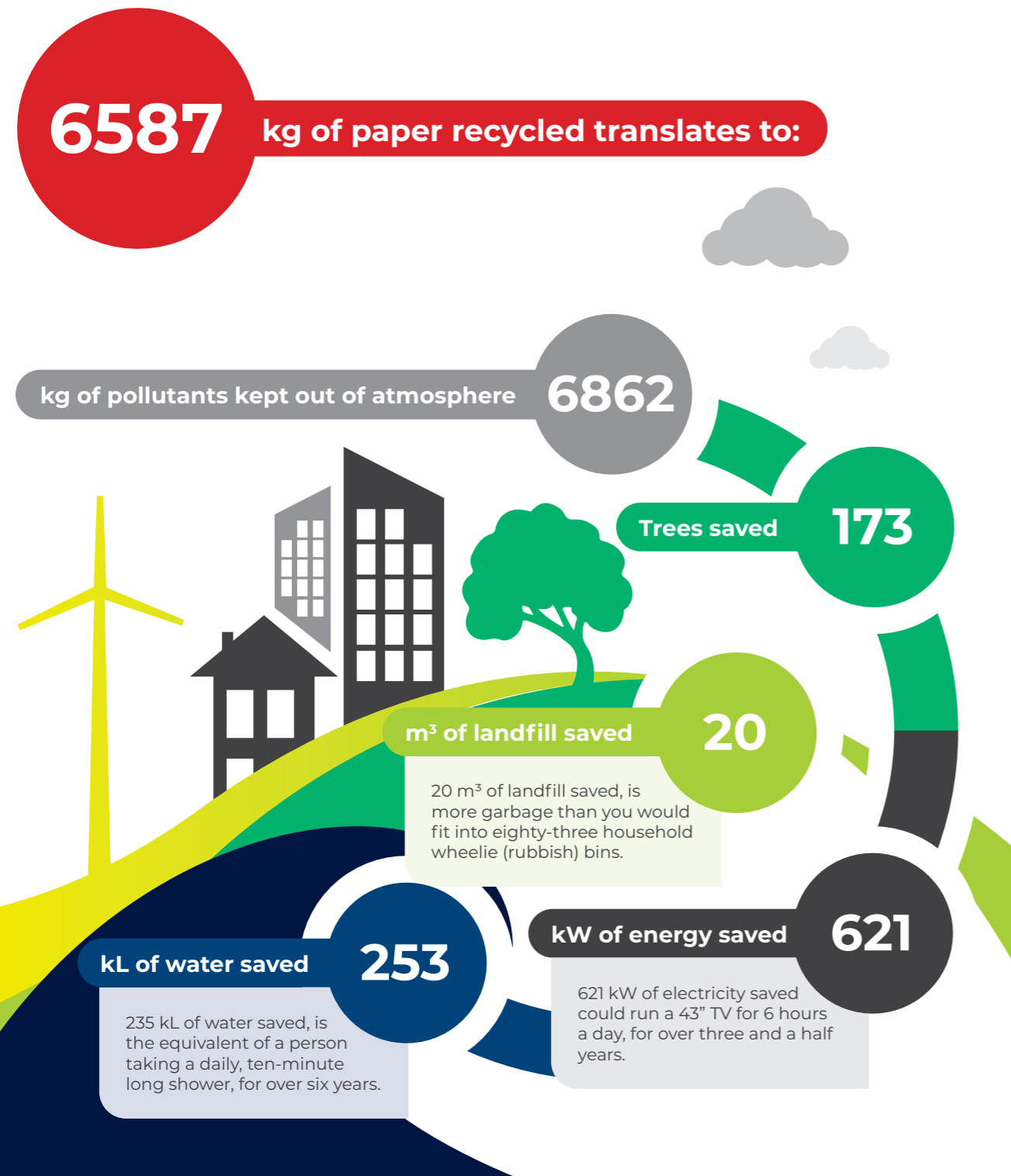
RECYCLABLE ALTERNATIVES

We partner with our clients on various recycling initiatives to reduce our waste-to-landfill footprint. Where possible, we make use of **reusable cutlery and crockery** to eliminate the need for single-use items. Where this is not possible, biodegradable options are explored and promoted. Thus far, we have **reduced our single-use fomo items by 53% since 2021**. In doing so, we have prevented 47 tonnes of indirect waste-to-landfill for our clients. We aim to replace a further 15% per annum of fomo packaging with biodegradable packaging.



Paper recycling initiative

Tsebo has placed recycling bins in all of its offices for employees to safely dispose of paper which is then securely destroyed and recycled. The initiative has reaped the following benefits in the period between January and September 2022:



Tsebo's farm-to-fork initiatives

Countries across Africa have been experiencing rampant food inflation, making it increasingly difficult to retain the quality and cost-effective pricing for which Tsebo is known. The solution is to circumvent the middleman and go directly to the source for the best quality products at the most reasonable prices.

Wherever possible, Tsebo prioritises local, organic farmers and incorporates them into our supply chains across Africa. We've been doing this for decades and have built a legacy through initiatives like Tsebo Siyakhula (See page 72), and ATS Legacy projects (see page 78), including farm-to-fork projects in Mozambique and Kenya.

By initiating relationships with dependable local suppliers, markets and farms, Tsebo enables small farmers (mostly women-owned enterprises or cooperatives) to grow their businesses and receive fair prices for their produce. Steady demand helps farmers to prioritise which crops to focus on and eliminates waste.

All suppliers are thoroughly vetted to ensure the quality and freshness of their organic produce. Tsebo Health and Safety managers and procurement teams work closely with farmers to ensure that an auditing process is followed.

Benefits of farm-to-fork include:

- Faster supply and on-demand procurement of produce
- Fresh, seasonal fruit and vegetables inspire innovative nutritional menu choices
- Strong and sustainable relationships with local communities.
- Environmental benefits and a lower carbon footprint
- A reduction in procurement costs



EMISSIONS

On the road to net-zero, Tsebo is committed to a **30% reduction in our total greenhouse gas emissions** by 2030.

Scope 1 Emissions

With a fleet of over 230, mainly utility and delivery vehicles used to execute the variety of services offered by Tsebo across South Africa, we have implemented a policy to replace current vehicles **with more CO₂-efficient options** when their leases reach end of life.

Our procurement team engages with vehicle manufacturers to ensure that the most CO₂-efficient vehicles fit for application are procured. From our **2022 baseline of 2 192 tonnes per annum**, Tsebo's aims to systematically transform our fleet to reduce our S1 CO₂ emissions derived from our vehicles.



Scope 2 Emissions

Tsebo has a continent-wide footprint, and therefore frequent local and international air travel is necessary with the result that in 2022 we contributed **382 tonnes of CO₂ emissions due to air travel**.

In addition, we use the South African standard to measure our S2 baseline for CO₂ per KW hour consumed through our electricity usage. For 2022, Tsebo produced **1 225 tonnes** of CO₂ emissions due to energy consumption.

Our total S2 CO₂ baseline emissions for 2022 amount to **1 607 metric tonnes**. Going forward, we aim to reduce our S2 emissions by reducing flight travel through increased use of virtual solutions and switching to green energy alternatives.



REDUCING ENERGY CONSUMPTION

Electricity is a critical resource and a priority area in South Africa, where the energy sector is currently in crisis. What's more, in December 2022, legislation came into effect in South Africa, making it mandatory for offices and private non-residential buildings larger than 2,000m² to submit information on their building's energy performance and make these certificates visible to the public.

While most of our recent efforts have focussed on helping our clients **reduce their energy costs and tailor alternative energy solutions for their business needs**, our Energy business **has championed a drive to reduce energy consumption at Tsebo**. As a first step, we collated energy consumption information for all of Tsebo's South African workspaces and implemented energy-saving solutions in our Johannesburg-based head office.

By implementing renewable and energy-efficient solutions, Tsebo is committed to reducing our overall energy consumption across workspaces **by 30% by 2030**, starting from a **baseline of 1 189 MWh in South Africa** in 2022.

IN THE SPOTLIGHT

How Tsebo transformed its head office into a smart energy hub

When we moved into our new head office space in Sandton, Johannesburg, in July 2022, our Energy business championed a drive to reduce energy consumption at Tsebo. This began with Block C and B of the Tsebo Office Park where we:

- Installed **smart metres** to monitor electricity and water consumption
- Set **after-hours shutdown targets**, which we continuously strive to achieve
- Implemented an **automatic electricity shutdown** of non-essential **HVAC and lighting** from 18h30 on weekdays for both buildings
- Retrofitted **energy-efficient LED lighting** in both buildings

Thanks to these efforts, we have reduced energy consumption at our **Johannesburg head offices by 25% per building per month** from 1 July 2022 to 31 December 2022.





Tsebo achieved close to R200 million in total energy savings for its SA clients in 2022

How we help our clients

With an ever-increasing need for cost reduction and a seamless switch to reliable energy alternatives, Tsebo Energy Solutions has mapped out an action plan to help its clients through a combination of **Energy Efficiency Solutions and Alternative Energy Solutions:**

Our Energy Efficiency Solutions include:

- ✓ **Consumption intelligence** – An intelligent and unique metering system that identifies the precise sources of over-consumption.
- ✓ **Voltage optimisation** – We implement first-rate metering and monitoring products and offer guaranteed savings.
- ✓ **Power factor correction** – Improve the efficiency of useful power and lower demand charges.
- ✓ **Energy efficient lighting** – Retrofits with advanced T5, LED and induction technologies.
- ✓ **Water heating** – Energy efficient hot water systems, solar or heat pumps.
- ✓ **Photo-voltaic systems** – Rooftop off-grid and grid-tied solutions.
- ✓ **Power quality** – Sophisticated instrumentation and analysis of power outages, transients and causes of equipment failure.
- ✓ **Policy formulation** – Document energy policies and procedures to systemise energy conservancy.
- ✓ **Demand management** – The implementation of initiatives and technologies that help clients to optimise their energy consumption by managing their electricity demand.



Alternative Energy Solutions:

We partner with our clients to find the most cost-effective solution, be it solar, grid-tied, off-grid, battery storage for backup, waste-to-energy plants or hybrid systems that work together for maximum efficiency. These solutions include:

- ✓ **Embedded private generators** – Privately owned, on-site generators for small and medium businesses or micro-grids for commercial and industrial concerns.
- ✓ **Energy generation** – Our highly experienced team has the expertise to build private renewable energy generation plants for clients in rural and urban areas.
- ✓ **Hybrid systems** – A combination of two or more technologies to ensure continuous energy supply.
- ✓ **Battery storage systems** – Store excess energy for later use.
- ✓ **Energy management** – This includes energy measurement and verification, conservation and demand-side management.

CERTIFIED GREEN BUILDINGS

Green building is an international movement that aims to minimise the environmental impact of buildings and construction through responsible use of resources. In South Africa, green building is regulated through the Green Building Council of SA (GBCSA), which lays down strict criteria for Green Star SA certification.

Tsebo Workplace Design's certified consultants can navigate clients through the exact and sometimes confusing specifications to qualify for certification.

To achieve compliance, buildings must be able to show:

- ✓ Regulated energy consumption
- ✓ Detailed sustainability reporting
- ✓ Land use and ecological impact
- ✓ Carbon emission measurements
- ✓ The application of energy interventions

By insisting on green certification, organisations can ensure the sustainability of a building, which has a positive impact on the environment and drives cost saving through efficient use of resources.

Tsebo Workplace Design's professional consultants are **accredited with the GBCSA** and can assess, evaluate and advise how to obtain certification. Wherever possible, we specify sustainable materials and consider the effect of our design on its occupants' well-being in terms of natural light, greenery and fresh air. During construction, we dispose of our waste in a sustainable manner and, where possible, repurpose or recycle all building materials.

Green Star SA-accredited buildings enjoy energy savings of between 25% to 50%, compared with buildings designed to SANS 204 standards.

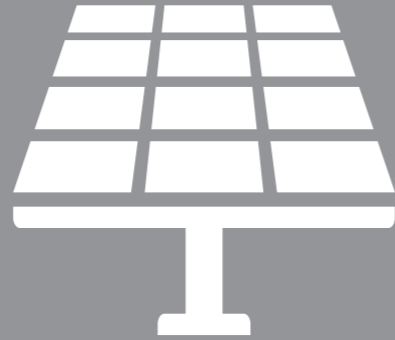
- The **payback periods of energy and water saving are becoming much shorter** as utility costs increase and green-building technology becomes more affordable and widely available.
- **Higher returns on assets:** Rental rates in green buildings in the United States and Australia are approximately 6% and 5% higher, respectively.
- **Increased property values:** Decreased operating costs, lease premiums, and more competitive, less risky, future-proofed buildings contribute to the value of green buildings.
- **Enhanced marketability:** Green buildings are considered technologically advanced and environmentally and socially responsible. These attributes are positively linked to the company brand.
- **Reduced liability and risk:** Green buildings are future-proofed against increases in utility costs, potential energy and water supply problems, tightening legislation, carbon taxes and the impact of mandatory energy efficiency disclosure, as well as costly retrofits or even obsolescence.
- **Retaining government and other major tenants:** The Department of Public Works' planned Green Building Framework will likely include certain green building requirements for government tenancy. This will increasingly apply to large multinational tenants too.
- **Responsible investing:** Investment in green building is an integral part of the worldwide trend to more responsible, sustainable and ethical investing.
- **Increased productivity:** Improved internal environment quality (IEQ) results in the improved health, comfort and well-being of building occupants. This has been shown to increase productivity – always a significant factor in the profitability of a business.
- **Minimising churn rate:** With increased comfort and occupant satisfaction and more flexible spaces, green buildings can minimise the costs and impact of churn rate. With lease terms in South Africa typically ranging between three and five years, the churn rate represents a significant business cost.
- **Combat climate change:** Green building practices can have a significant impact on combating climate change and help to create truly sustainable communities.

How Tsebo slashed costs for a top casino and entertainment resort

Spanning about 1 million square metres of built space, Tsebo’s casino and entertainment resort client enlisted our services a few years ago when they contracted us to conduct a complete audit of its engineering assets. Since then, Tsebo’s responsibilities have grown to incorporate Energy Solutions, with our most recent achievements including:

- ✔ Improved recoveries on tenant billing by implementing correct business-related tariffs. As a result, the resort continues to recover about **R200 000 a month**.
- ✔ By implementing smart analytics, we discovered the resort was purchasing too much Network Capacity from Eskom. In January 2023, we reduced their Notified Maximum Demand from 17000kVA to 14000kVA with the result that they currently save about **R107 000 a month**.

We are busy implementing a 1.4 MWp grid-tied solar photo-voltaic plant at the main hotel. The plant will generate over **2 300 MWh of renewable energy annually, reducing the client’s carbon footprint by approximately 2 510 metric tonnes** and providing an estimated net saving of **R3.2 million in the first year of operation**.



How Tsebo significantly reduced energy consumption for a multinational plant equipment manufacturer

With a shared focus on technology and innovation, Tsebo’s partnership with a multinational plant equipment manufacturer was an excellent fit. The client’s plants and offices in South Africa are the central contact point for all enquiries, from grain to consumer goods processing and advanced material processing solutions. In 2022, Tsebo achieved the following for the client at one of their sites:

- ✔ Factory **LED high-bay lighting retrofits** implemented on the premises. This represented a **62.5% savings in the area of installation**.
- ✔ **After-hours shutdown management** in 6 electrical distribution board areas, which reduced the site’s electrical baseload from an estimated **75kW to 50kW**.



SOCIAL



We are a people business with a passion for creating a **high-performance service culture** where people engage in positive employee experiences in the workplace, supported by best-in-class people standards and practices. Our approach to people management has a material impact on our business and is a strategic focus for management.



In 2022, Tsebo was a first-time **Top Employer South Africa** entrant, earning us the esteemed Top Employer Certification for 2023. By measuring and comparing our Human Resources (HR) and people management performance and practices internally and externally, we can now identify areas for focused improvement to beneficially impact our business, clients, and employees. Tsebo is furthermore committed to complying with all legislation across the jurisdictions we operate in.

Tsebo's positive people experience pillar aligns with the following goals and principles of the UN Global Compact:

TARGETS

- Promote diversity and inclusion in the workplace, achieving year-on-year transformation targets and a Level 1 B-BBEE certification.
- To spend an average of above 3.5% of our leviable amount on qualifying training interventions to provide a holistic and sustainable Youth Skills Development programme that enables 20% formal employment within the Group for the unemployed.
- Obtain and improve our Top Employer Certification rating.



Performance highlights



Participation in the first Top Employer's benchmarking in South Africa, achieving an **82% score for our people practices**



As part of our commitment to Transformation, we retained **B-BBEE Level 1 certification** in South Africa



Provided over **12 200** employment opportunities



Recruited more than **970 new employees** through our Tsebo Careers Centre attracting more than **287 400** candidates



Over 30% of senior vacancies filled through our succession pipeline



Over 950 learnership and skills development programmes facilitated



Provided **learning & development interventions to more than 23 800** employees in SA



Enhanced our **digital footprint** and optimised the **employee experience**



OUR PEOPLE STRATEGY

Our People Strategy is designed to maintain a high level of HR practice and competence across our businesses, which evolves according to three key deliverables:

1. Establish and embed a **high-performance service culture** across all levels of the organisation.
2. **Attract, develop, empower and retain best-in-class employees** to ensure we have the right people with the right fit, capability and mindset in the right place at the right time.
3. Build a **flexible and digitally-enabled workplace** of the future, where **wellness, transformation and inclusivity** are prioritised, and every employee is a proud ambassador of the Tsebo brand.



Best People Standards

Tsebo has set clear standards to ensure that all employees work in an environment where they are treated with respect, dignity and fairness wherever they are based in Africa. Compliance with these standards enhances the employee experience, builds transparency and trust and creates pride in our organisation. As the business develops, we continually review our People Standards at Group level to ensure they remain appropriate for our needs.

All managers are expected to lead from the front and commit to these standards, while all businesses must comply with the People Standards detailed in each of the HR Strategy and Standards documents listed below:

-  **Recruitment of Best People**
-  **Employee Engagement**
-  **Learning and Development**
-  **Diversity and Inclusion**
-  **Employee Performance and Reward**
-  **Organisational Design and Workforce Optimisation**

People Philosophy

Our people philosophy emphasises the importance of people:

- Having the best people is what makes Tsebo succeed, so it is essential that all our businesses **look after, grow, and nurture** their employees.
- Our employees are the public face of Tsebo, and we **recognise and respect the value they add** to the business by delivering excellent service day after day.
- We place great focus on **attracting and retaining the right talent**, at all levels, to ensure the organisation's continued success.
- We strive for a **motivated, capable workforce** who live our values and are proud to work for Tsebo. To achieve this, we continuously build on our commitment to deliver high-quality people management practices across the Group.
- We drive **inclusive sustainability agendas** while incorporating a culture of corporate responsibility. These practices are measured.



People Delivery Workstreams



REWARD AND RECOGNITION

- Remuneration
- Benefit Management
- Governance and Compliance
- Recognition

LEADERSHIP

- Leadership Alignment
- Leadership Engagement
- Leadership Succession and Development

SHAPE

- Organisation and Change
- Digital HR
- Work Environment

PERFORM

- Performance Management
- Career Paths and Discussions

DEVELOP

- Learning
- Skills Planning
- Career Advancement
- Youth Development
- Disability Development

ENGAGE

- Employee Experience
- Values and Culture
- Employee Communications
- Wellness

UNITE

- Transformation
- Ethics and Integrity
- Diversity and Inclusion
- Sense of Belonging
- Safety Leadership

ATTRACT

- Employer Branding
- Talent Acquisition
- On-boarding

TOP EMPLOYERS

Top Employers Institute is the global authority on recognising excellence in People Practices: those that provide excellent employee conditions, nurture and develop talent throughout all levels of the organisation, and strive to optimise people strategies continuously.



Tsebo Solutions Group, including its subsidiary brands in South Africa, has been validated, certified, and recognised by the Institute as a 2023 'Employer of Choice'. This demonstrates Tsebo's dedication to a better world of work through its excellent HR policies and people practices.

Crucial to the Top Employers Institute programme is that participating companies must meet its high research standards to achieve the certification. Organisations can only be certified based on the participation and results of their HR Best Practices Survey, which Tsebo completed in 2022. This survey covers **600 practices in six HR domains across 20 topics**, as demonstrated in the model below. Participants then submit evidence and are **independently audited** over several days in which their practices are thoroughly interrogated.

Results

<p>STEER</p> <ul style="list-style-type: none"> Business Strategy People Strategy Leadership 		<p>SHAPE</p> <ul style="list-style-type: none"> Organisation & Change Digital HR Work Environment 		<p>Steer and Shape: these two domains explore the overarching strategies from Tsebo's perspective.</p>
<p>ATTRACT</p> <ul style="list-style-type: none"> Employer Branding Talent Acquisition On-boarding 		<p>DEVELOP</p> <ul style="list-style-type: none"> Performance Career Learning 		<p>Attract, Develop and Engage: these three domains cover the employee journey.</p>
<p>UNITE</p> <ul style="list-style-type: none"> Purpose & Value Ethics & Integrity Diversity & Inclusion Sustainability 		<p>Unite: captures the topics that bring employees together and create a sense of belonging with the organisation.</p>		

In January 2023, the programme certified and recognised **2052 Top Employers in 121 countries/regions across five continents**. It provides a comparative insight into participants' people practices and highlights areas of excellence, growth and improvement. Insights into an organisation's performance can be compared with the global Top Employers Benchmark, enabling Tsebo to accelerate the advancement of our people strategies.

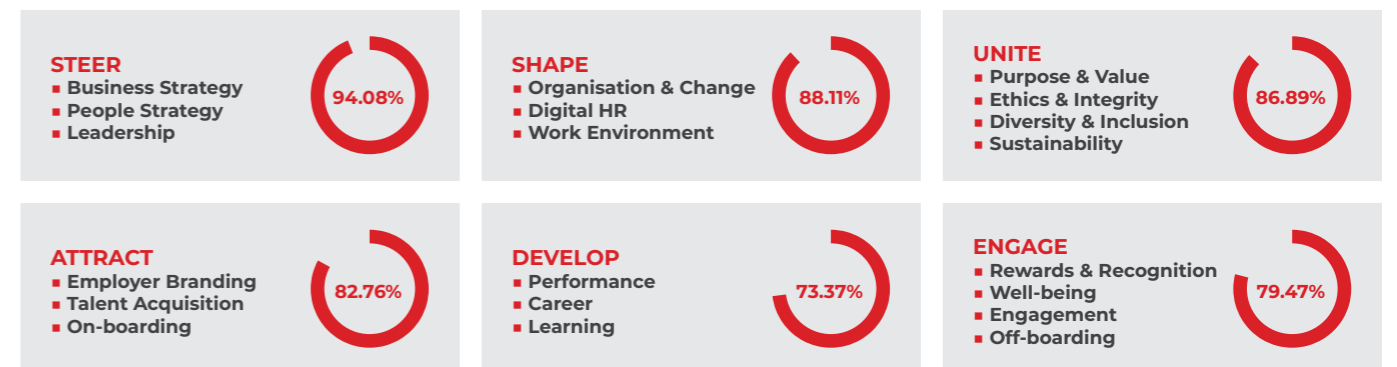
Benchmarked against a globally certified group of more than 2050 Top Employers, Tsebo achieved an overall score of over **82%**.



We have been certified as a Top Employer because we:

- Put the health, safety and well-being of our people first
- Have a well-defined business, leadership and people strategy
- Focus on HR policies, practices and projects that improve our world of work
- Give our people opportunities to grow and develop
- Appreciate the importance of a diverse and inclusive workforce
- Value engagement, involvement, participation and transparency
- Implement ethical and sustainable business practices
- Recognise and reward performance and value-driven behaviour
- Consistently benchmark and optimise HR practices to incorporate the latest trends
- Attract, engage and retain the best people

Score per domain



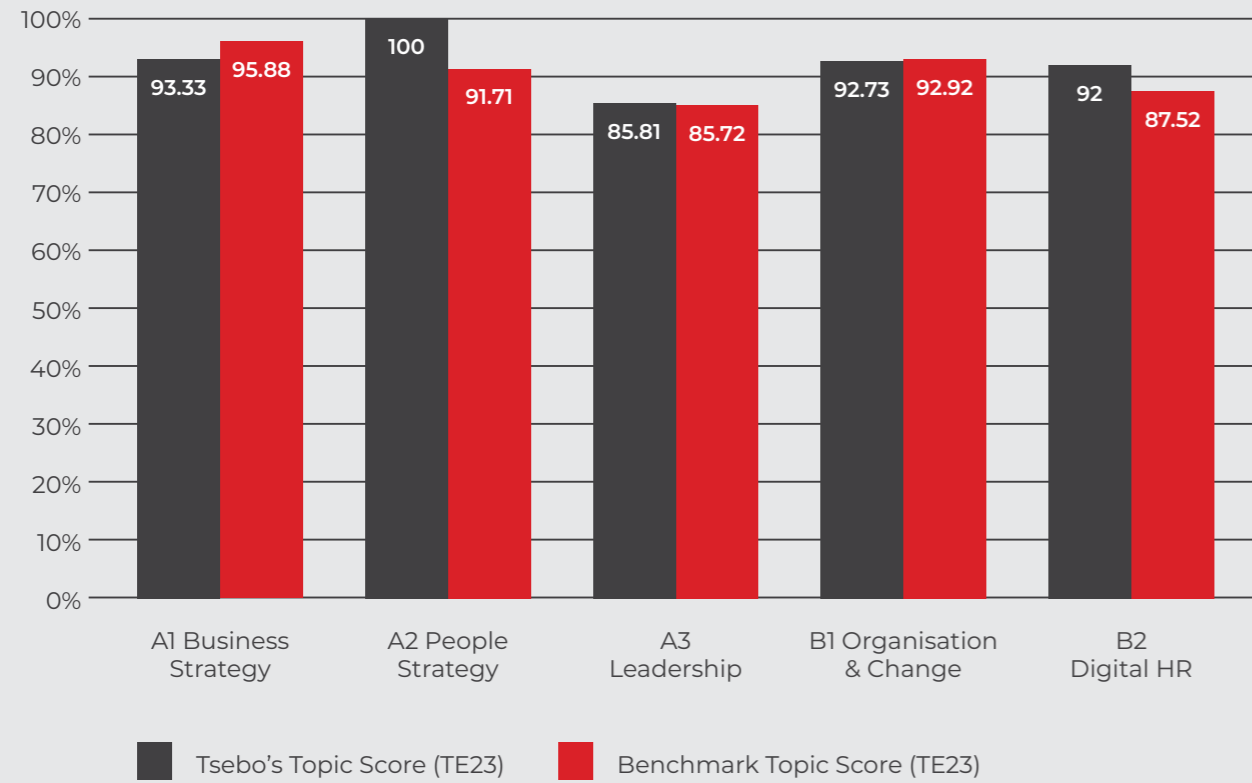
Strengths

Exceptional people strategy and leadership scores

Tsebo's People Strategy and Leadership scored higher than global benchmarks. We adopt well-integrated scenario planning into strategic workforce planning to create alternative views of the future. This way, we understand the organisation's capacity to maximise opportunities and minimise risks.

Commitment to organisational change and digitisation

Tsebo's dedication to Organisational Change and its Digitisation journey are evident in the benchmarked results. One example is our comprehensive HR Scorecard that gauges performance in key areas of the human resource portfolio (i.e., turnover, stability, recruitment, etc.).



Other strength highlights

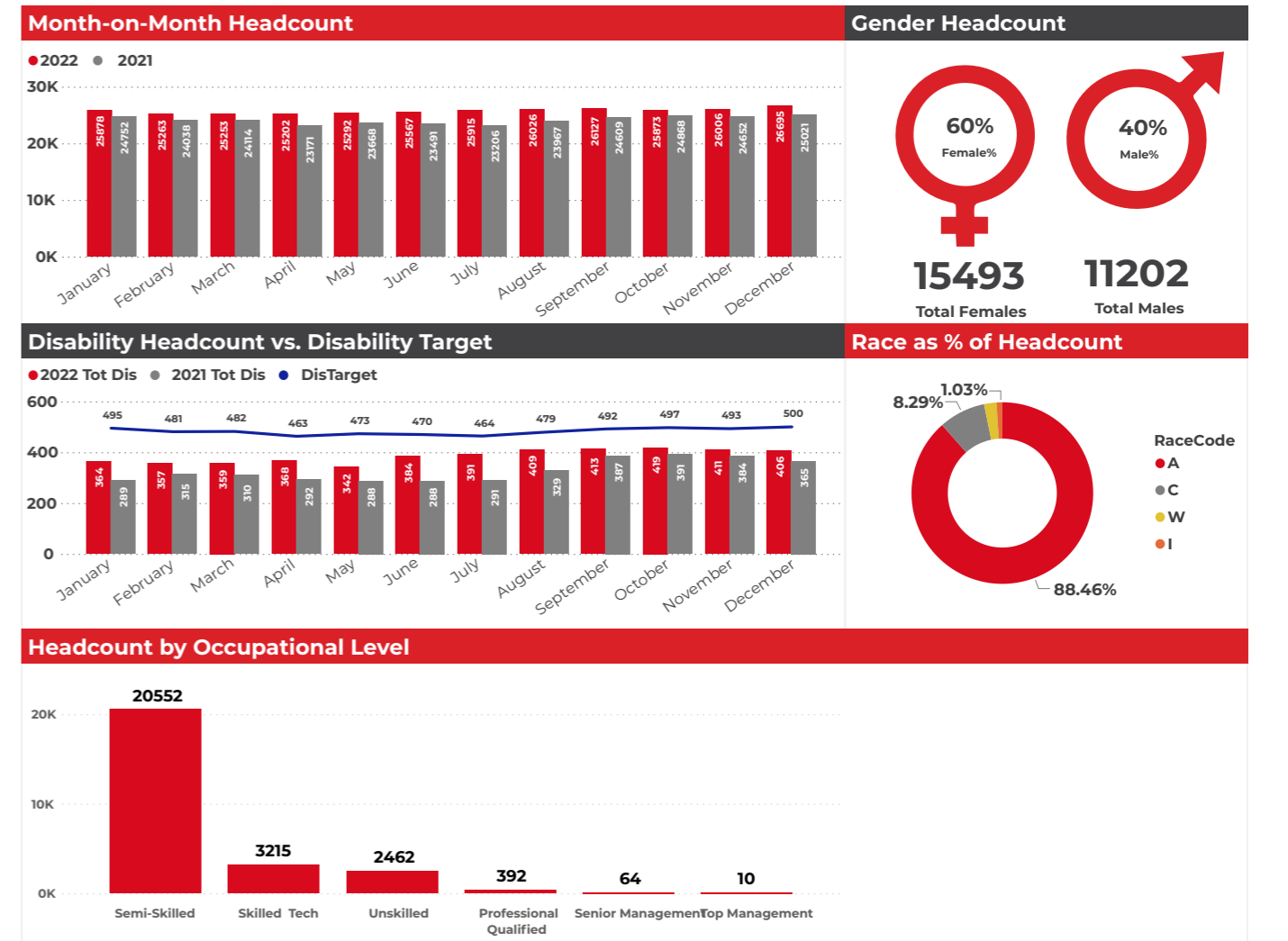
- **Empowered leaders** who are equipped to identify and effectively resolve Diversity & Inclusion issues.
- **A purpose and values statement** thoughtfully developed and effectively implemented – inspiring employees and establishing client loyalty.

EMPLOYEE DEMOGRAPHICS

South Africa

The below 2022 employee demographics for South Africa, include Lesotho, Botswana and Swaziland:

- Over 26 600 employees**
- Growth year-on-year = 9,4%**
- Number of female employees = 60%**
- Number of people with disabilities employed = over 400**
- Number of deskless employees > 98%**
- Number of people who participated in learnerships and skills development programmes = over 12 900**
- Learning and Development Spend = 4.2% of leviable amount spent annually**



TRANSFORMATION, DIVERSITY AND INCLUSION

At Tsebo, we define diversity, equity and inclusion as a journey that aims to promote equal opportunity and fair practices for all employees by **creating opportunities for development, growth, and economic transformation**. Tsebo is an inclusive place to work for. Our people are our strength. Through hard work and dedication, they advance the true potential of our clients.

In South Africa, equity in the workplace is regulated and codified in the Employment Equity Act, 1998 (EEA). Section 54 of the EEA empowers the Minister of Employment and Labour to issue Codes of Good Practice on the advice of the Commission of Employment Equity (CEE). The Department of Employment and Labour (DoEL) Code of Good Practice is intended to address the prevention, elimination and management of Violence and Harassment that pervade the world of work.

Tsebo businesses are required to follow country legislation aligned to workplace equity and eliminate any forms of harassment and discrimination. As part of its whistleblowing programme, Tsebo **operates an independent 24/7 hotline monitored by Deloitte**. Suppliers, employees and clients can notify the business of any irregularities and infringements, which will be investigated at the highest level.

Tsebo is a proud B-BBEE Level 1 company. We have a proud heritage of starting our transformation journey **more than 40 years ago** and establishing it as a strategic imperative. Our people practices touch the core of all our transformation initiatives and have a well-entrenched Employee Engagement forum. This forum represents our large and diverse workforce on transformation and employment equity. It works to create an engaged and inclusive workforce where our employees can enjoy meaningful work and continue to develop and grow.

2022 Highlights achieved



13.91%

Management Control score – an improvement of **9.5%**



40%

black female executive directorship at board level



135%

procurement recognition benefit for our clients in SA



80%

black directorship at board level



42.3%

female representation in Senior Management

LEVEL 1 B-BBEE



EMPLOYEE WELLNESS

Providing a **safe, healthy and conducive social environment for our employees** reinforces and drives performance, which ultimately improves results. Our wellness framework focuses on a holistic view of self, team and organisation where employee wellness plays a crucial role in driving engagement, promoting a positive attitude and mindset and enhancing the quality of our employees to maximise their potential.

The Tsebo Wellness Programme predominantly focuses on prevention and proactiveness to ensure that **Psychological, Financial and Health-related** challenges are tackled in an integrated manner. Thus, we focus on educating, empowering, and supporting our people to manage their own health and well-being proactively.

Our wellness approach: Individual accountability



Financial Wellness

In partnership with Financial Advisors, Tsebo offers a complete and customised financial wellness programme to empower and assist employees in their financial lives. The programme includes face-to-face financial coaching, telephonic financial support, and financial health assessments.



Psychological Wellness

Tsebo supports its employees in partnership with various social partners, such as psychologists, social workers, and counsellors, to improve their psychosocial well-being, including mental health counselling, education, and Group support services.



Health & Wellness

The programme focuses on prevention and proactiveness to ensure that the impact of chronic and lifestyle-related diseases is minimised. In partnership with various local institutions, we focus on educating, empowering, and encouraging individuals to manage their own health and well-being.

2022 Wellness intervention highlights



Relaunched the Group's wellness offerings



Held a companywide wellness day



Increased health and well-being awareness, including hosting monthly virtual webinars



Achieved a COVID-19 vaccination rate of more than 85%



TALENT MANAGEMENT

We must attract and employ the **best people** at all levels to be recognised as the leading African Integrated Workplace Management Solutions Provider. Having the best people in our business underpins our abilities to shape and implement our **strategic plans, adapt to change, build long-term partnerships with clients and communities and engage our employees.**

Continuing to invest in developing our people, particularly the talent pipeline, is vital to ensure they have the skills, knowledge, and behaviours to meet increasingly complex challenges. Apart from improved performance for individuals, investment in the development of our people, in turn, assists in **motivating and retaining** our employees by creating an environment where people are encouraged to reach their full potential.

Our talent management strategy not only commits to the further development of our people, but ensures the delivery of our commercial strategy in the sectors in which we operate. We have implemented several best practice initiatives in the past year to drive our attraction and retention strategies.


Attracting the best people


We have spent significant time and effort **strengthening our employer brand and clearly articulating our Employer Value Proposition (EVP).** Our EVP is inextricably linked to our core values and describes what employees can expect from us and vice versa. Our Careers Centre is well established and can be accessed from various platforms. We place significant emphasis on cultural fit. We want employees to build a career in Tsebo, develop and grow and see their job as an opportunity to impact and make a difference in society. Ultimately, we want employees to have the best employee experience at every stage of their Tsebo career development journey.


Attracted over 290 000 candidates to visit the Tsebo Careers Centre





Our employee value proposition


- 


We care about our communities, people, and the environment
Join and make a difference!
- 


We uphold the highest ethical standards and behaviours
Be a role model and do the right thing!
- 

We invest in your personal growth
We want you to grow and succeed!
- 

We create opportunities across the Group for you and us to grow
Be open to expand your horizons!
- 

We actively engage employees through communication, collaboration and recognition
Be passionate & committed to your job!
- 

We are excited about change and new ideas to enhance our can-do attitude
See change as an opportunity, embrace your intrapreneurial spirit!
- 

We pride ourselves as innovative, efficient, and dependable
You are instrumental to our success!
- 

We embrace and live our values
Identify with Tsebo!



Retaining the best people

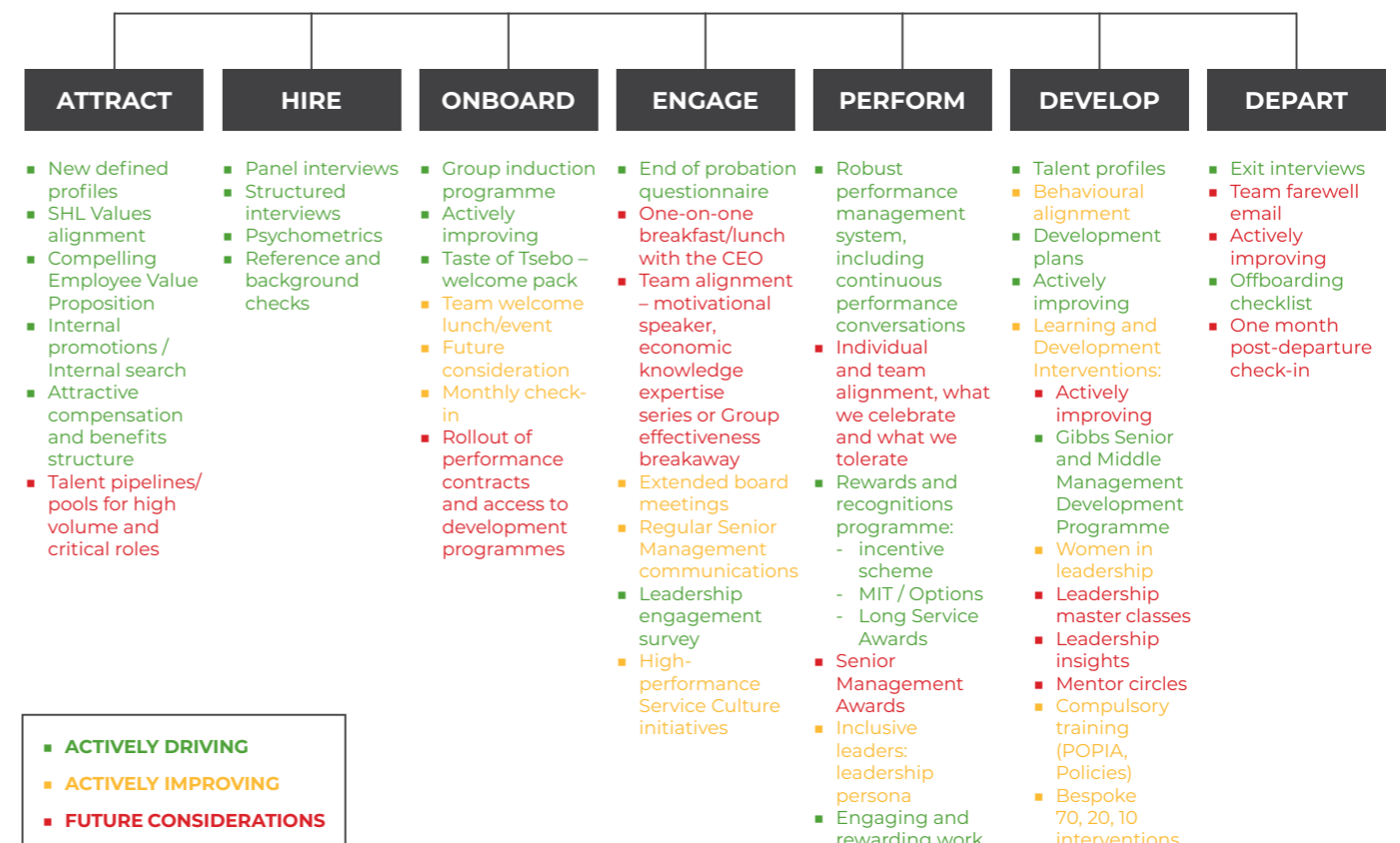
Managing employee retention involves several strategic actions to keep employees motivated and focused. Employees should elect to stay, be fully productive and commit to a partnership with Tsebo to solve challenges that create a better environment for our employees and clients.

We focus on the following areas as key contributors to retention:

- **Employee Engagement:** Creating an Employee Experience and working environment where employees are heard, treated fairly, respected, trusted and given opportunities to use their skills and abilities at work.
- **Reward and Recognition:** Recognising employees for their contribution and ensuring attractive and equitable remuneration practices.
- **Learning and Development:** Creating opportunities to learn, develop and grow.

Our comprehensive employee retention initiatives play a vital role in both attracting and retaining key employees, as well as in reducing turnover and its related costs. This contributes to Tsebo's productivity and sustainable business performance.

Employee experience improvement journey



EMPLOYEE ENGAGEMENT

Employee engagement relates to the level of an employee's commitment and connection to an organisation and is a critical driver of business success in a competitive marketplace. Elevated levels of engagement promote talent retention, foster client loyalty, and improve organisational performance and stakeholder value.

Tsebo believes that employee engagement is an important driver of sustainable business performance, as fully engaged employees will do their best at work, and care passionately about delivering first-rate service for our clients. Therefore, we aim to create a work environment where people feel proud of Tsebo, feel valued as individuals, and can undertake work that they find enjoyable and fulfilling.

Performance highlights

- **80% overall** Employee Engagement Index, compared with Africa's 60% overall benchmark
- **3.12 out of 4** average organisational sentiment score, meaning that our recent Employee Experience survey confirms that we have a high level of happy and engaged employees
- **New Employee Listening strategy** implemented to advance our ability to deal with discontent effectively and harness our employees' ideas to improve our service offerings and the work environment



Employee listening strategy

We have created various channels to better listen to our people. These include:



Employee Experience Survey:

Conducted bi-annually. We use this channel to measure the overall sentiment of our employees and gain valuable feedback on areas of improvement and barriers that may hinder our employee engagement. Supervisors and managers are expected to support the overall execution of the survey and actively drive focus groups and responses in their respective businesses, units or segments.



Employee Pulse Surveys:

Conducted on an ad hoc and as-needed basis. These surveys, conducted either manually or electronically, can measure our employees' overall satisfaction and engagement within a quick turnaround time. Supervisors and managers use the pulse survey to gain valuable feedback on employee sentiment for the businesses, units and segments, especially when potential risks or issues arise or where comparisons between different units and levels of performance could assist in improving relations and performance.



Employee Focus Groups:

Conducted biannually in alignment with the Employee Experience Survey and on an ad hoc basis when required. Focus groups provide a structured approach to unpacking survey results to understand shared sentiments around workplace pain points. Supervisors and managers are expected to support the attendance of focus group sessions among their teams, participate in solution thinking and creation of action plans, drive change initiatives, and actively measure improvements to ensure a high standard of client satisfaction.



Employee tip-offs, grievances, and industrial action:

Tsebo has a zero-tolerance policy on theft, bribery, and corruption. We respect employees' right to affiliate and encourage employees to raise any unhappiness in the workplace constructively (though our independent 24/7 hotline monitored by Deloitte – see page 94) and in accordance with the Grievance Policy. In addition, HR guides employees in addressing concerns aligned with Tsebo policies for grievances and industrial action.



Employee Self-Service/Mobi App (South Africa):

All South African employees can access either an Employee Self-Service portal on TseboNet (Tsebo Intranet) or the Mobi App. Employees can access personal information such as payslips and remuneration documents or apply for leave and communicate with their Compensation and Benefit hubs regarding Rostering and Pay Queries.



Employee performance and development discussions:

Formally conducted every six months in a structured approach as part of Tsebo performance-management processes to measure and identify individual needs and measure progress in Key Result Areas (KRAs). Feedback and a willingness to support employees in achieving their respective performance objectives are expected from supervisors and managers.



Social media / Intranet / Recognition Sentiment:

Our intranet and social media platforms enhance collaboration by sharing important Group-wide Tsebo news and updates – keeping all employees informed about our business and people. These two-way communication platforms allow employees to share their views and ideas and support colleagues.



New Employee/Exit Interviews:

Whether electronically or manually, we want to hear how our new employees and exiting employees experience(d) the business. Data is analysed, and plans are implemented to improve practices and mitigate worrying trends.

KEY STATS



RESULTS TO BE PROUD OF



TOP SCORING QUESTIONS



HIGH-PERFORMANCE SERVICE CULTURE

We create synergy between business and our people through a high-performance service culture by creating a:



TOP IMPROVEMENTS

Tsebo has shown significant improvements in the following and other areas since the last employee survey:



REWARD AND RECOGNITION

Employee performance and rewards are key to driving a high-performance service culture

Providing the right rewards for our employees reinforces and drives performance, ultimately improving results. Rewards play an important role in a variety of areas, such as the recognition of employee performance, the retention of employees and aligning the interests of employees with those of Tsebo.

Our reward structure is based on a broad-banded grading system and encompasses a range of compensation and benefits, including short and long-term incentives. Our strategy includes:

- Providing motivational, competitive, and cost-effective pay and benefits to attract and retain talent.
- Creating incentives to support sustainable performance and drive business success.
- Establishing and aligning Group compensation and benefits frameworks, standards, and practices to ensure proper governance and pay equity.
- Proactively managing legislative compliance.
- Utilising Human Resource Information System (HRIS) to streamline compensation and benefits processes and improve digitisation and pay accuracy.
- Offer cost-effective and flexible remuneration and benefits.

Tsebo Values Recognition Programme

Recognition is a powerful way of reinforcing positive behaviour and honouring those who have delivered outstanding performances. We want all Tsebo employees to be proud ambassadors of our brand. We, therefore, aim to inspire our employees to 'live' our values and recognise our employees for displaying these desired behaviours. Tsebo has been running a successful values recognition programme across all our countries of operation to acknowledge employees that go beyond the call of duty – our Tsebo Values Champions.

 **In 2022, we recognised more than 120 employees as Values Champions**



2022 Highlights

- Rolled out Sales Lead Incentive Scheme to more than **25 000 employees**
- Development of **Mobi App** to enhance access to Employee Self Service
- More than **20 000** employee bonus payments made
- Implemented **equal pay tools** to measure pay equity
- More than **25 000** increases processed
- All our permanent employees now have access to **health care, retirement, and risk benefits**
- More than **350** permanent employees participated in the ESOP trust

LEARNING AND DEVELOPMENT

Learning and development at Tsebo are ultimately about increasing the competence and capability of our people, and improving our performance – as individuals, teams, and the organisation. Continuing to invest in the development of our employees is vital to ensure that they have the skills, knowledge, and behaviours to meet the challenges that they and Tsebo face.

Growing our own talent internally, wherever possible, is essential to building capability and our sustainability as a business. Tsebo, therefore, has a well-established, accredited, Learning and Development Academy that predominantly oversees all learning and development interventions and initiatives for the Group.

2022 Learning and development highlights

- Reinvested in an enhanced **eLearning Platform**
- Over **1400** learnerships implemented
- Implemented and successfully completed **9** new learning and development programmes
- Obtained **reaccreditation** for the Tsebo Learning and Development Academy until 2027
- Over **23 000 employees trained** on more than **40 programmes** ranging from basic entry level skills to leadership development

Learning and development programmes initiated

- 1. Siyakhana Development Programme:** **193 participants completed Level 3** of the four-level development programme to upskill catering employees from entry-level to junior management
- 2. GIBS Middle Management Development programme for 2022/2023:** **23** employees completed successfully (100% pass rate)
- 3. SMME Development Programme:** **16** SMMEs trained in technical skills to enable growth in profits, growth in job opportunities and increased economic participation
- 4. Cleaner to Supervisor Programme:** **40** employees completed the development programme aimed at upskilling cleaners into a supervisory role
- 5. Courageous Conversations:** Over **80** managers empowered to facilitate difficult conversations effectively
- 6. ATS project manager development programme:** **8** employees successfully completed the programme, aimed to assist project managers to take ownership of their roles by running projects independently
- 7. CAB development programme:** **40** Compensation and Development administrators successfully completed the programme to enable them to strengthen their skills (mixture of functional and soft skills) in their roles
- 8. Recruiter development programme:** **20** recruiters successfully completed the programme, which aimed to enhance recruiters' functional and soft skills
- 9. Barista Skills Programme:** **60** employees successfully completed this SETA-accredited, unprecedented, skill programme, which was developed and launched to grow Tsebo's beverage offering



One of Tsebo's unique attributes is our **fully integrated Customer Experience (CX) strategy**. Listening to and understanding client needs, striving to exceed expectations and responsiveness are critical attributes of the Tsebo sustainability framework.

Customer Experience became a top strategic priority in the Group in 2013 when we intensified our collective and business focus on customer satisfaction and set ourselves a challenging overall customer satisfaction target. At the time, our individual and non-centralised or standardised efforts to collect qualitative customer satisfaction data amounted to an average of around 75%.

We worked hard to create a culture of service excellence among our employees and leveraged technology and innovation across businesses to add value for our clients without increasing costs. We also improved internal processes to measure client satisfaction based on our deliverables.

Tsebo's engaging customer experience pillar aligns with the following goals of the UN Global Compact:



The only time this steady progression showed an out-of-the-ordinary movement was during the Covid-19 pandemic when the CSI score accelerated from 80% prior to Covid to 82% in 2022.



KEY ACCOUNT MANAGEMENT

Tsebo has developed an advanced Key Account Management (KAM) process and framework to ensure that all clients and customers benefit from consistent service excellence. The process systematises account management and allows a holistic overview from a C-suite to a managerial level to ensure that issues, including sub-optimal service levels, are immediately dealt with to remedy client dissatisfaction.

Tsebo's KAM process includes account management across Tsebo's entire client portfolio, from global and strategic accounts to single-solution local clients. **Every client and the quality of every solution offered, matters.**



From a data perspective, we need to constantly check that our brand is living up to its promises and client expectations. To ensure that we build operational business support, agility and resilience to support a great client and customer experience.

- Johan Hoogeweegen,
Group Customer Service Director



A detailed account development plan is customised to suit every client's business needs and requirements. Each plan includes:



Relationships building and interactions

- Mapped by business, including whether or not the stakeholders are critics or supporters.
- Managing continuity and context of business touch points between Tsebo and the client.



Holistic insights into client business

- What do the client's customers want from them?
- The client's stated business priorities and objectives and how we can help clients achieve them.



Account targets

- Opportunities we've created or missed out on.
- Where do we see partnership growth potential and the estimated value of this potential?



Strategy for target achievements

- Implementation of the Tsebo KAM process and framework (tailored to the client's requirements).



TARGET

Maintain an average client satisfaction index (CSI) score above 80%.



Tsebo KAM client benefits:





Coordinated client interactions:

The golden thread between all client interactions to ensure continuity from one client meeting to the next.

Insight sharing:

Tsebo is experienced across many businesses, countries and industries. We share the insight we gain and the global trends driving change in our client's world of work.






Quarterly business reviews:

Top-level alignment at a recommended frequency of four times a year allows us to update our clients on developments, innovations and changes at Tsebo. Together, we explore how we can align our growth and sustainability ambitions to create shared value.

Maximum attention:

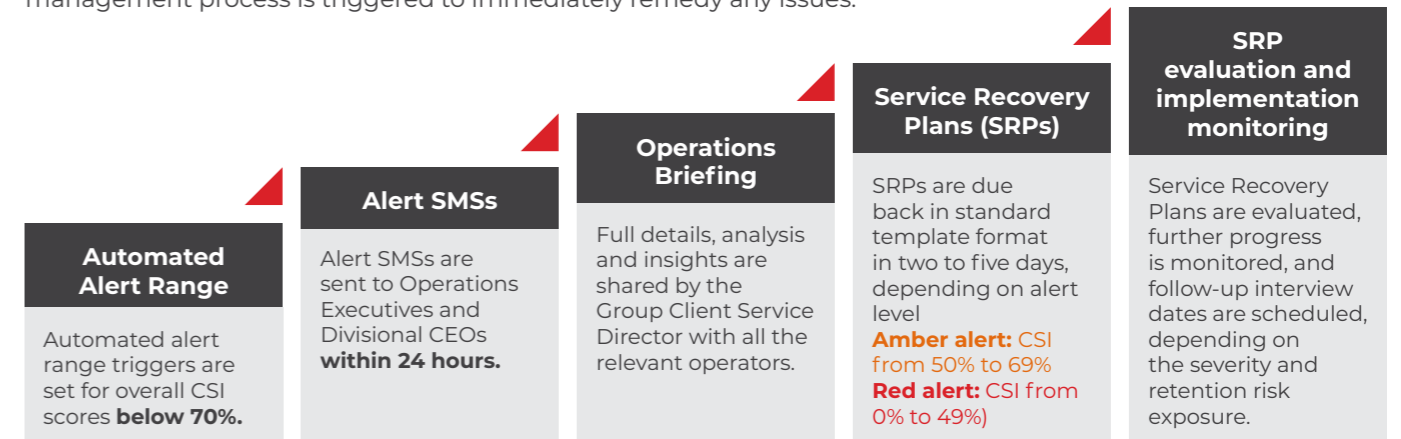
Our highest level of engagement provides beneficial support and exchanges preventative measures to mitigate risk while minimising reactive service recovery interventions.



ALERT AND SERVICE RECOVERY PROCESS

What happens when our CSI score is below par?

In the event that any individual score falls below our **minimum satisfaction benchmark (70%)**, a unique alert management process is triggered to immediately remedy any issues.



CLIENT SURVEYS

One of the ways Tsebo establishes how our **customers and clients truly rate us** is by conducting detailed one-on-one surveys. The survey process is outsourced to an external research company to ensure objectivity. Our **unique alert and service recovery process** is immediately implemented should any individual score falls below our minimum satisfaction benchmark.

Client survey process

QUARTERLY INTERVIEW PROCESS

A standard client interview process is generally scheduled quarterly; however, this is continuously informed and aligned to the client's preferred frequency.

SURVEY FREQUENCY

FIRST YEAR OF OPERATION: If the client is amenable, the recommended frequency is increased to six in the first year of Tsebo commencing operation on new accounts. The frequency is reduced to each quarter in the second year of operation.

SURVEY FREQUENCY

FINAL YEAR OF OPERATION: If the client agrees, in the final year of contractual operation, the frequency of operations is increased back to six per annum.

Tsebo also attempts to widen the existing survey sample to include additional stakeholders, particularly in the corporate sector of our catering accounts, mainly with one of our Catering Business client databases.



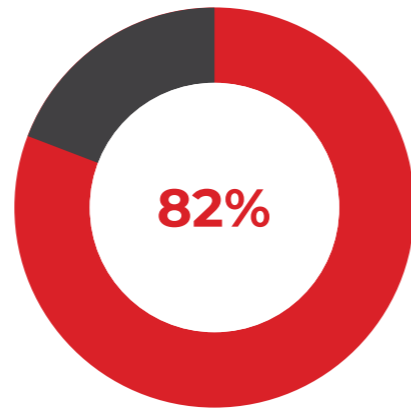
Over 1,500 client surveys completed in 2022





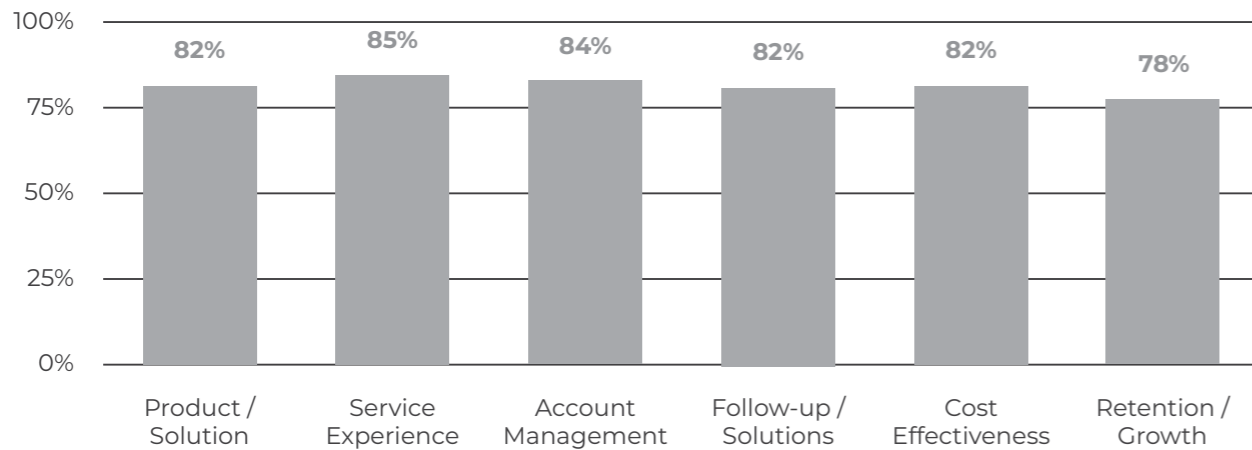
CLIENT SATISFACTION SCORES

The Group's overall Client Satisfaction Index (CSI) for 2022 averaged 82%. The overall CSI rating has steadily improved over the past decade and is still on an upward trajectory.



Service Driver Comparison

NPS Score: 54



When comparing the individual Service Driver scores, critical benchmarks like Service Experience and Account Management came out top with impressive scores of 85% and 84%, respectively.

The Retention/Growth Driver comprises scores received for questions relating to initiatives and innovation. This score, at 78% for 2022, consistently averages at this level across all our business operations, indicating the rapid global advancements in innovation and technology and our clients' need for Tsebo to innovate alongside them.

2022 CLIENT SATISFACTION SCORE HIGHLIGHTS

85% Service Experience score

84% Account Management score

82% average Group Client Satisfaction score



CLIENT RETENTION RATE

High levels of consistent client satisfaction naturally benefit our client retention rate. Tsebo's client retention rate over the last seven years averaged around 95%. This compares well with our global peers' companies, that range between 92% and 94%.



95% average Client Retention rate



It's all about staying close to our clients. I believe everyone has a part to play in exceeding client expectations, client retention and growing our business. Our employees understand this through focused training interventions, rigid processes and Group-wide application of best practices, in turn boosting brand value and market share. Over time we have achieved a cultural transformation, enabling anyone of our employees to create the kind of client experience that makes a difference.

- Johan Hoogeweegen,
Group Customer Service Director



AVERAGE CONTRACT TENURE

Tsebo's average contract tenure is just below 13 years. While the Covid-19 pandemic negatively impacted Tsebo's rate of increase in the average contract tenure, the combination of both continuously improving Client Satisfaction scores and Client Loyalty ratings have secured this upward movement.

Comparatively speaking this contract tenure average is commendable on our continent, as well as globally. However, when comparing our stats to our global peers, one has to take into account that businesses in Europe and North America generally award service contracts for shorter cycles than our target markets.

13 years average contract tenure





CLIENT LOYALTY SCORE

Tsebo Group measures our client loyalty through the internationally recognised Net Promoter Scoring (NPS) model. This well-established model divides our client survey scores in three distinct categories. Namely:

- Promoters, those clients that have no hesitation in recommending Tsebo to others,
- Passives, those clients that are undecided whether to recommend us or not, and
- Detractors, being clients that will not recommend us to third parties.

A score of over 30 to 35 is accepted as satisfactory, whereas scores above 50 are highly satisfactory. The score is arrived at by deducting the percentage of the total sample, recording a Promoter Level score of the percentage of the total Detractor Level score.

While Tsebo Group's Client Satisfaction Index has grown significantly higher over time, the Loyalty Index, as measured by the NPS ratings, has even recorded a faster rate of improvement over the same time scale. The improvement recorded accelerated fastest during the Covid-19 pandemic and has not shown any post-Covid correction, establishing these new record levels as the new base score plateau.

The final 2022 NPS scoring statistics and breakdown for Tsebo Group are indicated in the table below.

Promoter	63	64%
Passive	31	32%
Detractor	4	4%
NPS	*2 X N/A	60

INNOVATION AND TECHNOLOGY

We pride ourselves on being an innovator across all industry spaces in which we operate. This is achieved through a forward-thinking approach, constantly exploring and implementing international trends and leveraging technology wherever possible to increase productivity and consistency while maintaining cost-effective price points for our clients. Some of the innovations we have implemented include the following:

Energy consumption intelligence

Tsebo Energy offers a holistic approach to energy management. We ensure legislative compliance for our clients and provide smart insights into consumption and practical solutions to eliminate unnecessary use and cost. Tsebo offers an intelligent and unique metering system that identifies the precise sources of overconsumption. The technology furthermore:

- Provides analytic and granular identification of savings opportunities.
- Models energy interventions in real-time and track the cost-effectiveness of energy-saving initiatives.
- Stipulates data mining, trend analysis and benchmarking over a period of time.
- Provides clients with real-time visibility of their electricity consumption and utility costs via a handheld device.
- Delivers comprehensive emission data for carbon disclosure to assist in achieving reduction targets.



Artificial Intelligence (AI)

We continue to engage and evolve with the ChatGPT tool to provide us with additional ways of interpreting the sentiment of our Client Engagement analysis. This should give us a clearer understanding of what clients are saying via their comments versus the scores, which can be misleading in some instances. These insights will further assist our retention efforts and enrich our client engagement efforts. Tsebo actively explores generative AI technologies, like ChatGPT, and how to utilise them to the advantage of your existing infrastructures, service-oriented architecture, and business logic to create dynamic, personalised applications for our clients.



Food ordering apps

Tsebo's customisable food ordering apps is just one way our Catering Business finds innovative ways to improve its service offerings for our office-based clients. Patrons download the app onto their mobile phones and can use it to place food orders, either for desk delivery or collection from the employee restaurant(s).



The NOC

Tsebo's security division, Thorburn Security Solutions, recently launched its second state-of-the-art National Operating Centre (NOC) in Midrand, Gauteng, the original being based in the Western Cape.

By centralising operations from our NOCs, Thorburn can offer businesses, lifestyle estates, shopping complexes, vacant properties and others on- and off-site Artificial Intelligence (AI) monitoring platforms to automate 24/7 remote surveillance of their premises. This smart solution can be tailored to fit a client's specific needs and can provide the following benefits:

- Remote monitoring solutions can be integrated with on-site surveillance and guarding to maximise security
- Increased business intelligence through advanced security data analyses and reporting
- Reduced cost
- Video surveillance
- Intruder detection
- Tailored fire systems
- Smart devices monitoring
- Water/leak detection
- HVAC and fridge alarms monitoring



Workplace designs for modern environments

Covid-19 irrevocably changed how we work, with several businesses moving permanently to work-from-home or hybrid solutions. Many organisations downsized their physical spaces to reduce costs with a concurrent need for smaller offices to operate more efficiently. Tsebo responded by introducing workplace strategies and designs that use the best configuration of the overall space by considering collaboration, learning, personal, and social spaces. This allows smaller areas to “multi-task” through smart design, office repurposing and proper sizing. Occupancy rates can be managed through access control technology and our Integrated Workplace Management System, which controls:

- Hot-desk reservation
- Meeting room scheduling
- Visitor check-in and screening
- Collaborative space reservation
- Office map displays
- No-touch QR code scanning
- Insightful reporting and analytics based on live data



Pest control technology

Pest Control is monitored by live electronic reporting. Each bait station has a unique QR code to track activity and comments related to it easily. Activity levels are recorded and populated on the online dashboard. Detailed monthly reports are submitted to clients via an advanced automated reporting platform that includes a timestamp to ensure that every piece of equipment and bait station has been checked. The portal is available online 24/7 to access pertinent service information and registrations.



Operations and Quality Management App

Tsebo created and implemented the Operations and Quality Management App for quality assurance and to maintain exceptionally high cleaning standards. Small, unobtrusive bar codes are placed around a client’s site. The contract manager on-site uses the app to do daily inspections by scanning each barcode and answering a set of questions. Any issues are recorded and can immediately be remedied.

Drones

Our drones offer 360-degree thermal cameras with video analytics to feed information to our NOCs, where intelligence officers monitor, strategise and report back to security officers on the ground for a more accurate and safe response to various situations.

Drones are employed at client sites to provide:

- Perimeter monitoring and patrol
- Air surveillance
- Rapid response from tactical units
- Thermal inspection to identify trespassers and intruders
- Real-time video and location feedback
- Aerial tracking of suspects on the run
- Strike management and crowd control



Meet Africa’s first cobotic vacuum cleaner

Tsebo introduced the first cobotic vacuum cleaner in the southern hemisphere at one of our large client sites. Not only does the smart cleaner work incredibly hard by vacuuming continuously throughout the day, over weekends and holidays, but it also comes complete with a GPS, which allows live-data reporting of areas covered and triggers an alarm should anyone try to steal it from the property.



Since inception, Tsebo has made a conscious effort to create opportunities for people to improve their lives. Our continued success is contingent on the overall growth and stability of the economies in our countries of operation and the well-being of our people.

We believe in equipping Africa's unemployed youth with the means to become economically self-reliant. At the same time, our entrepreneurial partnerships create opportunities for vibrant Small/Medium and Micro Enterprise (SMME) marketplaces – especially in rural communities where the greatest desire for development exists. With a transformation ethos dating back to 1983, Tsebo has a legacy of uplifting people, entrepreneurs, and small businesses in communities.

Important to know



Our Enterprise and Supplier Development (ESD) and Community Engagement Initiatives are managed through a central CSR function across the Group. Although these CSR areas are reported under different material pillars, they are closely interlinked.

Tsebo's commitment to sustainable partnerships pillar aligns with the following goals and principles of the UN Global Compact:



Human Rights



Labour



TARGET

To spend 3% of its profit on Enterprise (1%) and Supplier (2%) Development initiatives year-on-year, until December 2030.

Related shorter-term ambition



35%

Procurement spend on local EMEs and QSEs suppliers in SA
Goal: by 2025

ENTERPRISE AND SUPPLIER DEVELOPMENT

The Tsebo CSR function supports a host of community enablement initiatives aimed at developing and supporting the growth of small businesses. Through programmes like Tsebo Phakiso – our ESD initiative, we aim to increase the economic participation of SMMEs and ultimately ensure that they are **sustainable, profitable, and trained to the highest standards.**

More about the Tsebo Phakiso Programme

Tsebo Phakiso is designed to support the growth of SMME businesses and ensure sustainability through knowledge and skills transfer in a way that is practical and can be easily implemented by the small business owner. As part of the programme, SMMEs receive individual business support, including coaching and mentoring, to increase their market share. The objective of the programme is to:



Educate
for understanding



Train
for application



Mentor
for continuous improvement

Through Tsebo Phakiso's SMME model, we recognise and build on the triggers for success by focusing on three key areas of development:

- Commercial competence** – We help SMMEs to develop well-entrenched operational systems, a solid business strategy and the right resources to achieve optimal business results.
- Technical competence** – We work with SMMEs to deliver quality goods and services, achieve certification or accreditation, and embrace innovation and world-class practices.
- Governance** – We pass on the concept of being a “good citizen” in respect of finance and accounting, human resources, B-BBEE and any other applicable legislative requirements.

In 2022, Tsebo partnered with 20 SMMEs at different client sites across SA and developed more than 16 small businesses as part of Tsebo Phakiso.

TSEBO
PHAKISO



Tsebo is invested in developing small businesses and making sure that we come out of the process better than we were before. This is rare to see in such a big company. Thank you to Tsebo for being there for us.

- Brian Zulu, Director of Elevated Hygiene Services (SMME partner, Tsebo Cleaning and Hygiene Solutions)





Our process of identifying partnerships

When identifying and strategically evaluating partners to work with, Tsebo uses its internal networks or relies on its partnership with Siyakha – a multidisciplinary consultancy specialising in SMME and ESD development. Siyakha screens prospective partners, helps them comply with SARS and industry-specific requirements, and provides business skills training where necessary. Successful partnerships are earmarked for the Tsebo Phakiso ESD programme where they have access to additional benefits to support their growth journey, including bulk procurement opportunities and access to well-defined methodologies and processes.

Enterprise Development

Our Enterprise Development (ED) approach includes identifying SMMEs in the areas in which we operate, and which are linked to our client sites. The goal is to support local-to-local SMME development through **capacity building, grant funding and mentorship.**



Our ED implementation model

We engage with local communities to identify challenges in economic participation and craft solutions together:



Workshop opportunities with community SMMEs



Screen and source suitable SMMEs



Needs analysis and development plan



Implementation (skills or grant funding)



Monitoring and evaluation



Graduate to supplier



Over R2.6 million invested across 7 ED initiatives in 2022



IN THE SPOTLIGHT



Thungela-Thorburn Partnership

The Thungela-Thorburn partnership is an example of how businesses can work together to meet impressive sustainability and ESG targets and leave a legacy in the communities in which they operate.

Having started the contract in the midst of the Covid-19 pandemic, Thorburn began by **handing out 4600 face masks and 200 litres of sanitiser to seven schools** in surrounding communities. But that was just the beginning.

Tsebo, through our security business (Thorburn) committed to spending 1% of its annual contract with Thungela on ESD, social economic development and skills development; a dedicated social performance team was established to identify and vet potential projects that would add value to the communities as **part of Tsebo's SMME development programme.**

Thorburn subcontracted Ithuba Protection Services to train and upskill security officers from Witbank, and various learnerships were established to empower youth from Thungela's doorstep communities.



We have learnt so much from Thorburn. They've become like a bigger brother to us. They have empowered us through knowledge and experience that we wouldn't have received elsewhere. It has been a very valuable relationship for us.

- Grace Moshesh, Ithuba Client Relationship Manager



Other local enterprises that benefited from the partnership:

Becca Farming: Becca Farming strongly believes in creating job opportunities and aims to become their community's best peach and vegetable supplier. We contributed R75,000 to help them purchase a grass-cutting machine, chemicals, and a charcoal oven, which opens opportunities for the venture to expand into charcoal production.



Izithelo Zezandla: This farming project aims to commercially farm vegetables, pigs, and dry beans, which will significantly contribute towards alleviating poverty for families in the community. To help safeguard their crops, we contributed R75,000 to install a fence around the project's property.



We strive to enhance opportunities for our host communities so that they can benefit from Thungela's value chain activities. When our previous security supplier's contract ended, we decided to go to market and find a new supplier that would align with our ethos and values and meet our security requirements. We are happy to say that Thorburn, with their pricing, abilities and agility, came out as one of the best in the evaluation.

- Lucas Kotsoane, Thungela's Inclusive Procurement Manager

Supplier Development

Through our Tsebo Phakiso programme, we invest in community supplier projects that help to localise supply chains and contribute to the livelihoods and well-being of our doorstep communities. We help develop, mentor, and upskill SMMEs to reach consistent high levels of quality and service excellence for which Tsebo is known.



30% of our procurement spend in SA was allocated to local SMME suppliers in 2022



Over R1.6 million invested across 10 SA SD initiatives in 2022

Benefits for SMMEs include:

- ✓ Business training, coaching and mentorship that allows efficient management of operational requirements.
- ✓ Increased job opportunities – SMMEs will have the know-how to put strategies in place to enable business growth.
- ✓ Industry knowledge allows business owners to understand the market requirements and strategise and align their services to respond to them.



IN THE SPOTLIGHT

The Siyakhula Initiative

The Siyakhula Initiative in Cape Town is an SD-supported project linked to Christel House School (see page 82). Tsebo established a farm in Ottery to create supplementary income for the school and job opportunities for the learners' parents.

Tsebo sponsored **16 vegetable tunnels** to grow and nurture seasonal vegetables, working closely with Christel House to ensure the farming initiative succeeds. In addition, Tsebo built and sponsored a **cold storage packhouse** to ensure that the suitable crops remain fresher for longer.

The initiative provides jobs in the school's community and ensures a sustainable supply chain of fresh, wholesome produce for ongoing school meals. Tsebo has also identified a commercial partner which buys produce from the school's farm to supply sites across the Western Cape. Christel House SA uses the additional income to support the centre, providing opportunities for further education for many more students.



Siyakhula is a beautiful relationship because it touches on so many different aspects: supplier development for Tsebo, a potential income stream for us, and providing educational material for our children. So, it's really a beautiful story.

- Adri Marais: CEO of Christel House South Africa



IN THE SPOTLIGHT

Blossom Bakery

Developing small businesses for a prosperous South Africa

In June 2022, Tsebo and our implementation partner, Siyakha, began working with a small bakery owner on an innovative incubation project that will help the entrepreneur grow his business into a commercial canteen for a large building solution provider.

Blossom Bakery and Distribution was chosen from 12 small businesses that were interviewed. Bakery owner, Michael Kgosimmele, started the business in 2019 to cater for functions and supply baked goods to local general dealers. While his knowledge of running a bakery was good, his facilities and business needed to be streamlined and upgraded to comply with a corporate canteen's necessary health, safety, and legislative requirements.

The SMME development programme covered the following key areas:

- **Technical:** Blossom employees receive on-the-job training from Fedics on all aspects of running a professional canteen.
- **Commercial:** Tsebo assesses and aligns the bakery's business structures and operational efficiencies with professional best practices, ensuring statutory and industry compliance.
- **Business Growth and Excellence:** Siyakha will help Blossom develop a sustainable development strategy by considering its financials while actively identifying opportunities for growth.

Mentorship and training (which includes e-learning modules) kicked off last year and will continue over the next three years. By that time, Blossom Bakery should be a seamless operation and thriving business with plenty of opportunities for growth.



Michael Kgosimmele, Owner, Blossom Bakery





Thetha Nathi

Empowering black female-owned SMMEs

Thetha Nathi Facilities Group, a 100% black female-owned SMME offering professional cleaning services in Gauteng, was recently given a boost when Tsebo identified them as an 'Enterprise Partner of Choice' on a large contract for a major motoring dealership.

Thetha Nathi was chosen for their professionalism, aligned values, and range of service offerings which complemented those offered by Tsebo.

With its inherent understanding that a clean office environment is key to a modern, effective organisation, Thetha Nathi has proved to be the perfect SMME partner and takes care of the office cleaning at the dealership, while Tsebo looks after the warehousing.

EME/QSEs SUB-CONTRACTED

The Group's strategic objective is to work with diverse existing and potential suppliers to enhance community potential. We partner with local Exempt Micro Enterprises (EME) and Qualifying micro-enterprises (QME) through a participative approach that integrates them into our value chain and creates strong, quality local suppliers.

When we begin operations, we:

- Identify and source suitable SMMEs in line with our sub-contracting requirements,
- Partner or source from small local suppliers,
- Develop service level agreements (SLAs) to ensure delivery on operational requirements.

EME Spend: Over R215 million
QSE Spend: Over R360 million

Over 30% of the Group's total procurement spend was used to uplift EMEs and QSEs in 2022

Elevated Hygiene Services

In 2014, Elevated Hygiene Services was chosen from a selection of small businesses to partner with Tsebo on a bid for a large hospital cleaning project.

In addition to passing the objective criteria, they showed enormous passion and commitment. The bid was successful, and Tsebo helped Elevated Hygiene Services to grow the business by navigating complex regulations and laws and offering human resource services. This included contract advice as well as managing administrative issues, such as UIF.

Elevated Hygiene Services has subsequently become an 'Enterprise Partner of Choice' and has benefitted from skills and knowledge share as well as operational support. Once the SMME had achieved Tsebo's expectations of service excellence, it was tasked with running a large government contract.

As part of its ongoing development:

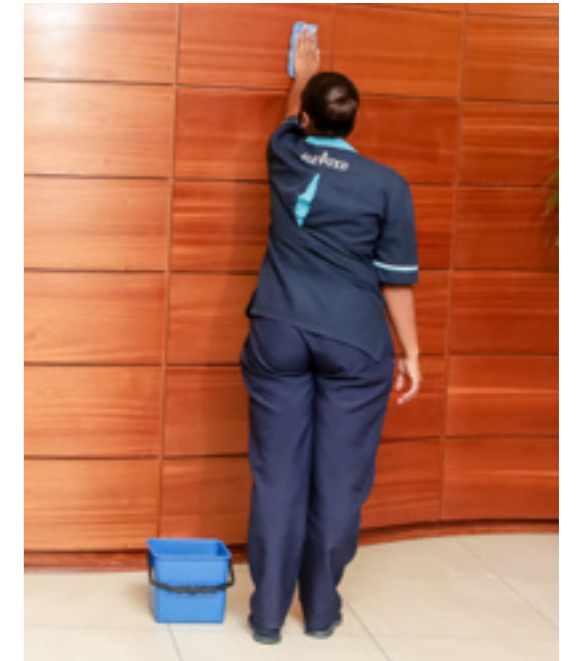
- Elevated Hygiene Services employees have access to all of Tsebo's e-learning courses and training material.
- Tsebo conducts regular on-site refresher training to ensure that the correct cleaning and disinfection methodologies are used.
- Tsebo offers project management assistance through monthly quality audits performed by an external auditor.
- Tsebo provides clients with a complete monthly cleaning and hygiene report.

Due to Tsebo's mentorship and development, Elevated Hygiene Services has expanded into general cleaning services. The SMME currently provides cleaning services to six companies and employs over 125 people.



The relationship with Tsebo has benefitted us enormously, not just through specialised health cleaning training, but also by allowing us buying power - usually only available to large corporations. We may be small now, but we hope to grow up to be a Tsebo one day.

- Brian Zulu, Founder of Elevate Hygiene Services



EMPLOYEE-TO-ENTREPRENEUR PROGRAMME

Tsebo has established a platform, under the Tsebo Phakiso programme, where employees with entrepreneurial mindsets, attitudes, and skills can establish and grow their own businesses. With the employee-to-entrepreneurship programme, Tsebo aims to create an enabling environment for meaningful market transformation through localisation across all areas of operation.

Businesses forming part of the programme benefit from:

- Training, coaching and mentorship, which are provided through Tsebo's Learning and Development Academy,
- Increased job opportunities through business growth,
- Industry knowledge and business acumen that allows owners to strategise and respond to changing market requirements.

In 2022, Tsebo partnered with 20 SMMEs at different client sites across SA and developed more than 16 small businesses as part of Tsebo Phakiso.



IN THE SPOTLIGHT

Employee-to-entrepreneur programme in action

In July 2022, Tsebo partnered with a mining client to upskill and establish four TsAfrika employees in their own catering businesses, operating from the client's headquarters in Johannesburg.

In addition to the programme benefits and support provided, a dedicated, on-site Tsebo SMME Project Manager was appointed to facilitate tailored on-the-job training for the four entrepreneurs.

Tsebo and the client laid out the start-up costs and helped develop the concepts and branding for each business. A dedicated account has been created for each business where a portion of sales is banked to pay back the start-up costs. An additional percentage of their profits is banked with the idea that the accumulated funds can be used to start up the entrepreneurs' next ventures.

The programme will run until December 2023, when the entrepreneurs are expected to be ready to operate their businesses on their own sustainably.



Meet the entrepreneurs

Phuthi Moremi, Owner of Phuti's Wake Up Cafe

Phuthi began his career at TsAfrika through Tsebo's Harambe programme in 2014. In 2019 Phuthi was nominated as one of "Joburg's Best Baristas" in a competition run by radio station 94.7. Phuthi's Wake Up Cafe celebrates his passion and dedication to his trade and offers a selection of homemade confectionery and bakery products to complement an extensive hot beverage offering.

Busi Jovula, Owner of Happy Harvest

Busi began her career as a chef at TsAfrika in 2019. This passionate millennial is a firm believer in customer centricity and has adopted a motto of "give me a difficult client to handle any day". This, coupled with her determination, has made her an excellent addition to the client's on-site eateries. Happy Harvest provides grab-and-go offerings and a fresh and inviting salad bar, and themed daily meals.

Teresa Ramakulukusha, Owner of Wild Thyme

As a TsAfrika employee from 2021, Teresa perfected her natural ability and skill in customer service. Her strong and bubbly personality drives Wild Thyme, where flame, flair and live cooking give patrons something to look forward to every day.

Gift Baloyi, Owner of Upper Crust

Gift has worked for TsAfrika for nine years, where he developed a reputation as being a strong and silent type who gets things done. In his time at TsAfrika, Gift perfected his skills in the kitchen and describes his journey of bringing Upper Crust to life as a dream come true. Upper Crust specialises in all-day breakfasts and delicious café style meals.

LEGACY PROGRAMME

For the purposes of our first Sustainability Report, we have benchmarked our deliverables solely on our South African business. However, Tsebo is a proudly African organisation, and it would be remiss not to mention the incredible impact made across the continent through our ATS Legacy Programme.

Tsebo's pan-African remote camp solutions business, ATS, is committed to fostering the welfare of its communities by providing development-oriented projects to augment people's livelihoods. Since 2007, ATS has invested millions of dollars in more than **250 local-to-local community projects**. The investment covers local-to-local supply support training and development programmes for entrepreneurs as well as integrated programmes, such as support for youth, culture and traditional activities.



We believe in creating equal opportunities for women in rural communities, which is why we've invested heavily in **women's economic empowerment programmes**. This includes direct market support for women through skills development and skills transfer.

Over the past decade, we have mobilised and engaged more than **5000 women in income-generating activities**, such as vegetable and fruit farming, catering and more. This represents over 65% of total community beneficiaries engaged in diverse socio-economic activities by ATS.

More recently, the programme has begun offering **Legacy Consultancy Services (LCS)**, to clients by embarking on transformative schemes and applying strategies to evaluate available and emerging prospects, based on SWOT (strengths, weaknesses, opportunities, and threats) and sketching out productive deliverables to achieve the desired goals.



2022 Highlights of the ATS Legacy programme:



Total Domestic Spend: Over **31.9 million USD**, constituting 100% of ATS's total spend for the period under review, with 0% direct imports.



Local Employment: Over **2 040** local-to-local youth are directly employed under projects where the legacy programme operates. This represents **82%** of ATS's total employment.



Certified Community Suppliers: Over **200**



Local-to-local community spend: Over **10.32 million USD**, presenting over **35%** of ATS's total procurement.



Training and Development: Over **1 680** local-to-local vendors, entrepreneurs and school pupils benefited.



Overseen by **Tsebo's Social Ethics and Transformation Committee** and guided by our **Corporate Social Responsibility Policy**, Tsebo's CSR function fulfils two mandates:

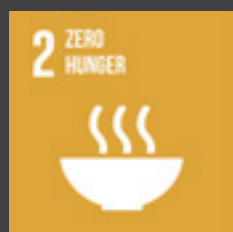
- **entrepreneurial development**
- **community support**

Tsebo strives to enhance community potential in the areas where we operate by supporting initiatives that empower people to:

1. **Support themselves**
2. **Employ others**
3. **Create economic stability**
4. **Develop communities**

Tsebo's four people empowerment criteria steers our decision-making when considering which CSR initiatives to support. Initiatives include but are not limited to youth employment, skills development, job creation, SMME and Rural Enterprise Development, and community upliftment.

Tsebo's Corporate Social Responsibility (CSR) pillar aligns with the following goals and principles of the UN Global Compact:



Human Rights



TARGET

To spend 1% of our profit on Socio-Economic Development initiatives year-on-year, until December 2030.



* Tsebo made a difference in 73 CSR projects across 8 countries in 2022



PROJECTS AND TOTAL SPEND OVERVIEW



Total SA CSR spend for 2022 = Over R5.8 million

In addition to supporting these causes that aid society's most vulnerable, our philosophy and the true strength of our social outreach programmes lie in creating a meaningful difference through **investing in people and developing sustainable local skills**.

In every area and country of operation, we strive to enhance community potential by partnering with local communities through a participative approach that integrates them into our value chain and creates strong, quality local suppliers, as also demonstrated in our Commitment to Sustainable Partnerships pillar.

The **upliftment and protection of children and women** are two pressing issues close to Tsebo's heart. Therefore, **over R1.1 million of Tsebo's total CSR** spend was used to support socio-economic development initiatives to help alleviate these concerns in South Africa, including:

- Donating school bursaries to learners – particularly female learners from disadvantaged communities
- Uplifting local schools through cleaning projects and furniture donations
- Supporting the fight against gender-based violence, domestic violence, sexual assault, and child abuse



Over R1.1 million of Tsebo SA's CSR spend was used to uplift and protect women and children



FLAGSHIP PROJECT

Christel House

Christel House South Africa in Ottery, Cape Town, ensures the holistic education and development of learners from impoverished communities. A firm focus on career development is established early on when children of four years and up join the school from Grade RR and continues well beyond their matric year until they've made their way through university or college.

Tsebo's partnership with Christel House began over a decade ago when Fedics was contracted to provide meals and run the kitchen at the school. It quickly became apparent that they had a shared vision and passion for uplifting local communities.

Aside from its commercial contract, where it provides two nutritious meals and two snacks per day, Tsebo supports the school through a **learner-sponsored programme to empower young women**. Each year, Tsebo **sponsors five girls** who attend the school. The **Siyakhula agricultural initiative** (See page 72) meanwhile generates an income for the scholars' parents and helps to improve their overall livelihoods.

By providing the cornerstones of emotional and physical well-being through nutritious meals, on-site nursing, and health support, as well as counsellors and social workers, Christel House SA sets its scholars up for success well beyond their schooling years.



To change the world, you need to enable change. You need to enable education. All of this can only be done if you have the tools to succeed. You need a full stomach; you need to get to school; you need glasses to see. Our magic sits in being able to put children in a position where they can learn and not worry about any of these things.

- Adri Marais: CEO of Christel House South Africa



IN THE SPOTLIGHT

TEARS Foundation



Tsebo supports the TEARS Foundation, a leading organisation in the fight against domestic violence, sexual assault, and child abuse.

The TEARS Foundation is a registered Non-profit Organisation and Public-Benefit Organisation that uses technology innovatively to help victims reach out via a 24-hour free SMS service called 'help at your fingertips'. The service identifies the closest centre where victims can get help and assist in connecting them to a range of facilities and groups that offer supplementary support, care and shelter.

Since 2013, Tsebo has assisted TEARS by providing the foundation with access to free office space. In addition, Tsebo provides the foundation with financial assistance for its activism campaigns.

Through our partnership with TEARS Foundation, we helped over **113 people in 2022 via the 'help at your fingertips' platform**.

Tsebo and SMME partner, TG Sky Cloud, deep clean Janelle House place of safety

Tsebo identified TG Sky Cloud, a Secunda-based SMME, to assist with the deep cleaning of Janelle House, a place of safety for children in need in the community.

Janelle House provides a loving and safe home for 12 children at a time, allowing their healing to begin under the care and guidance of professionally trained staff. The house is comfortable and cosy, but like any space where large numbers of children live and play, the house needed some special attention.

In partnership with TG Sky Cloud, Tsebo spent the day deep cleaning every inch of Janelle House, paying special attention to soft furnishing, carpets and curtains. The result was a sparkling clean and happy home.



Mabande Comprehensive High School



As part of the Thungela-Thorburn partnership to uplift the mine's local communities (See page 71), Tsebo contributed school furniture worth R15 000 to Mabande Comprehensive High School in Ogies, Mpumalanga.

The 18 chairs and nine double desks were donated to assist in ensuring that the school atmosphere remains conducive to teaching and learning.

Tsebo supports disability awareness month by deep cleaning Triest Centre

The theme for 2022's internationally celebrated Disability Awareness Month was "Removing barriers to create an inclusive and accessible society for all".

This is partly why Tsebo Cleaning and Hygiene Solutions, in partnership with their SMME Wongaletu Prominent Services, chose to assist Triest Training Centre, located in Klerksdorp, North West Province, South Africa.

The Centre is home to over 60 people with intellectual disabilities, and its mission is to develop, motivate, educate, support and advocate for people with intellectual disabilities. This mission resonated deeply with Tsebo's values and purpose statement.

Tsebo and Wongaletu deep cleaned Triest's facilities, catering kitchen and residences, and donated cleaning products and equipment to help Triest maintain their facilities at the highest standards of cleanliness and hygiene.



“

Being disabled doesn't mean that people can't do anything. We like to focus on the ability, not on the disability. Our centre has been running for 25 years with the help of the community, by the grace of God, and with support from sponsors like Tsebo. I want to thank Tsebo and Wongaletu for their amazing support. Without support [... like this], Triest won't survive. We are an NPO and rely on support and sponsorships. Thank you so much for your help.

- Johan Gerber, Director of Triest Training Centre

”



GOVERNANCE



For Tsebo, Good Corporate Governance and Ethics go beyond rules and regulations. **Transparency, trust and value-driven, ethical behaviour** across all our operations is vital for the sustainability of our business. We therefore invest and align to global industry accreditations, standards and best practice codes, and make sure that we constantly improve our internal control and compliance processes. Tsebo Group instils ethical business practices in every aspect of our operations, with a **zero-tolerance employee policy for a of dishonest behaviour**.

Tsebo's corporate governance and ethics pillar aligns with the following goals and principles of the UN Global Compact:



Human Rights

Anti-Corruption

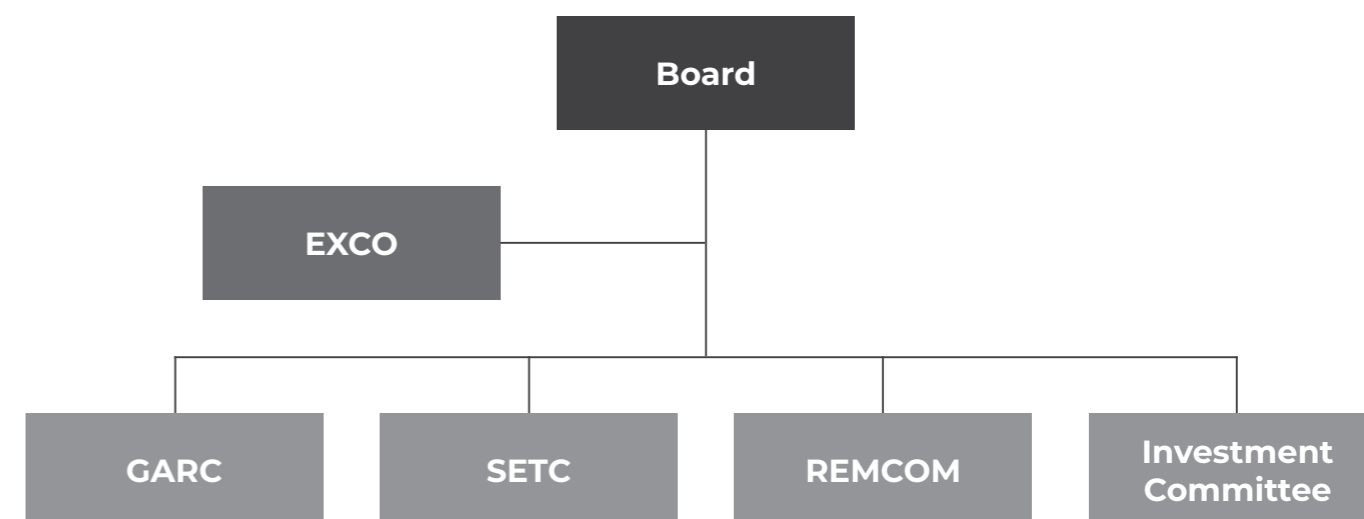


TARGETS

1. Ultimately strive towards zero work-related injuries and fatalities. However, we recognise that this is a journey; therefore, Tsebo aims to reduce its injuries or illness frequency rate by 30% from its 2022 baseline.
2. Increase its governance and ethics training and awareness audience by 50% from its 2022 baseline.



GOVERNANCE STRUCTURE AND KEY MATTERS OVERSEEN



The Board

Tsebo's independently chaired Board, boasts experienced executive and non-executive directors who bring their diverse expertise and perspectives to guide Tsebo's strategic direction, oversee business performance, and ensure responsible and ethical governance across the Group.

The Board has established committees to provide additional scrutiny and oversight in specific areas.

The Executive Committee, which reports to the Board through its joint CEOs will also, from time to time, establish steering committees on projects and infrastructure-related tasks.

Group Audit and Risk Committee (GARC)

The Group Audit and Risk Committee oversees Tsebo's external and internal audits and assists the Board in reviewing Tsebo's financial reporting process and internal control systems.

- Maintain effective audit and governance processes
- Enhance the reliability of financial information
- Maintain the integrity of Tsebo's financial reporting and compliance systems
- Enhance the risk management processes

The risk management process is a critical component of our governance framework. We identify and evaluate risks that could adversely impact our operations, reputation, financial stability or environmental sustainability. We do this by:

- Conducting a thorough risk assessment of internal and external factors (e.g. Market volatility, cybersecurity threats, regulatory changes)
- Prioritising risks according to their likelihood/potential impact, using predefined metrics and rating scales
- Developing and implementing risk management strategies (e.g. enhancing/improving controls, creating contingency plans, or accepting and monitoring risks that are beyond our control)
- Monitoring and reviewing the effectiveness of these strategies, making necessary adjustments as new risks emerge or circumstances change

The Committee meets bi-annually and operates under a Charter that defines its scope and authority, outlines its responsibilities and activities, and ensures its independence and objectivity. The Charter is reviewed periodically and updated to reflect changes to operations, risk landscape, regulations or best practices in corporate governance.

Social Ethics and Transformation Committee (SETC)

Tsebo is committed to 'leaving a legacy' in the communities it serves. This includes upskilling and supporting local SMMEs to effectively form part of Tsebo's supply chain, as well as meaningful CSR contributions and community growth projects.

To ensure that this is more than just hearsay, the Social Ethics and Transformation Committee guides Tsebo's social responsibility, ethics and transformation activities to ensure responsible business conduct and positive contribution to society. The Committee is crucial to creating and implementing relevant social and ethical policies and procedures as well as to developing and implementing strategies for diversity, equity, and inclusion within Tsebo.

SETC works in conjunction with the Group Compliance Officer to ensure that legislative and regulatory compliance risks are minimised by regularly updating Group regulations. The SETC is chaired by a non-executive director and reports to the Board's AGM annually.

Remuneration and Nomination Committee (REMCOM)

The Remuneration and Nomination Committee helps the Board to determine and oversee nomination and compensation policies for Tsebo's directors and senior executives.

The Committee submits proposals, recommendations, opinions, and reports to the Board to ensure that remuneration is fair, reasonable, and aligned to the market as well as to performance and Tsebo's strategy. This helps to maintain trust among shareholders, employees and stakeholders and contributes to Tsebo's long-term success.

Investment Committee (IC)

The Investment Committee reviews and recommends proposed acquisitions, disposals and associated corporate funding requirements to the Board. The IC's duties range from reviewing and monitoring the performance of Tsebo's investment portfolio to considering the viability of the proposed acquisitions and/or disposals in line with Tsebo's overall strategy while considering the effect it will have on the cash flow and earnings targets and exit scenarios. The Board makes final investment and funding decisions.

Additional Governance Structures

Group Internal Audit (GIA)

Tsebo's independent audit function is led by a Group Audit and Risk Executive and comprises an independent (of operations) audit team who works across all South African businesses and other countries of operation.

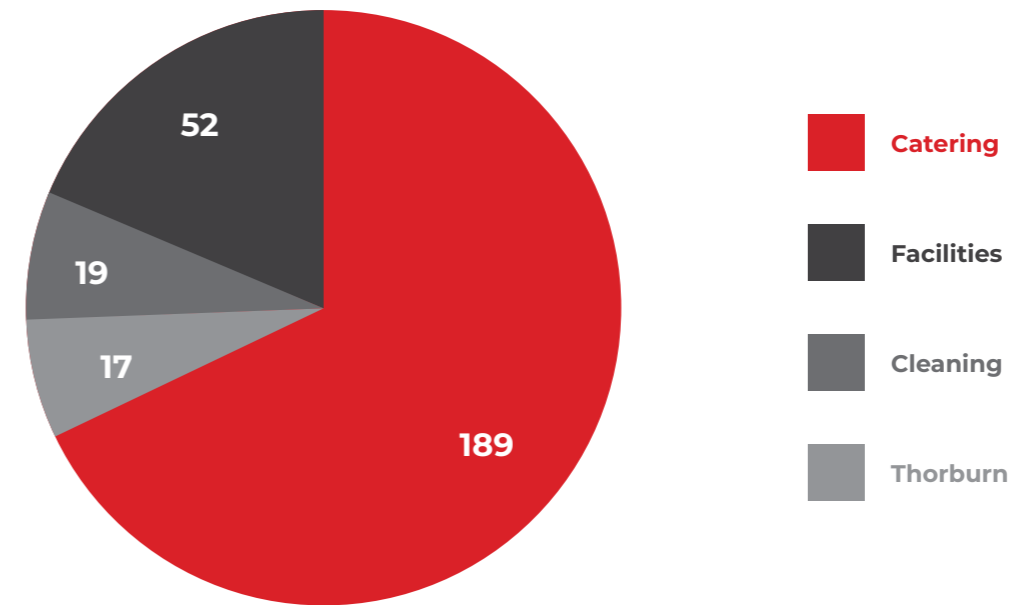
Their role is to provide objective and independent assurance of system and control environment compliance as well as continued improvement and effectiveness of Tsebo's risk management and governance processes through systematic and disciplined evaluation. In doing so, the Group Internal Audit helps the Audit Committee and Board to achieve Tsebo's objectives through relevant reports and evaluations of the overall control and risk environment. These reports will include recommendations to improve processes by:

- Establishing values and communicating objectives
- Monitoring the accomplishment of objectives
- Ensuring accountability
- Preserving corporate values

GIA has an annual internal audit plan approved by the Group Audit Committee with bi-annual reporting to the Audit Committee detailing its performance against the annual internal audit plan, and summarising results of audit activities.



Operational audits conducted per division:



WORLD-CLASS OPERATING STANDARDS



Although accreditation is conducted by a private, independent party, part of the audit plan includes maintaining the exceptionally high standards set out by the International Standards Organisation. Tsebo is proud to have achieved the following ISO accreditations:

ISO 9001 Quality Management

We hold the internationally recognised QMS standard, a powerfully designed business quality tool ensuring continuous improvement.
ISO 9001:2000 ISO 9001:2008

ISO 22000 Food Safety Management

We are compliant with specific FSM standards, ensuring that all organisations in the food chain control safety up to the time of consumption.
ISO 22000:2005

ISO 14001 Environmental Management

We follow the specific EMS standards for handling environmental issues within an organisation.
ISO 14001:2004

ISO 45001 Occupational Health and Safety

We eliminate or minimise the health and safety risks of our activities for employees and other interested parties.
ISO 45001:2018



CODE OF ETHICS

Tsebo's Code of Ethics and Good Business Practices guides the business and its partners on the principles that underpin the 'Tsebo Way' of doing business.

Directors, employees, suppliers, contractors, joint venture partners and other stakeholders are expected to observe the Code when conducting business with, for, or on behalf of Tsebo. In essence, this entails performing all duties with honesty, integrity, personal accountability, without favouritism or intimidation and to the best of their ability, but also includes:

- Maintaining open and honest communication that demonstrates a sense of purpose and commitment to achieving the best results, even under adverse conditions;
- Treating people fairly, courteously, and with sensitivity and respect to human rights and diversity;
- Compliance with the Group's policies and procedures as well as its systems and manner in which Tsebo conducts its business;
- Only using information obtained from Tsebo for the purpose for which it was intended i.e., the business of the Group;
- Treating Tsebo's assets, property, employees, clients, customers, and suppliers with respect;
- Not wasting the Group resources (including time);
- Sharing and declaring any information relating to a conflict of interest, including personal conflicts, as soon as they become apparent;
- Complying with the Group's Gift Policy and refusing any gift that could be regarded as an attempt to exert undue influence or gain favour; and
- Challenging others who are acting in an unethical manner and in conflict with the policy.



Legal and Compliance

Group Legal and Compliance reports to the Group CEO and ensures that Tsebo complies with all applicable laws and regulations. It also assists sub-committees in implementing their compliance responsibilities. This includes:

- Developing and implementing compliance policies and procedures
- Conducting training for employees
- Monitoring Tsebo's compliance activities

Group Compliance Policies

Group-wide compliance policies are developed under the review of operational and functional heads and are signed off by the joint CEOs to ensure consistent messaging and tone. All new employees attend an induction, which includes training on Tsebo's compliance policies. Employees are reminded of these policies and alerted to changes through regular communications.



IN THE SPOTLIGHT

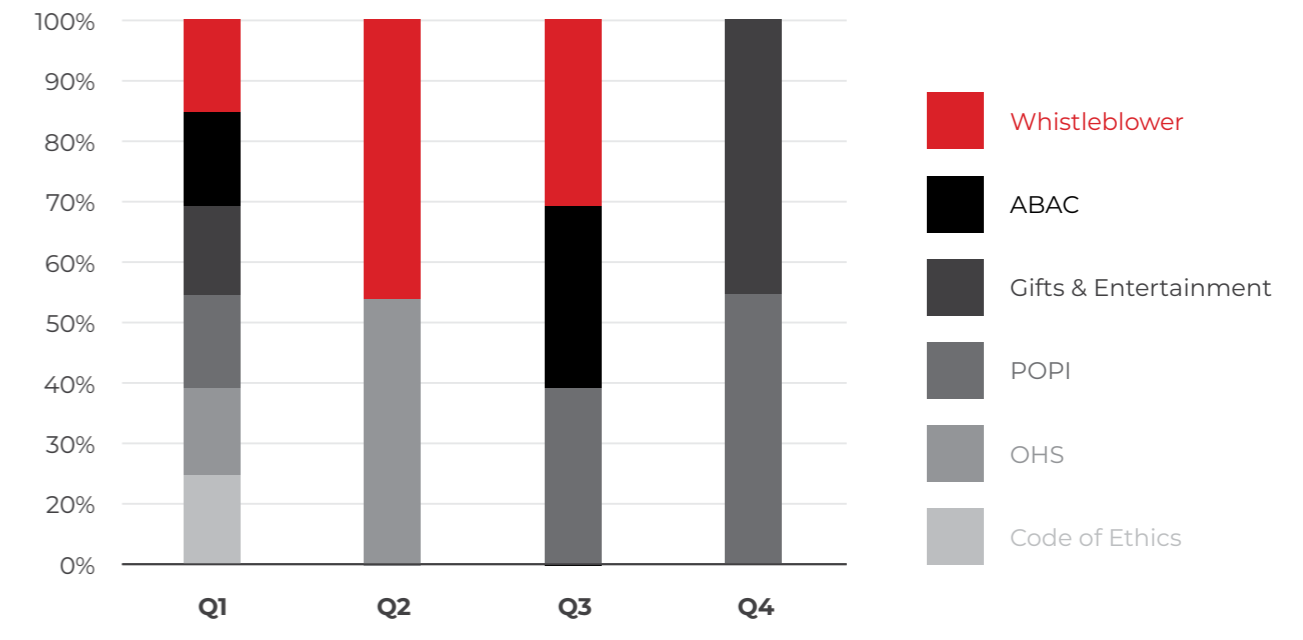
Training on and awareness of Compliance Policies

Compliance policies, such as the Code of Ethics, ABAC, Whistle-Blower and Gifts and Entertainment, are designed to protect our reputation, prevent legal violations, and ensure that our employees act in accordance with our ethical standards and values.

Training is provided to ensure that employees understand and adhere to the policies, rules, regulations, and ethical standards governing our business and that Tsebo does not fall foul of regulations or laws.

To further reduce risks and prevent costly breaches, employees are trained on how to handle confidential information, protect personal information, data privacy and cyber security protocols. Finally, ongoing training on compliance policies ensures that employees understand the expectations and consequences of non-compliance.

Group Compliance Policy Awareness and Communications



ALL NEW employees receive training and awareness on compliance policies through the Group's onboarding journey. In addition, in 2022 compliance communication was delivered to just under **4000 users** across the Group.

Over 17 840 employees trained on various SHEQ topics across our South African businesses in 2022.



ANTI-BRIBERY AND CORRUPTION (ABAC)



Zero Tolerance for Theft, Bribery and Corruption

Combating bribery and corruption is of critical importance to maintaining an honest and ethical organisation and to growing Africa's economy, which is why we take a zero-tolerance approach to bribery and corruption across all divisions and aspects of our business operations.

Tsebo's global standards adhere to the **UK Bribery Act and the South African Prevention and Combatting of Corrupt Practices Act**. In addition, Tsebo has established clear policies and procedures for detecting, reporting, and preventing bribery and corruption.

In terms of our internal governance, all Tsebo employees must adhere to our:



Anti-bribery and Anti-corruption



Gifts and Entertainment policy



Whistle-Blower policy and procedure



Strict Code of Ethics and Good Business Practice

Our employees receive training to understand and adhere to our Anti-Bribery and Corruption (ABAC) policy requirements. Tsebo conducts regular assessments of our operations to identify potential bribery and corruption risks.



IN THE SPOTLIGHT

Grassroots-level training and awareness campaign for Tsebo's zero-tolerance approach to bribery and corruption

To ensure that employees at all levels of the organisation clearly understand Tsebo's expectations of them when it comes to our zero-tolerance approach to bribery and corruption, we provide grassroots-level training to our employees through regular toolbox talks.

Our awareness campaign includes an infographic poster that simplifies ABAC so that there can be no misunderstandings around Tsebo's definition of bribery and corruption. Furthermore, the poster states Tsebo's four governance standards and provides clients, suppliers and Tsebo employees with our independent 24/7 hotline number to notify the business of ANY wrongdoing.

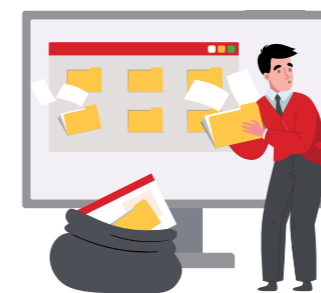
In training, we provide employees with practical examples of what ABAC is, including:



Taking compensation and conspiring with criminals to steal property or goods from Tsebo or its clients.



Participating in a bribery scheme by accepting or requesting payments from a vendor in exchange for an advantage.



Using client or Tsebo resources or goods for personal gain.



Offering or accepting cash to extend or renew a contract.

The overall responsibility for ABAC resides within the Board and executive management, with Group legal and compliance functions responsible for monitoring, assessing and reporting to the Board through the various committees. Our team works closely with stakeholders to address issues and to continuously improve our ABAC governance processes.

WHISTLE-BLOWER POLICY

Tsebo's Whistle-blower Policy, based on the **Protected Disclosures Act**, aims to encourage our employees, stakeholder or third parties to anonymously report any suspected or real acts of misconduct, theft, bribery or corruption without fear of discrimination or intimidation. Reports of this nature are correctly investigated and dealt with in line with Tsebo's HR policies and procedures and the South African rule of law.

- We facilitate and encourage whistle-blowers to speak up in confidence on matters they suspect may involve anything improper, unethical or inappropriate and disclose information regarding such improprieties;
- We have clear reporting procedures;
- We have measures to protect the confidentiality and anonymity of the whistle-blower;
- Disclosures are investigated and dealt with properly;
- We do not tolerate the victimisation of whistle-blowers; and
- We protect human rights and our reputation.

Tsebo has appointed the auditing and consulting firm, **Deloitte**, to manage a safe, anonymous and independent tip-off channel. Deloitte refers all tip-offs to Tsebo's investigation forum, which consists of the executive management team, Group Legal and Compliance and GIA. The forum ensures impartial investigations and confidentiality.

We prohibit any form of retaliation, intimidation, harassment or victimisation against anyone who, in good faith, makes a report or raises a reasonable concern, even if the matter is later proven to be unfounded.

2022 TIP-OFFS RECEIVED

Total number of reported items: 10

- HR related items: 7
- Number of investigations closed: 7 (100%)
- Investigations in progress: 0

GIFTS AND ENTERTAINMENT

Tsebo employees are prohibited from accepting gifts and entertainment that could create a conflict of interest or be perceived as influencing the employee's judgement or decision-making. Additionally, employees may not accept gifts or entertainment that is excessive in value or that creates the appearance of impropriety.

As such, Tsebo has established policies and procedures to govern gifts and entertainment. These policies outline the circumstances under which giving and accepting gifts and entertainment is acceptable and the process for reporting and documenting them. All gifts and entertainment must be reported in accordance with the policy, and their value must be disclosed.



Gifts and entertainment declarations 2022

Total cost of gifts received:

R36 432

Total cost of gifts given by employees:

R12 760

Deloitte.

TIP-OFFS ANONYMOUS
0800 00 33 17



OUTSIDE BUSINESS INTERESTS

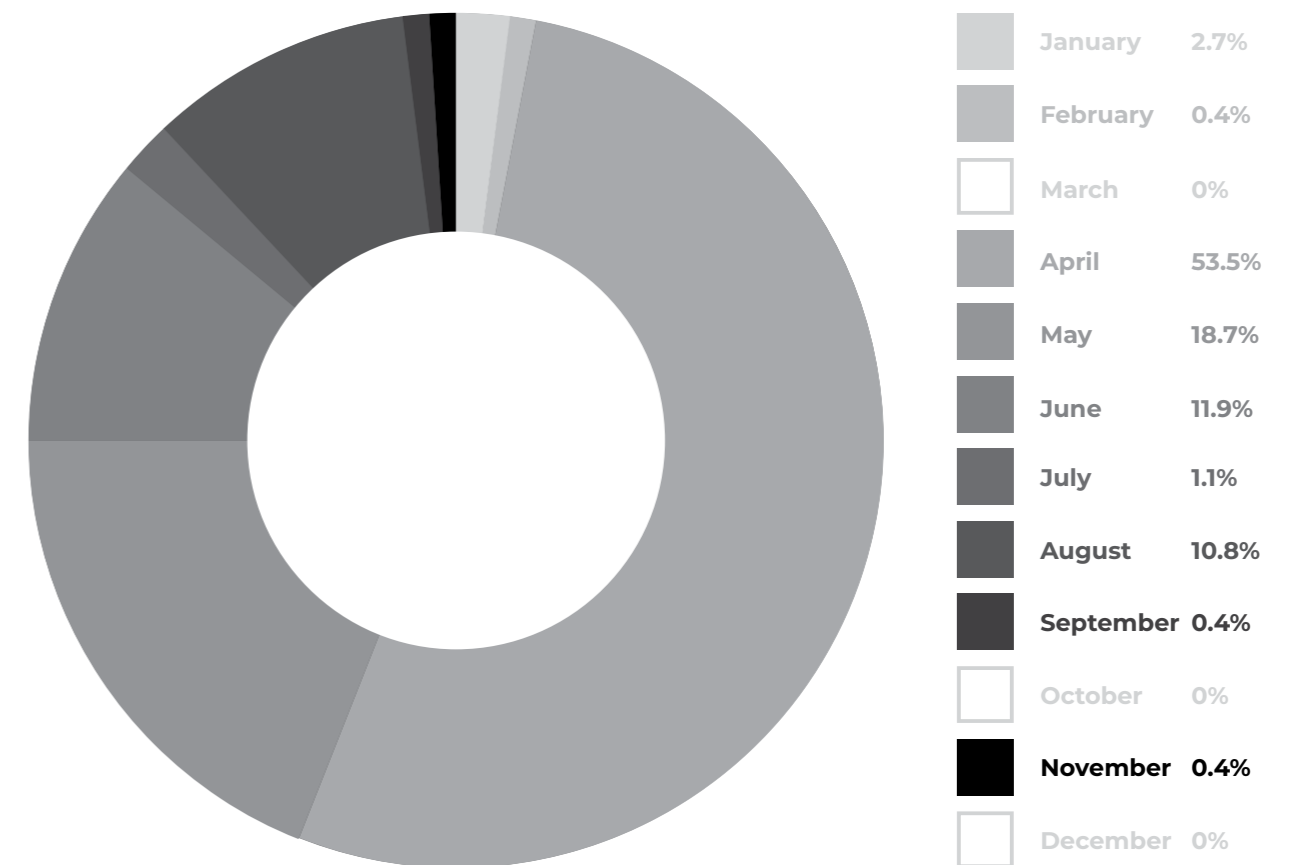
All employees must declare their outside business activities to the Group Compliance Officer or Human Resources, including, but not limited to, an employee's own business, a second job, Board service or shares in another company.

A 'declaration of interest form' is sent out annually with instructions for employees to declare outside business interests (OBI). We encourage employees to update their OBI status as and when changes occur. The declarations are escalated to divisional CEOs and, if necessary they are shared with the joint CEOs for their appraisal.

It is made clear to employees and directors that they shall not:

- Use Group resources to run private businesses or conduct work for another organisation;
- Confer any benefit to a business partner or Group competitor in which an employee or his/her relative holds a beneficial interest;
- Personally derive a benefit or opportunity (directly or indirectly) which may arise from Tsebo's intellectual property;
- Engage in outside business interests that interfere with their job responsibilities or performance;
- Engage in outside business interests that involve working for a competitor or supplier; and/or
- Conduct themselves in a manner that could damage Tsebo's reputation.

Outside business interests received in 2022



10 GOLDEN RULES OF SAFETY



01 You are responsible for your own safety and for the safety of others

Always inspect equipment, vehicles, and tools before use **02**

03 Always use the right tools and equipment and use them in the correct way

Always wear, use and store Personal Protective Equipment (PPE) in accordance with the instructions and training given **04**

05 Never do any work that is outside the scope of your training, competence, and authorisation

Report all incidents, and any unsafe or unhealthy conditions to your line manager immediately or use the Tip-Offs Anonymous line **06**

07 Always wear a seatbelt, ensure passengers are wearing seatbelts, and never use a hand-held mobile telephone whilst driving

Always obey safety signs and road safety rules **08**

09 No alcohol, drugs or intoxicating substances may be used in the workplace

Always practice good housekeeping **10**

The majority of Tsebo's employees provide frontline services in high-risk environments. Compliance with health and safety not only keeps Tsebo's employees safe, but also protects the well-being and reputations of our clients. For this reason, exceptional attention is paid to health and safety across all operations.



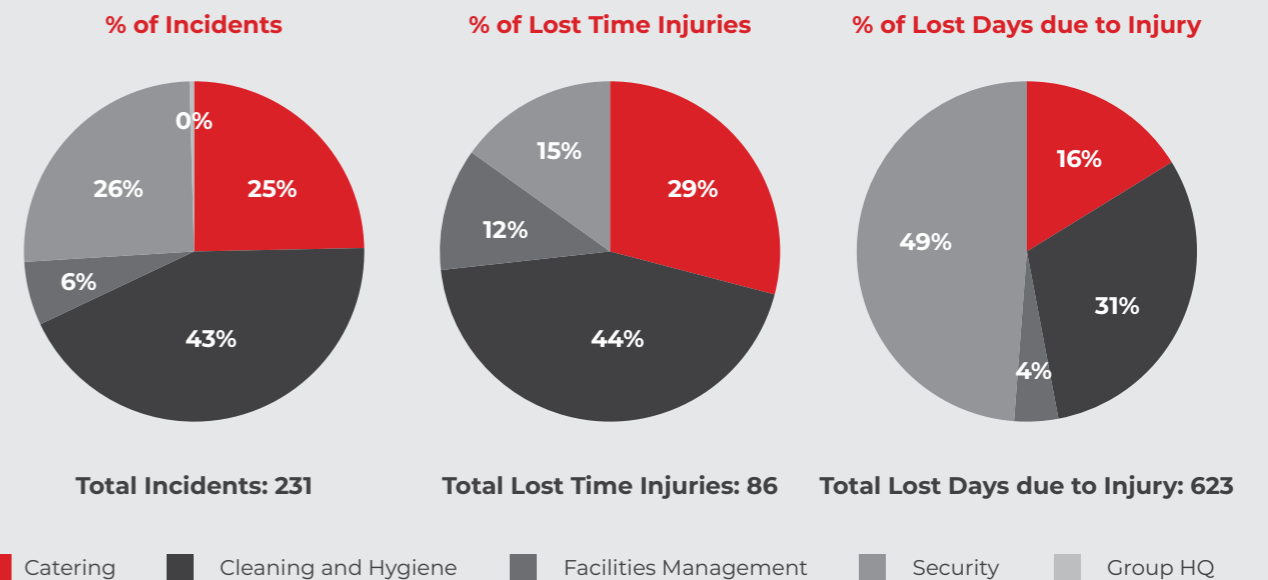
Our comprehensive Health and Safety Management System is aligned with international best practices and agreed principles (primarily ISO 45001) and is designed to provide strength, flexibility, and an appropriate foundation for a sustainable health and safety culture throughout the Group.

Tsebo's team of health and safety professionals conducts regular risk-assessments and incident investigations to identify and mitigate potential hazards. The Group also provides regular 'Toolbox Talks' (informal training among teams), and training workshops and conducts digital learning to ensure that employees and stakeholders are aware of health and safety best practices and know how to avoid risks.

Occupational Health and Safety stats consolidated on a monthly basis reflects a total of **ONLY 231 incidents for over 60 497 580** hours worked across South African businesses.



SOUTH AFRICAN HEALTH AND SAFETY STATISTICS FOR 2022



We have also implemented initiatives to improve the general health and well-being of our employees, such as wellness programmes that include regular medical check-ups, fitness activities and nutritional education.

Furthermore, Tsebo has taken steps to minimise the environmental impact of its operations through sustainable waste management, energy-efficient lighting and HVAC systems, and promotes the use of environmentally-friendly cleaning products.

HUMAN RIGHTS

Tsebo is committed to providing a work environment that recognises and respects our people's rights and upholds the dignity of all individuals. We understand that the protection of human rights is essential to the sustainable success of our business and have dedicated policies and practices to ensure that they are upheld throughout our business operations. These include:

- **Zero-tolerance for child labour:** We have strict policies to ensure that children are not exploited in any form.
- **Non-discrimination:** All forms of discrimination (including race, gender, age, sexual orientation, religion, and other personal characteristics) are strictly prohibited in the workplace.
- **Fair labour practices:** Tsebo is committed to fair and ethical labour practices and has policies in place to ensure that our employees are treated with dignity and respect.
- **Health and safety:** We are committed to providing a safe and healthy working environment and observe policies to ensure that our operations do not pose a risk to our employees' health and safety.
- **Community engagement:** Tsebo is a responsible corporate citizen and engages with the communities in which it operates to promote and protect human rights.

These practices are laid out in our supplier agreements and legally bind our suppliers to follow our human rights principles.

INFORMATION TECHNOLOGY SECURITY AND GOVERNANCE

The Fourth Industrial Revolution and its associated technologies have rapidly transformed the connected economy in which we operate. Part of our commitment as a responsible and ethical organisation is to comply with data laws and remain ahead of the curve when it relates to the protection and security of data.

Our Information Technology Strategy focuses on people, processes and technology to ensure the operational efficiency of our employees and our tools. We provide ongoing training and awareness of cyber best practices, including refresher courses on how to detect phishing. To mitigate risks and promote sustainable business practices, we have strengthened our information security practices by implementing and maintaining the following initiatives:

- **Investment in Cybersecurity Technology:** Cyber Artificial Intelligence – Darktrace verbiage, TFA (two-factor authentication), IT asset management (identify our assets to protect them), Mimecast for email security.
- **Business Resilience:** Deloitte annually audits our general IT controls, and independent penetration testing is conducted.
- **Digital Security Safeguards:** We apply digital security safeguards to detect, analyse, contain and mitigate risks to ensure the safety and integrity of stakeholder information.

Our robust IT team implements, manages and regularly reviews the organisational and technical security safeguards required for data processing. These are managed through various policies, including:

- Information Security Policy
- Cybersecurity Policy
- Clean-Desk Policy
- Acceptable Use Policy
- Technology Equipment Disposal Policy
- POPIA Policy

PROTECTION OF PERSONAL INFORMATION

WHAT YOU SHOULD KNOW?

LEGISLATION

South Africa's primary legislation on data privacy and management. **1 July 2021** is the POPIA compliance deadline in SA.

PURPOSE

Protect and prevent the abuse and misuse of Personal Information (PI) owned by individuals and companies, known as "data subjects".

PROTECTION RIGHTS

Provide data subjects **rights and remedies** to protect their PI from being processed unlawfully.

KEY DEFINITIONS UNDER THE ACT

CONSENT

Voluntary, specific and informed expression of will, to allow the processing of personal information.

DATA SUBJECT

The person or company to whom the personal information belongs to.

RESPONSIBLE PARTY

A public, private body or any other person which, alone or in conjunction with others, determines the purpose of and means for processing personal information, e.g., the person that processes the PI.

DIRECT MARKETING

Approaching a data subject, either in person, by mail or electronic communication, for the direct or indirect purpose of promoting goods or services or donations of any kind.

PROCESSING

Any operation or activity concerning PI, including (but not limited to) collection, receipt, recording, distribution, collation, storage, updating, retrieval, alteration and destruction.

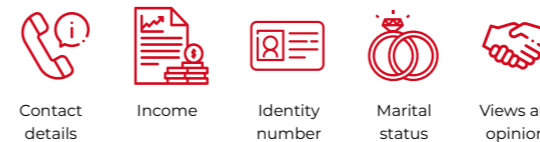
OPERATOR

The person who processes personal information for a responsible party in terms of a contract or mandate, without coming under the direct authority of that party.

WHAT IS PERSONAL INFORMATION (PI)?

Any information related to an identifiable living individual (e.g. you) or a Juristic Person (e.g company).

Personal Information (PI) examples



Special Personal Information (PI) examples



WHY PROTECT PERSONAL INFORMATION?



Reputational, brand and other risks, e.g. cybercrimes and data breaches.



Manage marketing and customers expectations.



Aligning to international best practice in PI policies.



Enforcement for non-compliance: Regulator imposed penalties and criminal liability for breach.

To attain and maintain compliance with the Protection of Personal Information Act (POPIA), Tsebo has established clear policies and procedures to ensure that personal information relating to prospective, existing and former data subjects – including clients, employees, third parties, natural persons or juristic persons – is collected and disposed of legally and ethically. Our teams have received training to ensure that they understand and comply with POPIA.

Systems have been implemented to safeguard the storage of personal information, and we regularly assess and upgrade our security measures to ensure that personal information is protected against unauthorised access or theft. Tsebo believes that transparency and accountability are essential to effective POPIA compliance, and we have established clear communication channels for all stakeholders to understand our approach to managing personal information.



IN THE SPOTLIGHT

From 2020 to 2021, Tsebo conducted a massive operation led by Legal and Compliance, and involving IT, HR, Marketing and Personal Information Champions from the businesses, to review personal information processes systems and clearly communicate and educate employees on the purposes of POPIA.



The initiative saw 14 people working for 36 weeks to:

- Map out the flow of personal information;
- Audit business processes;
- Evaluate systems and security safeguards;
- Identify and understand third-party flows of information;
- Review consent management;
- Review records management;
- Hold training sessions across the Group; and
- Send out newsletters/communications to alert employees and stakeholders.



6587

kg of paper recycled

Furthermore, under the POPI Act we are required to make sure personal information is processed securely and, when its purpose is fulfilled, destroyed.

In 2022, Tsebo placed several Clear Data Bins across our regional offices and encouraged employees to place old records and confidential and personal information in the bins for shredding. As a result, 6587kg of paper was shredded.



MITIGATING RISK

Risk mitigation is a cornerstone of Tsebo's business operations.

While the Board recognises that risk is inherent in the magnitude of Group operations, our long-term success and stability rely on effective risk management. Change and uncertainty from internal and external sources are integral to the business environment, but we believe that **proactively identifying and appropriately mitigating risks** helps Tsebo to achieve its operational goals. Tsebo's Risk Mitigation framework is reviewed and updated regularly, and the Board is provided with regular reports.

With more than 50 years of business experience, Tsebo has established **well-defined monitoring and assessment processes** to ensure our risk management strategies remain effective. Our teams regularly assess the changing operational landscape and adjust their approach to respond to new or evolving risks. Moreover, by anticipating potential threats and taking steps to mitigate their impact, we are able to protect the assets, reputation, and future prospects of Tsebo as well as our clients. Tsebo is well-positioned and geared to navigate even the toughest challenges.

From a reputational risk perspective, Tsebo has advanced **social listening and media monitoring** tools in place that help us proactively identify and monitor potential threats. Tsebo employees are also regularly reminded of **our Social Media Engagement policy, our Group Communications policy, and the repercussions of not adhering to these policies**, which help protect Tsebo's reputation and that of our clients.

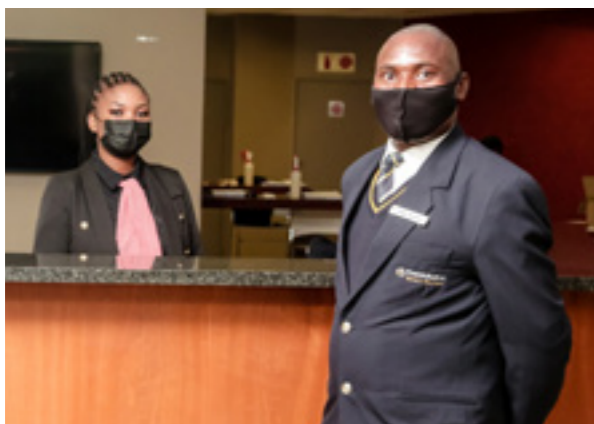


Pandemic risk-reduction Partner for the Department of Basic Education (DOBE)

With the outbreak of the COVID-19 pandemic in 2020, and the subsequent phased return to work in 2021 to 2022, Tsebo designed and implemented a detailed ‘return-to-work’ management strategy based on international best practice. The strategy included the rapid turnaround and mobilisation of COVID-19 specific cleaning and hygiene solutions as well as temperature and related screening at access points. The plan was highly commended with the recommendation that Tsebo roll out similar pandemic risk-reduction plans for other government departments.

The detailed plan included (among others):

- Building readiness
- Workflow and social distancing floor designs
- The provision of PPE, hygiene and sanitation supplies
- Preparing the canteen for takeaway meals only
- Access screening and isolation protocol
- Reconfiguring heating, ventilation and air-conditioning (HVAC) systems and building management systems (BMSs) to reduce the spread of hazardous biological agents (HBAs).



SUPPLY CHAIN GOVERNANCE

Well-governed supply chains are critical to the success of our businesses and our organisation, which is why we have implemented a comprehensive approach to supply chain governance. Starting with supplier selection and management, we carefully evaluate and assess the capabilities and practices of each supplier (by using tools such as Refinitiv World-Check) to ensure that they align with our standards for quality, ethics, and sustainability. Our team regularly monitors supplier performance and works closely with them to address any issues.

Tsebo has established clear guidelines and protocols for managing risk in our supply chain to ensure the continuous supply of goods and services and the proactive management of contract deviation that may lead to potential risk – including contingency planning for disruptions and regular assessments of supply chain resilience. We believe that transparency and communication are key to effective supply chain governance, and we work closely with our suppliers to ensure that they understand our expectations and are equipped to meet them.

By proactively managing risk, ensuring supplier alignment with our values and standards, and fostering strong relationships with our suppliers, we are able to safeguard the quality and integrity of our supply chain.



Tsebo’s Festival of Fusion and Flavour serves multiple audiences. For existing or potential, clients, it’s a chance to see first-hand how Tsebo’s commitment to quality and excellence starts from the ground up, with great partnerships at the supplier level. While suppliers get to mingle with their industry peers and to experience the power of partnering with Tsebo, an innovative brand that constantly strives to hit above the rest.

*Chef Nick Madhura,
Culinary Director Tsebo Solutions Group*



FINANCIAL CONTROLS

Tsebo is committed to sound corporate financial governance. To this end, we have well-resourced finance departments at the business and Group levels. These departments are tasked with managing its financial resources responsibly, ethically, and transparently.

Our financial controls are designed to ensure that our financial resources are used effectively, efficiently, and in accordance with legal and regulatory requirements. Zero fraud, wastage or abuse of financial resources are tolerated. Our key controls include:



Budgeting: Budgets are based on our strategic goals and objectives. The budget is reviewed and updated regularly to ensure that it remains relevant and aligned with our goals.



Internal controls: Internal controls are designed to prevent and detect fraud, errors, and mismanagement to ensure that our financial transactions are properly authorised, recorded, and processed.



Risk management: We have a risk management framework that helps us identify, assess, and manage risks. By understanding and managing risks, we can ensure that our financial resources are used effectively and efficiently.



Audit and assurance: Independent external audit of our financial statements provides assurance to stakeholders that the financial information presented is accurate, reliable, and compliant with legal and regulatory requirements.



Compliance: We comply with various legal and regulatory requirements, including tax laws, financial reporting requirements, as well as data protection regulations. Financial controls are put in place to ensure that we remain compliant with these requirements.

TSEBO



OUR VALUES



We embrace highly ethical, moral and respectful behaviour, without exception.

INTEGRITY



We seek opportunity, respond rapidly, strive for continuous improvement and behave like intrapreneurs.

ENTERPRISING



We care for people, communities and the environment.

CARING



We are industrious, efficient and dependable.

DILIGENT



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A WORKPLACE

THAT WORKS FOR YOU