



SUSTAINABILITY REPORT 2023

A **WORKPLACE** THAT WORKS FOR YOU

TSEBO



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OVERVIEW



Welcome



Tsebo Solutions Group is pleased to present its 2023 annual Sustainability Report, which represents our Environmental(E), Social(S), and Governance(G) journey.

For **over fifty years**, Tsebo has been on a remarkable journey of growth and transformation, all while remaining dedicated to our core purpose: to **develop** people, **serve** people, and **uplift** society. From our humble beginnings in Contract Catering, we have emerged as a **leading pan-African integrated workplace management solutions** provider. With our extensive experience, we have gained a **unique, practical perspective** on creating shared value alongside our clients and the communities we serve.

Navigating the report

Our sustainability framework is the compass that guides our ESG initiatives and is integrated into every aspect of our operations, including our Vision 28 business strategy. To facilitate easy navigation and understanding, we have structured our report around the **six focus areas of our framework**. These areas serve as a roadmap and navigation tool within the ESG sections. For a more detailed understanding of our framework, please [go here](#).

Reporting Framework

The sustainability and reporting frameworks applied and/or referenced in this report include:

- Global Reporting Initiative (GRI) Standards
- United Nations (UN) Sustainable Development Goals (SDGs) and 10 Principles
- King IV™ Report on Corporate Governance for South Africa, 2016 (King IV™)1 principles

Approval and Assurance

Tsebo ensures credibility with stakeholders through independent assurance. Our Sustainability Committee monitors performance, reporting bi-annually to Executives and the Social Ethics and Transformation Committee. We use Risk Insights™ and EcoVadis for ESG ratings and benchmarking and submit our UNGC Communication on Progress annually. These platforms help us improve our sustainability practices, with detailed governance and ratings disclosed in the report.



FOREWORD FROM OUR CEOs



“

Sustainability is a journey, not a destination, requiring constant innovation, adaptation, and commitment from every stakeholder.

– *World Economic Forum*

For 53 years, Tsebo Solutions Group has been more than just a business; we have been an ally in driving sustainable growth across Africa. Our purpose reflects our deep-rooted commitment to accelerating ESG initiatives for the benefit of all our stakeholders.

We are pleased to announce the expansion of our reporting scope to include initiatives and results from our operations across the continent. Centralising our reporting across the six focus areas of our Sustainability Framework, allows us to accurately track and showcase the outstanding work of all our teams. This journey has taught us valuable lessons and strengthened our aim to improve continuously.

To make progress tangible, we have aligned the key performance indicators of leadership positions with Tsebo's sustainability targets, making our commitment to sustainability an actionable strategy that ties our success to the well-being of the clients and communities we serve.

Another leap forward for Tsebo is our 2023 signatory status as a UN Global Compact member, formalising our long-standing support for its principles and goals. As part of the UNGC, we actively participate in the Africa Business Leaders Coalition (ABLC), advocating for effective policies to promote a sustainable and prosperous Africa.

This partnership has provided insights that have enhanced our sustainability strategy, allowing us to focus on SDGs where we can make the most impact.





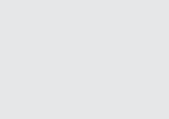

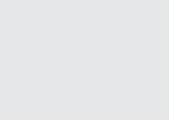

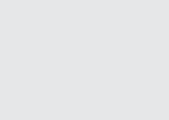



Collaborations with global rating agencies like Risk Insights™ and EcoVadis have not only validated and benchmarked our 2022 performance, but have also helped refine our approach, encouraging us to improve data accuracy, adapt to emerging trends, and make our reporting methods more scientific. Together, these efforts led to the publishing of our first formal materiality review and disclosure, establishing a methodology and matrix for annual evaluations.

As we reflect on our 2023 achievements and plan for the future, we are invigorated by the potential of our collective efforts to drive meaningful change. Together, we build on our legacy of sustainability that uplifts society and ensures prosperity for generations to come.

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

Tim & Chris

KEY ACHIEVEMENTS

	<p>Managing Environmental Impact</p> 	<p>ISO 14001:2015 certified Demonstrates ongoing commitment to measure and improve environmental impact</p>	<p>+R12.44 million Worth of energy usage reduction achieved for clients <i>*Excludes savings from client-installed equipment, e.g., solar systems</i></p>	<p>132.7 tonnes Plastic, used cooking oil, e-waste, and paper waste-to-landfill prevented</p>	<p>0.5 tonnes SI CO₂ reduction per vehicle measured in SA <i>*Initiative: 245 vehicles fitted with smart CO₂ trackers</i></p>	<p>+47,530 litres Of used cooking oil recycled</p>
	<p>Positive People Experience</p> 	<p>+94% Top Employer global benchmark score achieved, ranking as a top 20 employer in SA</p>	<p>Level 1 B-BBEE certification retained in SA</p>	<p>55% Female-strong workforce across Africa</p>	<p>80% Overall employee sentiment received in our first Pan-African Employee Experience Survey</p>	<p>+34,000 Online course completions recorded (L&D spend = 4.2% of annual leviabale amount)</p>
	<p>Engaging Customer Experience</p> 	<p>83% Average Client Satisfaction score</p>	<p>+1,450 Client surveys completed</p>	<p>85% Service Experience and Account Management scores</p>	<p>95% Average Client Retention rate</p>	<p>13 years Average Contract Tenure</p>
	<p>Commitment to Sustainable Partnerships</p> 	<p>+R838 million EME and QSE spend</p>	<p>4,516 Small business initiatives supported</p>	<p>234 Certified community suppliers (ATS Legacy Programme)</p>	<p>30% Group's total procurement spend on EMEs and QSEs</p>	<p>11 SMMEs Subcontracted at client sites, of which 9 graduated from Tsebo accredited development programme</p>
	<p>Corporate Social Responsibility</p> 	<p>+R70.1 million Total Group CSR spend</p>	<p>+340 Host communities impacted on pan-African mining sites</p>	<p>83 CSR projects across Africa</p>	<p>+55 Women-owned beneficiaries <i>*Group's 2023 flagship initiative: Mega Farming Projects</i></p>	<p>+160 tonnes Fruit and vegetables produced in Market Gardens across Africa <i>*Worth +R8.3 million</i></p>
	<p>Good Corporate Governance and Ethics</p> 	<p>Zero-tolerance For Theft, Bribery and Corruption <i>*Initiatives: 5 different language translations for ABAC and COE policies and independent 24/7 tip-offs anonymous hotline maintained</i></p>	<p>ISO 18788:2015 Achieved by our Security Business, joining a select few in Africa</p>	<p>80% Black directorship at board level, with 40% being female</p>	<p>+275,590 QHSE training interventions</p>	<p>+19,865 Compliance topic training interventions</p>

THE GROUP AT A GLANCE















Who we are

As a leading **African Integrated Workplace Management Solutions Provider**, Tsebo offers our clients improved workplace productivity that supports their success. For over 50 years, Tsebo has reimagined the world of work, **building a legacy by uplifting our people and the communities we serve**, creating **value** for our clients, their workforce, and the community at large.

What we do

Tsebo **transforms environments into safe, collaborative, and innovative spaces**. Whether it's an office, hospital, school, mine, event, or retirement facility, we deliver **bespoke solutions**. Our expertise spans Facilities Management, Catering, Cleaning, Hygiene, Security, Energy, Engineering, Pest Control and more. With over **80 services, we simplify and enhance the work experience**, enabling clients to focus on their core business. At Tsebo, we provide **'A WORKPLACE THAT WORKS FOR YOU'**.

Here is a snapshot of our diverse offerings:

 HARD SERVICES	 SOFT SERVICES	 SPECIALISED PROJECTS	 SPACE MANAGEMENT	 ENERGY & UTILITY MANAGEMENT
Engineering	Industry specific catering (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	Specialised cleaning, hygiene and pest control	Construction supervision		
	Vacant property solutions			
	Security (technology, risk management)			
	Business support services (reception, concierge)			
	Waste management			
				

Footprint

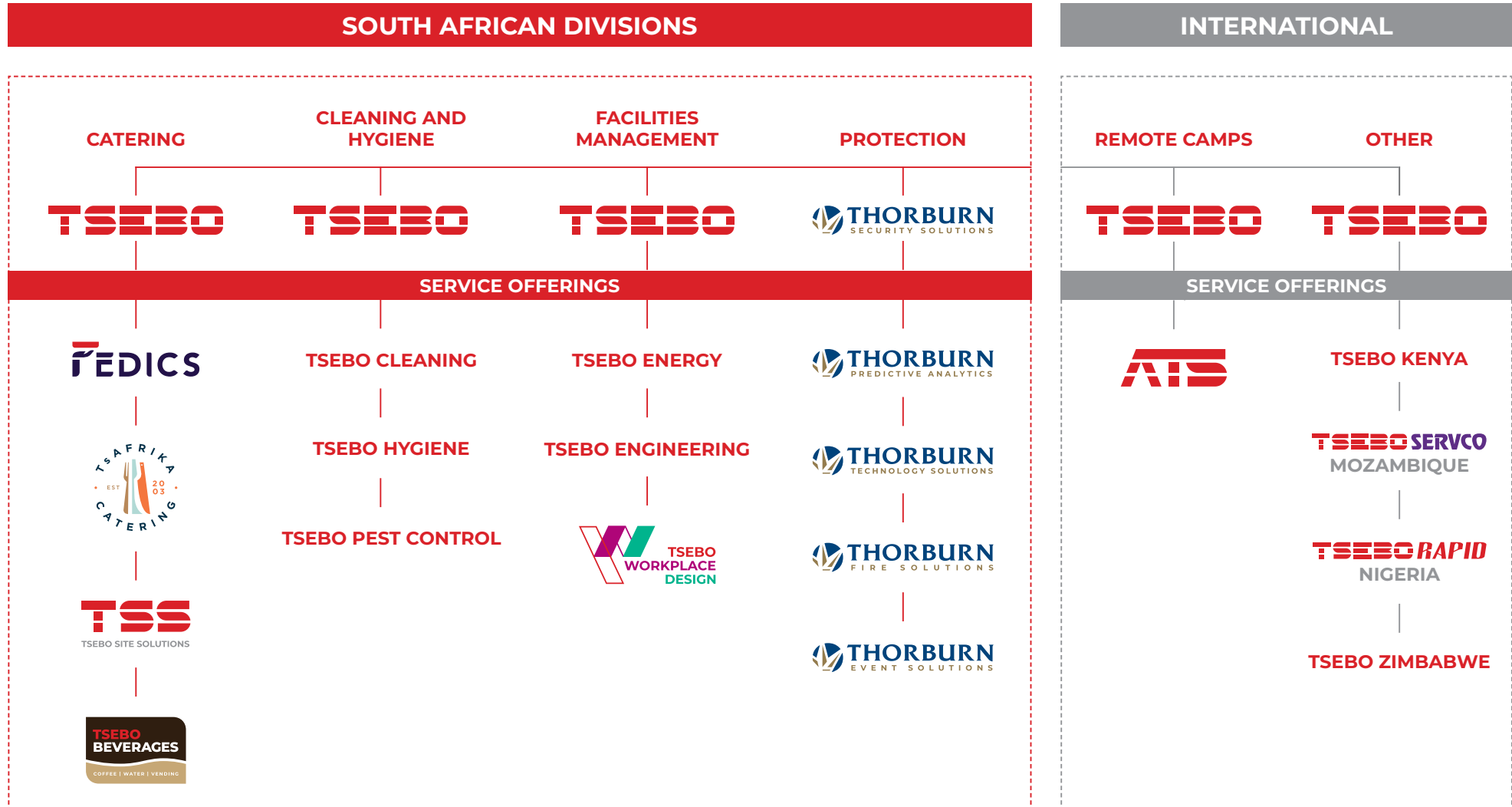
- Botswana
- Burkina Faso
- Cameroon
- Côte d'Ivoire
- Ethiopia
- DRC
- Gabon
- Gambia
- Ghana
- Guinea
- Kenya
- Lesotho
- Malawi
- Mali
- Mozambique
- Namibia
- Nigeria
- Senegal
- Sierra Leone
- South Africa
- Eswatini
- Tanzania
- Uganda
- Zambia
- Zimbabwe



25 Countries	32 Offices	32 000 Employees	53 years Experience	3 500 Client sites



Organisational structure



Vision

To be the pan-African leader in integrated Workplace Management Solutions, and the partner of choice to current and prospective clients operating in our targeted regions and sectors.

Mission

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

Purpose

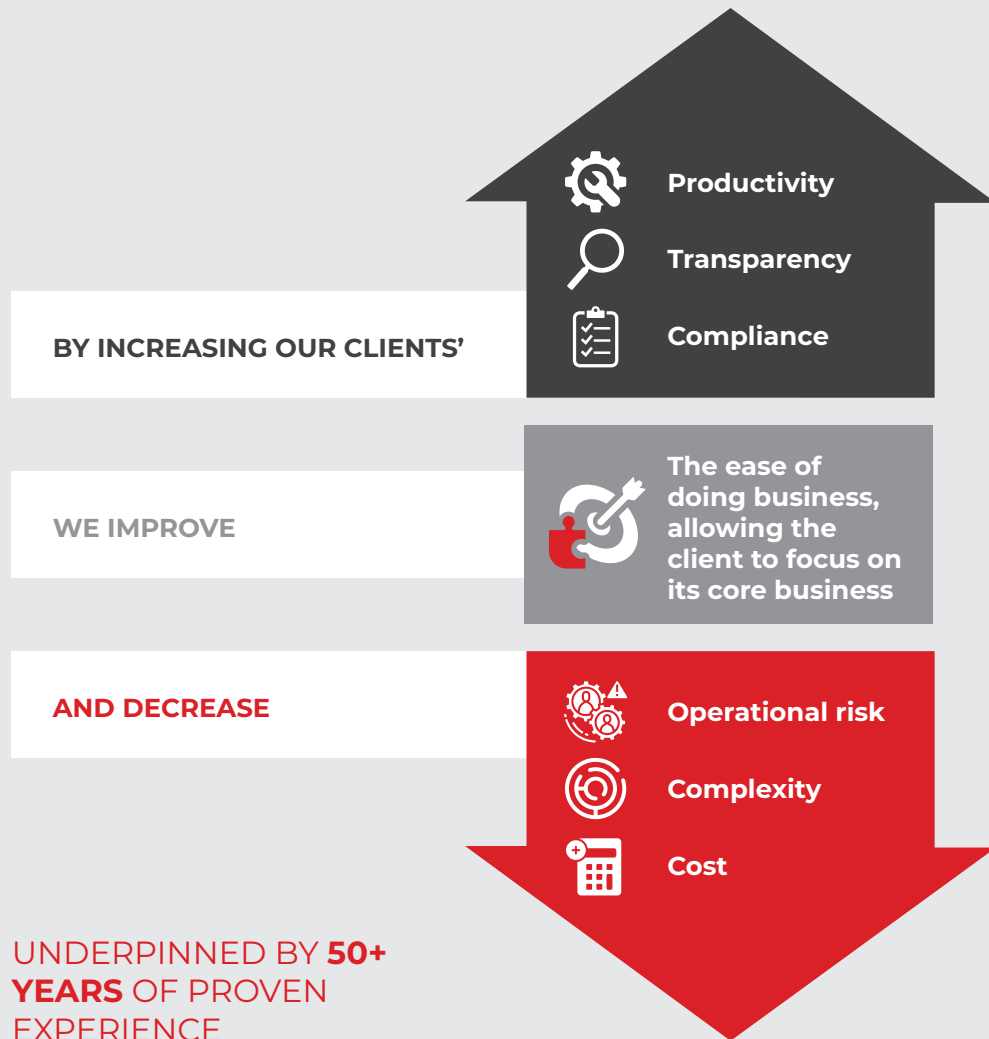
We invest in our people, enhancing their skills to deliver excellent client service. This drives positive change in the communities we touch. Our strength lies in our unity—**ONE TSEBO**.

Our logo's three building blocks reflect our shared purpose:



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

Distinct value creation



Values

Our four Tsebo values underpin our vision, shape our culture, and reflect our core beliefs:



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



Leadership team



**GROUP CHIEF EXECUTIVE OFFICER,
Dr. Chris Jardine**



**GROUP CHIEF EXECUTIVE OFFICER,
Tim Walters**



**GROUP CHIEF INFORMATION OFFICER,
Yosheen Padayachee**



**GROUP CHIEF SALES AND MARKETING OFFICER,
Nokwanda Shabalala**



**GROUP CHIEF HUMAN RESOURCES OFFICER,
Elanie Kruger**



**GROUP CHIEF KEY ACCOUNTS OFFICER,
Monwabisi Kalawe**



**CHIEF EXECUTIVE OFFICER – TSEBO CATERING SOLUTIONS,
Wynand Louw**



**CHIEF EXECUTIVE OFFICER – TSEBO FACILITIES SOLUTIONS,
Aubrey Mc Elnea**



**CHIEF EXECUTIVE OFFICER – TSEBO CLEANING AND HYGIENE SOLUTIONS,
Melusi Maposa**

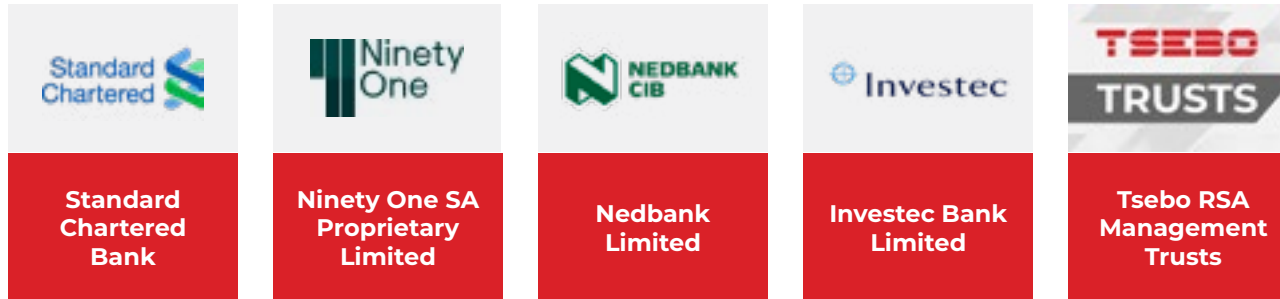


**CHIEF EXECUTIVE OFFICER – TSEBO PROTECTION SOLUTIONS,
Stephan Botha**

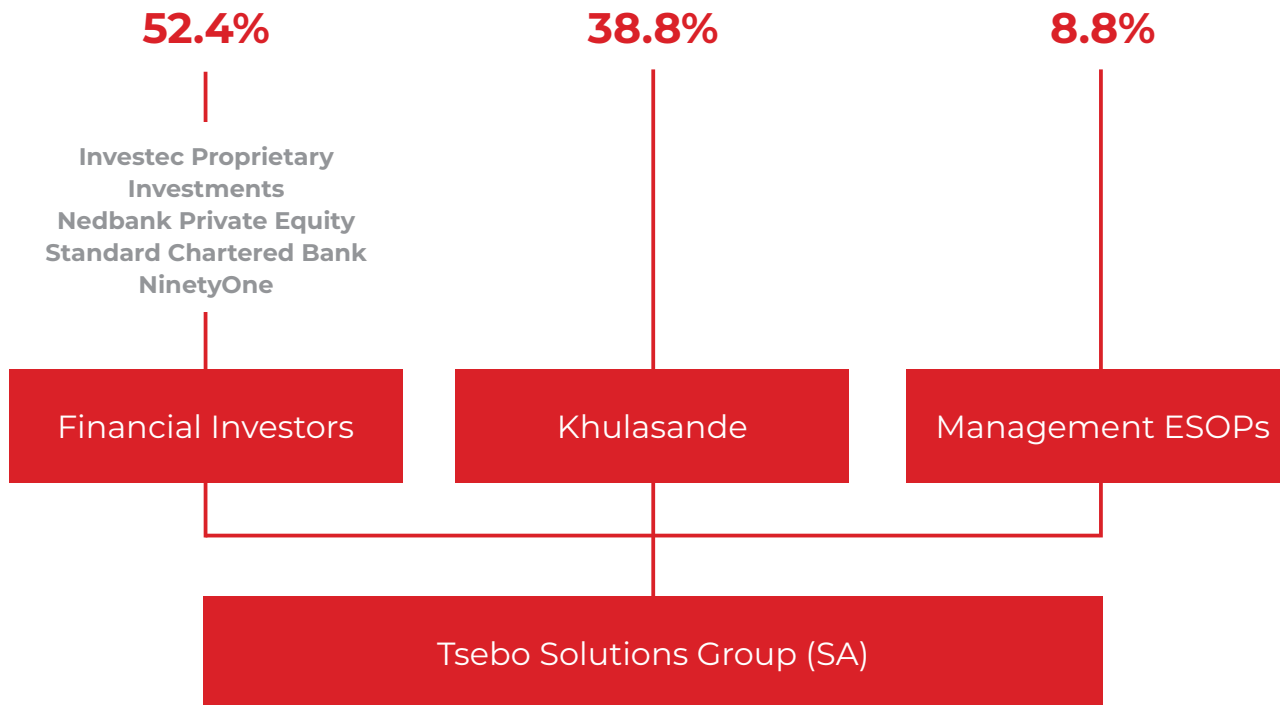


**CHIEF EXECUTIVE OFFICER – TSEBO INTERNATIONAL,
Eddie Ueckermann**

Shareholders



Shareholder ownership structure



LEVEL 1 B-BBEE CONTRIBUTOR

51.53% Black Ownership

31.19% Black Woman Ownership

Our clients in South Africa benefit from 135% procurement recognition

Stakeholder engagement

We believe that collaborative, enduring stakeholder relationships are fundamental. Open dialogue and active involvement create value and a thriving journey ahead for all.



Strategy and business approach

Group Strategic Initiatives: Vision 2028

As we advance from Vision 2025, our updated Group strategy, Vision 2028, leverages our past successes and paves the way for future achievements. Vision 2028 aims to enhance our business and relationships sustainably by building a strong, growth-focused, and innovative company. Our initiatives will ensure we reach our full potential by:

- Driving organic sales growth through continual innovation in our solutions and services.
- Leveraging our Key Account Management strategy to explore underrepresented segments and regions and enhance cross-selling and upselling opportunities.
- Utilising strategic mergers and acquisitions for growth, assisted by our Programme Management Office to integrate new businesses seamlessly.
- Balancing core operations with new opportunities, expanding through integrated workplace management solutions.
- Implementing an effective organisational structure with a high-performance culture, supported by fit-for-purpose systems and a digital platform to support our vision.

The Tsebo Way

With each new service line, region, client, and operator, we continuously improve. The Tsebo Way compiles a series of our best practices, technology, policies, procedures and more, enabling our managers to work effectively. Our 'Way' of doing business ensures **exceptional client experiences and strong commercial outcomes**. We have standard operating procedures and on-demand training for critical business functions, guiding our daily operations. The fundamental principles of the 'Tsebo Way' are 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

SUSTAINABILITY STRATEGY

Framework

Our sustainability framework, thoroughly embedded in our Vision 2028 strategy, guides our operations across Africa.

At its core lie our values and purpose statement, ensuring sustainability is integral to our daily activities. Tsebo's commitment to achieving our sustainability goals has led us to maintain a consistent framework over the past three years. This approach allows us to model our reporting and track our impact effectively.

Our sustainability framework encompasses six key focus areas:

1. Positive People Experience
2. Engaging Customer Experience
3. Commitment to Sustainable Partnerships
4. Managing Environmental Impact
5. Good Corporate Governance and Ethics
6. Corporate Social Responsibility

These six focus areas form the foundation of our **material sustainability priorities**. This report details each focus area, outlining specific goals, principles, targets, and the progress made towards achieving them.



Functional Governance and Leadership

Tsebo's Social Ethics and Transformation Committee (SETC) oversees our social responsibility, environmental, ethical, and transformation activities to ensure responsible business conduct and a positive societal impact. The SETC, chaired by a non-executive director, collaborates with Tsebo's Executive Committee and reports directly to the Board on sustainability matters.

Given the localised nature of ESG issues, implementation is managed by the respective countries of operation. To ensure coordination and oversight across the Group, the Tsebo Sustainability Committee reports to the Executive Management Team.

The Committee formulates proposals, sets targets, and researches material issues, engaging all stakeholders in alignment with our **Group Sustainability Framework and Policy**. It oversees the implementation, measurement, reporting, and improvement of ESG initiatives for Executive Management approval.



Leading by example

Tsebo's CEOs are members of the UN Global Compact's Africa Business Leaders Coalition (ABLC), which encourages African business leaders to support impactful policies and campaigns. ABLC leaders aim to inspire other businesses and promote a sustainable, prosperous Africa, starting with a continental climate action statement.



Approach and Objectives

Historical Context

Tsebo has championed sustainability initiatives across Africa for over five decades, embedding sustainable practices and community upliftment into its operations. Although not required to publish a Sustainability Report due to its non-listed status, Tsebo's management formed the Sustainability Steering Committee in 2021. It was not only the right thing to do but also crucial to meeting the demands of our diverse clientele—ranging from remote mines to blue-chip international companies—rightfully expecting structured reporting and analysis of their supply chain activities.

Historically, Tsebo's businesses across the continent have independently managed their Environmental Impact, CSR, and Commitment to Sustainable Partnership initiatives. Conversely, other focus areas, including Positive People Experience, Engaging Customer Experience, and Good Corporate Governance and Ethics, have always been measured and reported centrally. To ensure systematic and verifiable reporting, Tsebo prioritised its South African operations in the first year, establishing a measured baseline for tracking progress. In early 2023, the committee set 2030 targets, resulting in Tsebo's inaugural Sustainability Report and ESG strategy in the same year.

2023 Scope

The Sustainability Committee's objectives for the 2023 reporting year are grounded in the broader scope of Tsebo's operations across 25 African countries. As far as possible, Tsebo has embarked on the journey to extend its measurement efforts beyond South Africa.

While lessons have been learned along the way, many of which come with the territory and remote nature of our business, this approach ensures that sustainability targets are consistently and centrally tracked, measured, and reported. Tsebo has taken this leap forward in our sustainability journey to demonstrate our commitment to continuous improvement and responsible business practices.



Key Objectives for 2023

- **Expand Report Scope:** Include as much of the Group's footprint in the tracking and reporting process, with the ultimate objective of including and centrally monitoring the performance of all operations against our 2030 targets.
- **Monitor Performance:** Report on South Africa's performance against 2030 targets set and adjust the Group's baseline to include those operations for which data could be gathered.
- **A focused approach to SDGs:** Join the UNGC as an official member and adopt a focused approach to SDGs relevant to Tsebo's context.

- **Enhance Reporting Accuracy:** Embrace scientific measurement practices and leverage guidance on continuous improvement from our 2023 ESG ratings by Risk Insights™ and EcoVadis.
- **Conduct Double Materiality Review:** Perform Tsebo's first Materiality Review and Disclosure, establishing a sustainability matrix for annual assessments.

What's next

- **Establish Refined Baseline Targets:** Analyse our pan-African data, refine the baseline, and recalibrate our 2030 targets to encompass the broadened scope of our operations.
- **Validate and Benchmark Results:** Confirm and benchmark our 2023 ESG performance through assessments by identified rating agencies for continuous improvement as the scope of the rating process requirements evolves.
- **Identify Improvement Areas:** Evaluate the insights gained from tracking a broader scope of our footprint to pinpoint areas for improvement and address any identified gaps.
- **Prepare for UNGC Communication on Progress:** In 2024, we will submit our inaugural Communication on Progress report as a new signatory of the UN Global Compact.
- **Foster a Culture of Sustainability:** Continue to communicate and raise awareness across the business to support the measurement and data collection process and embed a culture of understanding and sustainability at both corporate and personal levels.



Goals and Principles

We are not only honoured to align our sustainability strategy with the **UN Sustainable Development Goals (SDGs) and its ten principles** but also to be an **official new signatory of the UN Global Compact since 2023**.

As part of the UNGC family, Tsebo collaborates with like-minded companies and partners globally to make a measurable impact on the world's most pressing challenges. We **connect, learn, lead, and share** insights to accelerate progress towards universal sustainability goals and targets.

In addition, our association taught us to focus on specific SDGs while **maintaining alignment with all of them**. By concentrating on areas where we can make the most significant impact and **prioritising key SDGs relevant to our context**, we can allocate resources efficiently, leverage our expertise, address pressing material issues first, and contribute more effectively to global goals.

Our **focused approach** to the SDGs generates synergies that indirectly support other objectives, effectively engage stakeholders, and ensure sustainable progress. In 2022, we concentrated on 15 of the 17 SDGs. However, in 2023, we prioritised 12 of these goals.

Focused approach to SDGs



Details of our SDG contributions are in the related focus areas. As we advance in our sustainability journey, our focus will become more targeted and will be reviewed annually by the Tsebo Sustainability Committee.

We support the 10 principles of the UNGC

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.

Materiality Review and Disclosure



With a more focused approach to our SDGs, we set out to conduct our first formal Materiality review and disclosure. This helped us recognise key ESG issues for our stakeholders from inward and outward perspectives within our sustainability framework. It also identified long-term value-creation opportunities, aligning with the Group's strategic goals and anticipating emerging trends to stay competitive.

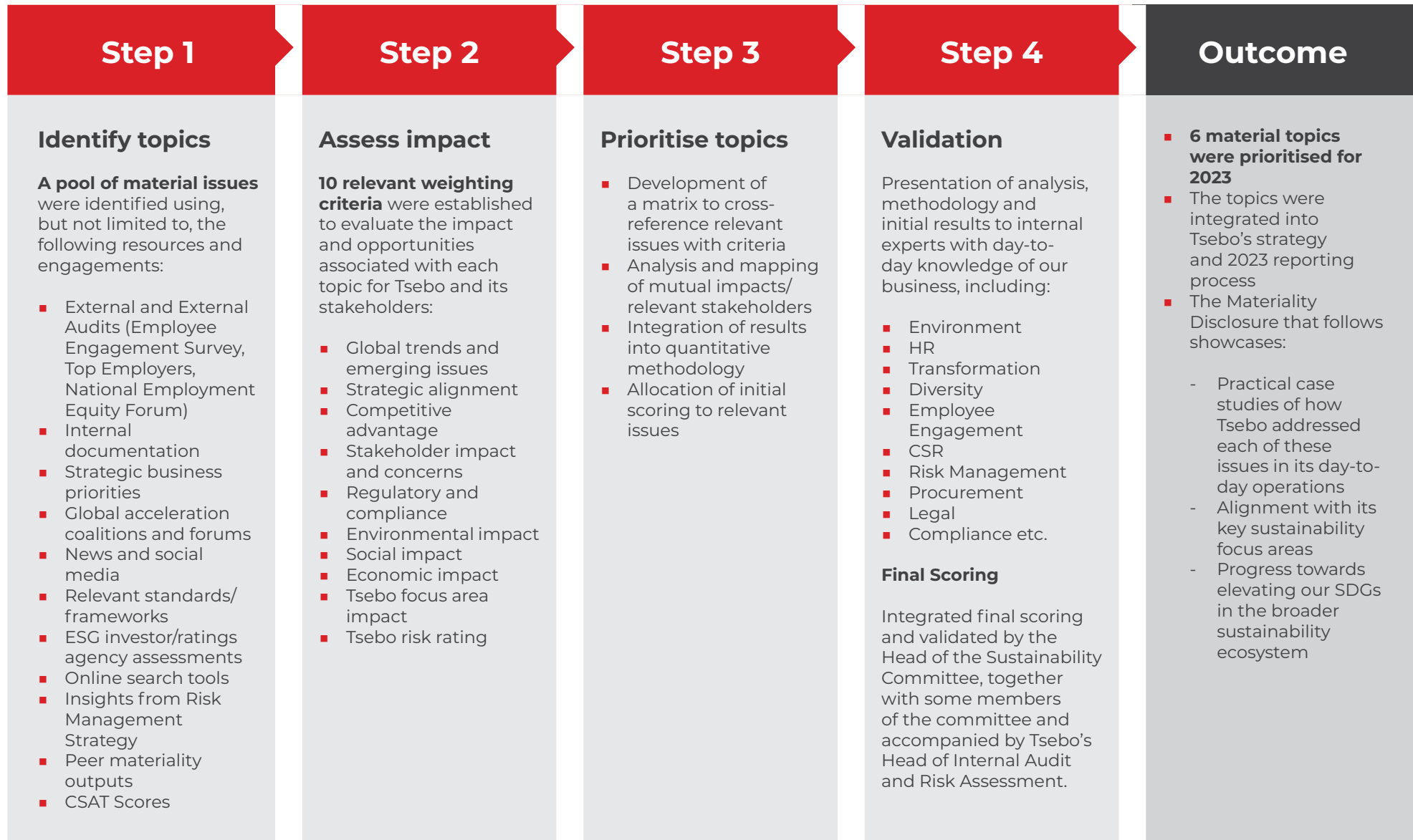
Scope and Objectives

For our initial assessment, the Sustainability Committee focused on establishing a clear goal: **pinpointing sustainability topics with the most significant potential impact** on Tsebo and those of greatest concern to stakeholders, ensuring a comprehensive **double materiality review**. The committee, comprising representatives from various business functions, consulted resources and best practice insights from the UNGC's library and GRI standards to facilitate diverse insights throughout the process. Additionally, we developed a **sustainability matrix** for future assessments, enabling us to make this an annual assessment for continuous improvement.

The Role of Risk Management

Given Tsebo's established risk assessment and management approach, leveraging our expertise in the review process was natural. Our Group's Internal Audit and Risk Assessment Head ensured alignment with best practices, adding depth, insights, and transparency to the analysis. While risk is crucial, it is important to note that it is **only one criterion** of Tsebo's overall materiality review.

Materiality and Impact Review Process



Materiality Disclosure

Education and Skill Development	Food Security and Sustainable Agriculture	Emerging Technologies and Digital Inclusion	Governance and Integrity	Human Rights and Fair Labour Practices	Energy Reliability and Transitioning
Material Topic					
<p>This issue poses significant challenges to local participation in sustainable, local economies across Africa. Investing in education is crucial for Tsebo, as skilled people are our biggest asset. Without them, we can't meet high service standards or our sustainability goals.</p>	<p>Disruptions in local food supply chains and unsustainable agricultural practices threaten food availability and quality, directly impacting Tsebo's sustainability goals and targets, especially in its largest continental offering, Catering Solutions.</p>	<p>The rapid progress in AI and digital technologies presents both opportunities and challenges. Ensuring our people and clients benefit from these advancements is essential for sustainable, equitable growth.</p>	<p>Poor governance practices, bribery and corruption pose significant threats in our industry. Operating with integrity is not just a core value for Tsebo, but essential for reinforcing ethical behaviour, social stability, and sustainable development across Africa.</p>	<p>Protecting individual dignity and ensuring equitable working conditions are vital for Tsebo, as they foster trust and strengthen ethical operations. Any violations can undermine our sustainability efforts and community relationships.</p>	<p>Inconsistent energy supplies disrupt productivity, local economies and climate initiatives. Moreover, addressing this issue is crucial for Tsebo's sustainability goals and operational efficiency, driving the transition to greener, more sustainable energy solutions.</p>
Negative Impact					
<ul style="list-style-type: none"> Unprepared workforce for future challenges Reduced competitiveness Inability to meet sustainability goals Limited market participation by the broader community Hindered progress towards sustainable local economies 	<ul style="list-style-type: none"> Operational inconsistencies and increased costs Inability to meet sustainability goals and regulatory compliance Negative impact on community health and local economies Economic instability and supply chain vulnerabilities Damage to brand reputation and stakeholder trust 	<ul style="list-style-type: none"> Inadequate digital skills among our workforce Increased digital divide and inequality Ethical and regulatory non-compliance Limited sustainable growth opportunities Reduced community engagement and digital development opportunities 	<ul style="list-style-type: none"> Increased legal risks and potential penalties Loss of reputation and stakeholder trust Social instability and strained community relations Reduced operational efficiency and employee morale Threats to long-term business sustainability 	<ul style="list-style-type: none"> Compromised reputation and stakeholder trust Reduced employee satisfaction, retention and productivity Increased absenteeism and injuries Weakened social licence and community support Increased legal repercussions and fines 	<ul style="list-style-type: none"> Service delivery interruptions and financial losses Reduced employee productivity with subsequent client dissatisfaction Increased operational costs and economic instability Higher GHG emissions and equipment damage Community development setbacks and supply chain delays



Education and Skill Development

Food Security and Sustainable Agriculture

Emerging Technologies and Digital Inclusion

Governance and Integrity

Human Rights and Fair Labour Practices

Energy Reliability and Transitioning

Mitigations

- Learnership Programmes
- E-Learning Platforms
- Leadership Development Programmes
- Community Learning and Development Initiatives
- Continuous Professional Employee Development
- Targeted Training Programmes
- Partnerships and training for SMMEs etc.

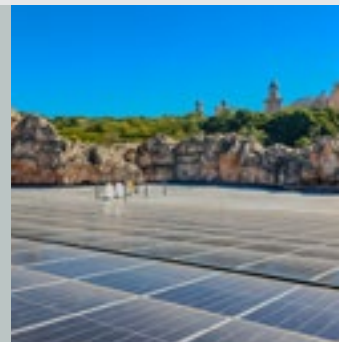
- Diversified host community supply chain networks and partnerships
- Sustainable Sourcing Practices
- Community engagement and education initiatives
- Stakeholder communication and transparency
- Continuous improvement through ESD development, support and innovation

- Ongoing digital skills training programmes via E-Learning Platforms
- Support for digital literacy inclusion in community partnerships
- Ethical and regulatory compliance frameworks with regular audits
- Sustainable technology integration practices for enhanced client experiences

- Zero-tolerance for bribery and corruption policy
- Ethics and compliance training
- Regular internal audits and risk management
- QHSE training and awareness
- Whistleblowing and declaration mechanisms
- Supplier and partner due diligence
- World-class operating standards
- Values recognition programme
- Financial controls

- Enforcing strict non-discrimination policy
- Prohibiting forced labour and exploitation
- Respecting freedom of association
- Maintaining safe, healthy working environment
- Ensuring fair labour practices
- Prohibiting modern-day slavery
- Zero-tolerance for child labour

- Implementing energy-saving measures and technology as a first step
- Engaging employees and stakeholders in energy-saving practices
- Installing backup energy solutions, to counter outages and sustain productivity
- Accelerating client transitioning journeys to renewable energy solutions
- Reduced GHG emissions and data-driven sustainability reporting



Education and Skill Development	Food Security and Sustainable Agriculture	Emerging Technologies and Digital Inclusion	Governance and Integrity	Human Rights and Fair Labour Practices	Energy Reliability and Transitioning
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Top Initiatives in Action 

- | | | | | | |
|---|---|---|--|--|--|
| <ul style="list-style-type: none"> Learning and Development initiatives Tsebo Phakiso ESD programme Legacy Programme Employee-to-entrepreneur programme | <ul style="list-style-type: none"> Mega Farming Projects Farm-to-Fork Initiative Reaping Sustainable and Refreshing Benefits Circular Economy Initiative: Responsible Supply Chain | <ul style="list-style-type: none"> Integrating AI Into our Workplace Leveraging AI for Enhanced Workplace Efficiencies and Client Value Leveraging digital transformation for empowerment Tsebo innovation and technology | <ul style="list-style-type: none"> Breaking Barriers: ABAC and COE translated into 5 different languages Thorburn Among Select Few in Africa with ISO 18788:2015 The Festival of Fusion and Flavour Tsebo Values Recognition Programme | <ul style="list-style-type: none"> Refreshed Human Rights Policy and Commitment New Standalone Child Labour Policy Tsebo's Wellness Day delivers vital benefits to employees Enhancing energy dynamics: Employee Burnout Study | <ul style="list-style-type: none"> Tsebo Energy Management Sun City-Tsebo Partnership's Green Energy Milestones Energy Consumption Intelligence |
|---|---|---|--|--|--|

Related Focus Areas



SDGs Alignment



Measuring and Monitoring

The Sustainability Committee ensures that Tsebo's initiatives align with its goals, principles, commitments, and targets. It assesses performance and provides bi-annual reports to the Executive and the Social Ethics and Transformation Committee (SETC). Our annual Sustainability Report details our ESG initiatives, offering insights into Tsebo's development, performance, alignment, status, and impact while focusing on our sustainability framework focus areas.

Rating Agencies

To benchmark and validate our progress, Tsebo utilises the expertise of award-winning and internationally acclaimed data science platforms, Risk Insights™ and Ecovadis.

Risk Insights™ Rating

83% overall ESG rating received 2023



In 2022, Tsebo partnered with Risk Insights™ for the first time, and in 2023, we received our initial review, achieving an **impressive ESG rating of 83%**. This accomplishment is particularly notable given the context: among the **3,500 unlisted companies across Africa assessed** by the agency, the majority have scored **ratings below 50%**. Our high rating underscores Tsebo's commitment to sustainability and excellence in ESG practices.

EcoVadis Rating



In 2023, Tsebo completed its first comprehensive EcoVadis assessment, categorising our overall sustainability performance as **'Good'**. This score signifies strong adherence to ESG standards, enhancing Tsebo's reputation and credibility as a responsible business. It underscores Tsebo's compliance with relevant regulations and its implementation of best practices. While it indicates solid performance, it also **highlights areas for improvement**, offering a roadmap for enhancing sustainability efforts. Additionally, it provides a benchmark for comparing Tsebo's performance against global industry peers, supporting its ongoing progress in being a force for social good.

2030

2030 ESG GOAL ALIGNMENT, COMMITMENTS AND TARGETS SUMMARY



SDGs

OUR COMMITMENT

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.



SDGs

OUR COMMITMENT

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

PILLAR TARGETS

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.



SDGs

OUR COMMITMENT

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.

PILLAR TARGETS

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.




PROGRESS RESULTS

BACK TO CONTENTS

TSEBO SOLUTIONS GROUP | SUSTAINABILITY REPORT 2023

Tsebo Focus Area	2030 Targets	Target Year	2022 SA Baseline	2023 SA Result	2023 SA Impact	On Trend	Comments	2023 International Baseline	Tsebo Adjusted Baseline	SDGs	
<p>Managing Environmental Impact</p>	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.	2030	4,763.1	5,241.8	-10.1%	↓	Please see the breakdown below for clarity.	1,855.2	6,618.3	 	
	Scope 1 CO ₂ Emissions - Tsebo Fleet (tonnes)	2030	3,422.7	3,680.7	-7.5%	↓	In our South African operations, CO ₂ emissions per vehicle were reduced from 8.9 tonnes in 2022 to 8.4 tonnes in 2023. Despite this progress, the total CO ₂ emissions increased due to an expansion in fleet size from 384 to 436 vehicles. Including our African businesses, which mainly operate heavy-duty trucks and off-road vehicles, the fleet has grown to over 520, raising CO ₂ emissions per vehicle to 9.5 tonnes.	1,334.1	4,756.8		
	Scope 1 CO ₂ Emissions - Tsebo Fleet (tonnes/vehicle)	2030	8.9	8.4	5.6%	↑		521.1	927.5		
	Scope 2 CO ₂ Emissions related to travel (tonnes)	2030	406.4*	406.4	0.0%	→	Increased business growth and the normalisation of air travel post-COVID-19 in 2023 resulted in a 6% rise in Scope 2 emissions compared to our South African baseline in 2022. *The 2022 baseline has been adjusted to the 2023 figures to account for post-COVID normalisation in business activity.	WIP	WIP		
	Scope 2 CO ₂ Emissions related to electricity usage (tonnes)	2030	1,204.5	1,154.8	4.1%	↑	Tsebo generated 1,155 tonnes of CO ₂ emissions from energy consumption in 2023, down from 1,204 tonnes in 2022, marking a 4.1% reduction from the 2022 emissions baseline.	WIP	WIP		
	Reduce our energy consumption by 30% from our 2022 baseline levels through renewable and energy-efficient solutions. (MWh)	2030	1,189.0	1,140.0	4.1%	↑	Our energy initiative reduced Tsebo's direct electricity consumption by 4.21%, from 1,189 MWh to 1,139 MWh.				
	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 .						→	Please see the breakdown below for clarity.			
	Waste-to-landfill prevented (tonnes)	2030	87.1	89.6	2.9%	↑	Tsebo has several targeted initiatives to reduce landfill waste, including paper recycling, promoting toilet paper made from recycled materials, and repurposing used cooking oil for biofuel and soap production.	43.0	130.1		
Responsible Supply Chain	2030	39.40%	66%	27%	↑	These South African initiatives include a commitment to sourcing fish from the SASSI green list, palm oil from RSPO-certified suppliers, and tea/coffee from Rainforest Alliance-certified partners, as well as introducing green chemicals to customer sites. Palm oil and seafood purchases have surpassed the 75% target, with tea and coffee purchases improving significantly to 73%.	N/A	39.40%			

Tsebo Focus Area	2030 Targets	Target Year	2022 SA Baseline	2023 SA Result	2023 SA Impact	On Trend	Comments	2023 International Baseline	Tsebo Adjusted Baseline	SDGs
 Positive People Experience	Promote diversity and inclusion in the workplace, achieving year-on-year transformation targets and a Level 1 B-BBEE certification.	2030	Level 1	Level 1	Level 1	↑	Although this is a South African target, diversity and inclusion are essential for Tsebo, as evidenced by the Group demographics in this report.	N/A	Level 1	
	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.	2030	4.2%	4.2%	0.0%	↑	Addressing unemployment, skills shortages, and inequality is paramount for Tsebo. We have consistently exceeded the regulatory minimum for L&D spending and surpassed our year-on-year target.	4.2%	4.2%	
	Obtain and improve our Top Employer Certification rating.	2030	82%	94%	12%	↑	Tsebo improved its overall Top Employer rating by 12% and earned an elite Top 20 Top Employer status in South Africa. We aim to achieve Top Employer 2025 Africa status in 2024 by participating in four countries: Zimbabwe, Kenya, Zambia, and South Africa.	WIP	WIP	
 Engaging Customer Experience	Maintain an average client satisfaction index (CSI) score above 80% .	2030	82%	83%	1%	↑	The Group's overall Client Satisfaction Index averaged 83% in 2023, a 1% increase from the previous year.	83%	82%	
 Commitment To Sustainable Partnerships	To spend 3% of our profit on Enterprise (1%) and Supplier (2%) Development initiatives year-on-year.	2030	3.5%	3.3%	-0.2%	↑	Tsebo slightly reduced its percentage spend but maintained a level above the 3% target.	31.6%	9.5%	
 Corporate Social Responsibility	To spend 1% of our profit on Socio-Economic Development initiatives year-on-year.	2030	1%	1.37%	0.4%	↑	Tsebo initiatives spend was above the threshold target, with an increased participation from South African divisional structures.	13.5%	4.11%	
 Good Corporate Governance And 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.	2030	3.87 AIFR	3.44 AIFR	11%	↑	The All-Injury Frequency Rate improved by 11%, from 3.87 in 2022 to 3.44 in 2023, surpassing our target of 3.67, even as total exposure hours increased by 4%.	3.44 AIFR	3.87 AIFR	
	Increase its governance and ethics training and awareness audience by 50% from its 2022 baseline.	2030	11,650	9,865	71%	↑	Promoted integrity, transparency, and ethical behaviour across the Group, focusing on anti-bribery, data privacy, whistleblower protection, regulatory compliance, and ethical decision-making topics.	19,865	11,650	



ENVIRONMENT





Managing Environmental Impact

OVERVIEW

As a company that is committed to **achieving 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. Our employees are trained to adhere to **environmental best practices**, and we encourage them to introduce innovations that drive commercial and **ecological** benefits.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Environment

PERFORMANCE HIGHLIGHTS AND TARGETS

+R12.44 million

Worth of energy usage reduction achieved for clients

4.1%

Reduction in our S2 CO₂ energy emissions from our 2022 baseline

0.5 tonnes

S1 CO₂ reduction per vehicle measured in SA

245

Security fleet vehicles fitted with smart CO₂ tracking devices



ISO 14001:2015 certified

Demonstrates ongoing commitment to measure and improve environmental impact



96%

Of fats and oils procured from **RSPO-certified** suppliers

73%

Of tea and coffee sourced from **RA-certified** partners

92%

Of all seafood sourced from **SASSI green list**

+2,800 kg

Of e-waste responsibly recycled

132.7 tonnes

Waste-to-landfill prevented

+47,530 litres

Of used cooking oil recycled

Doubled

The procurement of certified recycled toilet paper

15 million kilo-liters

Of water saved by changing **ONE** cleaning SOP



2030 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**.



APPROACH TO THE ENVIRONMENT AND CLIMATE ACTION

Tsebo understands that our people-first approach to business must incorporate the environments in which they live, which is why our leadership has signed a continental coalition to advocate for and work towards reducing climate change challenges. Our environmental policy and climate change statements consider the risks and opportunities that climate change presents to our pan-African footprint and local economies.



Approach

Our approach to the environment and climate change is clear and comprehensive. Tsebo is committed to making a positive impact, not just through our own actions but also by inspiring and collaborating with our clients, employees, communities, and other stakeholders to protect the environment and mitigate climate change. We actively promote eco-friendly practices across our operations in Africa, and we ensure that our environmental policy strictly applies to all people employed by Tsebo, including all our employees, subsidiaries, suppliers, and joint venture partners.

Commitment

Tsebo supports the transition to a cleaner, more energy-efficient and sustainable global economy. We take a conscious approach to the use of limited natural resources across our operations on the continent. We acknowledge that limiting the impacts of climate change requires immediate action and commitment.

Actions



Zero-Carbon Economy: We support the transition to a zero-carbon economy, but we recognise that this might take time due to socio-economic constraints.



Carbon Footprint: We embrace our responsibility to reduce and manage our own carbon footprint across Africa.

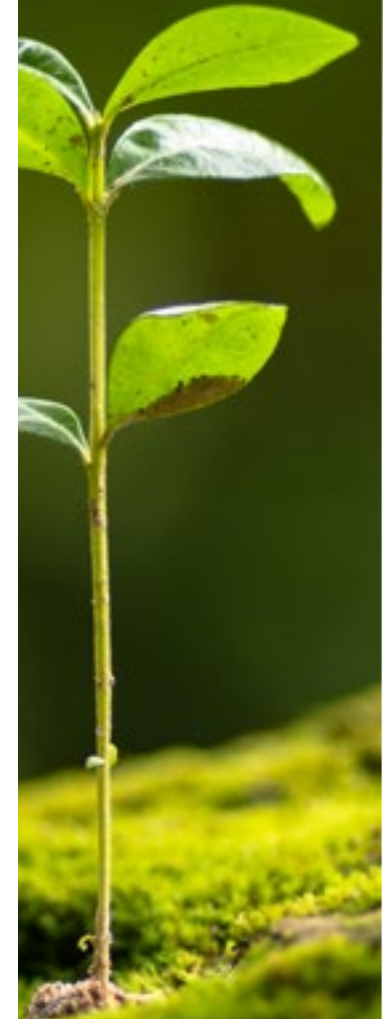


Advocacy and Collaboration: Our CEOs are official members of the UN Global Compact's Africa Business Leaders Coalition (ABLC) and recognise their responsibility in advocating against climate change and environmental degradation. Tsebo shares the ABLC's commitment to a sustainable, prosperous Africa and its first step in signing a continental climate action statement.



ISO 14001:2015: We follow the specific Environmental Management System (EMS) standards for handling environmental issues within an organisation. The certification provides:

- **Assurance of compliance:** We comply with all relevant environmental laws and regulations, and our operations meet stringent international standards.
- **Sustainable practices:** We consistently implement sustainable practices that reduce environmental impact and promote the efficient use of resources.
- **Continuous Improvement:** We continuously improve our environmental performance, ensuring that we stay at the forefront of environmental management practices.
- **Credibility and Trust:** We are dedicated to environmental stewardship and sustainable business operations.



GHG EMISSIONS



On the journey to net-zero, Tsebo is committed to undertaking the necessary measures to reduce our greenhouse gas (GHG) emissions. This involves integrating a more scientific approach to methods of measurement into our daily operations. This year, we have expanded our scope to include our African businesses in our calculations, leading to a total Group Scope 1 and 2 emissions of **7,079 tonnes**.

Scope 1 Emissions

Our South African operations established a baseline measurement of 8.9 tonnes of CO₂ emissions per vehicle in 2022, and we are pleased to report a **reduction of 0.5 tonnes per vehicle**.

However, when we incorporate our African businesses, which predominantly operate heavy-duty trucks and off-road vehicles, the total fleet size increases to over 520 vehicles. This adjustment sets a new 2023 baseline for Scope 1 CO₂ emissions at **5,105 tonnes** and results in our emissions per vehicle remaining **unchanged at 9.5 tonnes per vehicle**.

Our immediate aim is to instil the same level of awareness and accountability within our African businesses by integrating emission reduction into **key management's KPIs** and continuing to implement the following initiatives across our fleet:

- Replace current vehicles with more CO₂-efficient options when their leases reach the end of life
- Engage with vehicle manufacturers through our procurement team to ensure the acquisition of the most CO₂-efficient vehicles suitable for our applications, systematically enhancing our fleet's fuel efficiency

- Introduce route planning and optimisation technology to ensure minimal travel distances
- Implement driver behaviour training to reduce fuel consumption and CO₂ emissions

Scope 2 Emissions

Increased business growth objectives and the normalisation of **air travel** post-COVID-19 in 2023 led to a 6% increase in Scope 2 emissions from our South African baseline in 2022, bringing our total to 406 tonnes. When including air travel for the rest of our countries of operation, this number rises to **927.5 tonnes** of CO₂ emissions, which can still be viewed as a reasonable figure given our extensive operations across the continent.

In addition, we use the South African standard to measure our Scope 2 baseline for CO₂ per kilowatt hour consumed through electricity usage. Tsebo produced **1,155 tonnes** of CO₂ emissions due to energy consumption in 2023, compared to **1,204 tonnes in 2022, representing a 4.1% reduction in CO₂ 2022 emissions baseline**. This reduction can mainly be attributed to an initiative to systematically introduce Tsebo's own smart energy-saving and management technology at our offices.

Our total Scope 2 CO₂ emissions for 2023 amount to **2,082.5 tonnes**. Moving forward, we aim to reduce our Scope 2 emissions by decreasing flight travel, increasing the use of virtual solutions, and switching to green energy alternatives.



Spotlight Story

Tsebo and Mining Client Join Forces for Eco-revival

Tsebo, in collaboration with our client, participated in Zimbabwe's annual tree planting day by planting indigenous trees at the Shurugwi district mine landfill. This client-driven initiative aimed at land reclamation involved planting during the rainy season to ensure optimal growth with minimal maintenance. This initiative achieved the following positive outcomes for the local community and environment:

- **200** indigenous trees planted
- **Soil stabilisation and erosion prevention**
- **Enhanced biodiversity** and support for local wildlife
- **Carbon sequestration** to reduce GHG emissions
- **Increased community awareness and education** on environmental sustainability



Spotlight Story

Driving Down Emissions: Thorburn's Roadmap to a Greener Fleet

To reduce CO₂ emissions across its fleet, Thorburn Security Solutions **equipped 245 vehicles with tracking devices and implemented a monitoring dashboard**. By analysing the data, Thorburn can educate drivers on reducing emissions through measures like avoiding speeding and minimising idling. For specific locations, such as mines covering extensive areas, **improved trip planning** can be implemented to prevent unnecessary travel distances. Over time, vehicles will be replaced with models that emit less CO₂, including the introduction of electric vehicles, where feasible. Additional benefits include:

- **Engaging employees** to commit to altering driving behaviour to reduce emissions
- **Managing the fleet** with a dedicated console that includes built-in alerts for driving or vehicle anomalies
- **Tracking and analysing vehicle types** to analyse which makes and models produce fewer emissions
- **Increasing targets** as vehicles reach the end of their life cycle and are replaced with lower-emission models
- **Setting a new standard** for the scientific measurement of vehicle emissions across the Group



Spotlight Story

Planting Prosperity: ATS's Tree Legacy in African Communities

Recognising the ecological significance of trees in promoting biodiversity and environmental health, ATS has implemented tree planting programmes in its operational areas across Africa. In 2023, the programme was launched in the Boussouma community in Burkina Faso, where mango, guava, lemon, and baobab trees were distributed to households for planting. Results achieved through our Legacy Programme, include:

- Planting **+100 trees** in Boussouma in 2023
- **Training beneficiaries** on tree care and the importance of environmental preservation
- **Enhancing food security** with fruit-bearing trees while **reducing CO₂ emissions**
- Planting **+50,000 trees** in more than **700 communities** across Africa to date



ENERGY MANAGEMENT

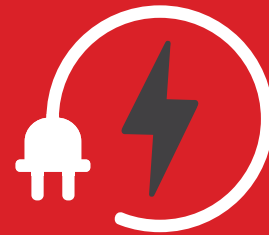
Electricity is a crucial resource, especially in Africa, where many countries face energy crises. While our recent efforts have primarily focused on **helping our clients** reduce energy costs and tailor alternative energy solutions for their business needs, our Energy business has also led an initiative to **cut energy consumption within Tsebo**.

We began by gathering energy consumption data for all South African workspaces and implementing energy-saving measures at our Johannesburg Head Office. In 2023, we **expanded our smart metering project** and other energy reduction strategies to all major Tsebo Offices in South Africa. Smart meters have been installed at Chislehurst Block B and C (Gauteng), Bellville (Western Cape), Mount Edgecombe (KwaZulu-Natal), and Thorburn Security Solutions Head Office (Gauteng). Smart metering insights enhance sustainability reporting and help manage and reduce energy use. For instance, shutdown management at Chislehurst Block C **saved 15,848 kWh compared to the previous year**.

We will continue expanding this initiative to all our offices as part of our journey to reducing energy consumption across our operational footprint. Installations are planned for our Cleaning and Hygiene warehouses in Epping Industrial Township, Cape Town, and Springfield, Durban, by Q3 of 2024.

+R12.44 million worth of energy usage reduction achieved for clients in 2023

- **Includes:** Tsebo implemented Energy-saving measures and strategies for clients
- **Excludes:** Savings achieved through equipment installed on behalf of the client, such as photovoltaic (PV) systems, contributing directly to the client's ROI



Our energy initiative decreased Tsebo's direct electricity consumption by **4.21%**, from **1,189 MWh** to **1,139 MWh**

Spotlight Story

Sun City-Tsebo Partnership's Green Energy Milestones

Sun City, one of Africa's most popular entertainment and casino resorts covering 1 million m², relies heavily on a constant electricity supply. In response to South Africa's ongoing energy crisis, rising electricity prices, and the national grid's vulnerability, Tsebo Energy Solutions implemented a phased **strategy to reduce the resort's dependence on national electricity**. Beginning with basic measures like switching to LED lighting, the plan aimed to facilitate Sun City's gradual transition **to green energy solutions**.

By 2023, the first and second phases of this renewable energy initiative were completed, marked by the installation of a 1.56 MWp Embedded Generation Solar Photovoltaic system. This system, featuring over **2,790 solar panels** on the roof of the resort's conference and entertainment centre, adhered to **rigorous tender processes and prioritised job creation** within the local community. Successes achieved since phase two implementation in November 2023:

- **R3.1 million** in financial savings has been realised for the client
- **+2,091,264 kWh** (2.09 GWh) has been the combined energy production
- **+1.9 kilotons** of annual CO₂ equivalent emissions have been avoided
- **+25 years** is the expected lifespan of the solar plant
- **<3 years** is the estimated payback period for the investment
- **+690.8 kWp** is the capacity of **phase three**, being rolled out in 2024



“

This is one of the many initiatives that Sun City, in particular, and Sun International, are rolling out to reduce energy use both from a supply and demand perspective. Efficient lighting, HVAC retrofits and reconfigurations, water-heating and a gradual move to renewables all form part of the plan.

– **Brett Hoppé,**
Sun City General Manager



From left, Tsebo Facilities Solutions CEO Aubrey McElnea, Sun City Sustainability Manager Lwazi Mswelanto, Tsebo's Senior Operations Engineer TM Lesetla and Sun City General Manager Brett Hoppé

CIRCULAR ECONOMY INITIATIVE: RESPONSIBLE SUPPLY CHAIN

At Tsebo, we collaborate with suppliers who share **our commitment to sustainability and ethical production. Transparency and open communication** are key in selecting partners who enhance our supply chain's sustainability, efficiency, and productivity. Our supplier development initiatives aim to **localise supply chains**, supporting sustainable sourcing and indirectly reducing GHG emissions. These initiatives include:

SASSI Green List



The Southern African Sustainable Seafood Initiative (SASSI) uses a color-coded list to help consumers choose sustainable seafood (green) and avoid threatened species (red and orange). Tsebo's catering businesses source **92% of seafood from the green list**, a 9% improvement from 2022, supporting species sustainability and local fishing communities.

Sustainable Palm Oil



The Roundtable on Sustainable Palm Oil (RSPO) sets global standards for sustainable palm oil production and sourcing. Tsebo Catering Solutions sources **96% of all fats and oils from RSPO-certified suppliers**, reflecting a **43% improvement** from our 2022 baseline. We aim to maintain these levels.

Rainforest 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.

Eco-friendly Pest Control

Tsebo Pest Control Solutions uses **Integrated Pest Management (IPM)** to manage pests sustainably. Our IPM strategy combines biological, mechanical, and technological methods to protect assets, property, and agricultural produce, addressing current infestations and preventing future ones. Each scenario is assessed individually, with tailored pest-control techniques and products used **that minimise environmental impact**. Clients can furthermore access live updates and comprehensive reports via our app, which supports their **ESG initiatives and ensures compliance**.

Sustainable Cleaning and Hygiene



Tsebo Cleaning and Hygiene Solutions prioritises sustainable supply chain management by sourcing **eco-friendly cleaning chemicals** containing antimicrobial agents, like the plant-based, biodegradable Enviro range. We use durable, reusable microfibre cloths and innovative Diamond Pad technology to **minimise chemical use, conserve water, and reduce electricity consumption**. Additionally, we select **energy-efficient equipment**, such as vacuum cleaners and auto scrubbers, that operate effectively without hot water, ensuring both environmental and economic sustainability.

CIRCULAR ECONOMY INITIATIVE: WASTE-TO-LANDFILL

To mitigate the environmental impact of waste-to-landfill and promote the importance of a circular economy, Tsebo has implemented initiatives across our operations and those of our clients in the following areas:

Food Waste Reduction

Food production is central to our catering business, and it inevitably generates waste. Tsebo's Food Waste Solution uses **BiobiN® and Bokashi bins**, in-vessel composting systems that convert food waste into compost, reducing landfill use. Over the past year, we increased BiobiNs in South Africa from 10 to 21. Additionally, our operations across Africa have found innovative ways to reduce food waste and empower local communities.



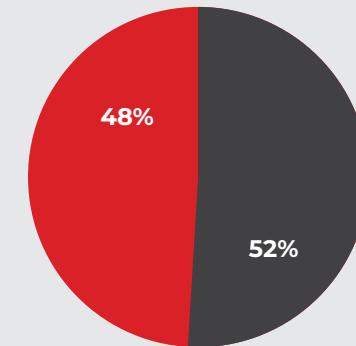
More than doubled the number of BiobiNs in our South African operations



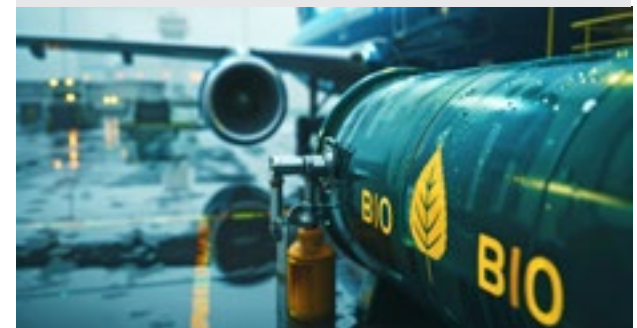
Used Cooking Oil

Our catering division procures large amounts of cooking oil for use in our kitchens. Disposing of used cooking oil improperly can harm the environment by clogging drains, contaminating water sources, and contributing to GHG emissions. In 2023, we appointed an eco-partner in South Africa to collect used cooking oil from our kitchens and **convert it into biofuel**. In other parts of Africa, we donate filtered used cooking oil to **local cooperatives for soap making**. These recycling initiatives have gained momentum, and we aim to expand our oil repurposing projects across Africa.

Oil Recycling Results



- Repurposed into bio-fuel
- Donated to soap-making co-ops



47,532 total litres of used cooking oil recycled

Spotlight Story

Food-Waste to Fertiliser Project in Côte d'Ivoire

In partnership with one of the country's most significant gold-producing mines, Tsebo's remote site business has been transforming food waste into fertiliser for small-scale community farmers since 2021. The food waste is collected from selected ATS mine catering clients and converted into fertiliser using a fermentation method. This initiative has yielded significant benefits:

- **+4 tonnes of fertiliser** produced and distributed since 2021
- **+350 smallholding** farmers benefit annually
- Nutrient-rich fertiliser **improves soil health** and **increases crop yields**



Spotlight Story

Zero-Waste-to-Landfill Initiative in Zimbabwe

In 2020, Tsebo started a journey with a prominent platinum mining client in Zimbabwe to adopt a zero-waste-to-landfill stance. Tsebo's catering operation initially generated 80 tonnes of food waste annually. The partnership implemented measures such as engaging the local community to start a waste sorting trust, engaging with recyclers to buy from the community trust, and establishing a 150m³ biodigester. These efforts resulted in:

- **Closing the non-hazardous waste landfill**
- Reducing Tsebo's food and general catering waste from **80 tonnes to 1 tonne in 2023, with zero waste going to landfill** and only bones and eggshells sent to the incinerator



Spotlight Story

Eco-Friendly Charcoal Initiative in Burkina Faso

Traditional wood charcoal production significantly impacts deforestation and contributes to climate change. To counter this, we have trained women in the Houndé community in Burkina Faso (about 250 km from the capital, Ouagadougou), in alternative, eco-friendly charcoal production using vegetable waste, preventing it from ending up in landfills. This project, spearheaded by our ATS Legacy programme, empowers women and promotes sustainable food waste practices. Additional benefits and results include:

- **7 women trained** and economically empowered
- **+500 kg of food waste** recycled per month
- Women became **ambassadors for eco-friendly and sustainable charcoal production**



Toilet Paper

We procure 295 tonnes of single-ply toilet paper annually for our client sites, 60 tonnes (20%) of which are now made from recycled paper, reflecting a significant improvement from our 2022 baseline of 30 tonnes (10%). This means we have successfully doubled our use of certified recycled paper. We are actively encouraging our clients to transition to **Forest Stewardship Council (FSC)** certified 100% recycled paper, aiming for even greater sustainability.



Doubling the procurement of certified recycled toilet paper

Single-Use Plastics

Tsebo has made good strides in our journey to reduce single-use plastics, particularly through our Cleaning and Hygiene business. By sourcing sustainable eco lids in 2022, we have cut waste-to-landfill **by approximately 2,040 kg annually**. By the end of 2023, **70% of our aerosols were equipped with EcoCaps**, reducing plastic use in our aerosol range by **1,428 kg (30% reduction)**.

Additionally, through a collaborative redesign of the soap-refill process with our suppliers, we implemented a **multi-use pump system** to replace the single-use soap pump and sachet refill combo. Single-use pumps generate around 650 kg of plastic waste annually. Through this innovative redesign, **we eliminated 130 kg (20%) of plastic waste**.



E-Waste Disposal

In 2023, Tsebo responsibly disposed of 2,809 kg of e-waste. E-waste contains toxic components like lead, mercury, and cadmium, which can harm the environment if not managed properly. Our partnership with **certified recyclers** helps prevent pollution and conserves natural resources.



+2,800 kg of e-waste responsibly recycled

Spotlight Story

World Cleanup Day Participation in Mozambique

Tsebo Mozambique participated in the annual World Cleanup Day, joining over 180 countries in one of the world's largest civic actions. In 2023, 35 countries set records for increased participant numbers. Our team, in collaboration with our clients and individuals from all walks of life, undertook the cleanup of Cost do Sol Beach in Maputo:

- **29** Tsebo volunteers participated
- **5th consecutive year** of Tsebo participation
- **Top 10** global participant status for Mozambique in 2023



CIRCULAR ECONOMY INITIATIVE: WATER MANAGEMENT

BACK TO CONTENTS

Water scarcity is a pressing issue across Africa, posing significant challenges to communities, our employees and businesses alike. The continent faces a confluence of factors exacerbating the water crisis, including climate change, ageing infrastructure, industrial demands, and rapid urban expansion. Many of our regions experience severe water shortages that disrupt daily life and economic activities.

Business Impact of Water Scarcity

Water scarcity affects our clients and communities by reducing employee attendance, halting production, and increasing financial losses. It compromises hygiene, health, and workplace safety. In some remote areas, communities lack access to clean or running water.

Water Management Solutions

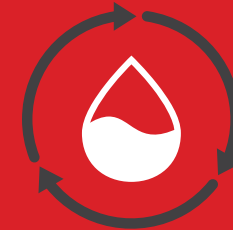
Tsebo's Engineering provides comprehensive water management solutions for crises and shortages. Our services include infrastructure optimisation, emergency preparedness, testing, treatment, leak detection, and wastewater recycling management. We ensure efficient water use, minimise waste, ensure compliance, and promote water recycling and conservation.

Our Commitment to Water Sustainability

Although we offer water management as a service to clients, this is not where our responsibility stops; we ensure that we incorporate it into all our service offerings. At Tsebo, we prioritise water conservation and pollution prevention. We integrate water recycling and saving measures into our operations and educate employees on minimising water wastage. By fostering a culture of conservation and responsible disposal, we aim to preserve this vital resource for future generations.

Water Recycling Results Achieved for a Large Hospitality Client

- **+70,00 litres** of treated water recycled monthly
- **+50%** of greywater used for irrigation
- **+300 tonnes** of compost generated annually



Spotlight Story

SOP: Cleaning Smarter, Saving Water

Tsebo Cleaning Solutions understands that on a water-scarce continent like Africa, every drop counts. To reduce water usage, the division revised its toilet-cleaning Standard Operating Procedure (SOP). Previously, toilets were flushed before and after cleaning, using six to 11 litres of water per flush. In high-use environments like hospitals, where up to 300 toilets are cleaned up to five times a day, millions of litres of water are used annually.

The new procedure reduces flushes by nearly 50% by only flushing before cleaning if the bowl is dirty. Employee training across all sites was conducted from January to March 2023, with ongoing confirmation of the new system. The statistics and results recorded at the end of the reporting year were astonishing:

- **389 client sites** were impacted
- **+50.66 million toilet flushes per week** were recorded across sites
- **15 million kilo-liters of total water savings** achieved in 2023





SOCIAL





Positive People Experience



OVERVIEW

We are a people business passionate about 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 significant impact on our business and is a strategic focus area for management.

In 2023, Tsebo, in its second year as a Top Employer South Africa entrant, earned the prestigious **Top Employer Certification for 2024** and achieved **top 20 recognition**. By measuring and comparing our HR and people management performance and practices, we identify areas for improvement to benefit our business, clients, and employees. Additionally, Tsebo is committed to complying with all relevant legislation in our operating jurisdictions.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



PERFORMANCE HIGHLIGHTS AND TARGETS

HR Operational Efficiencies

98.27%

Payroll accuracy

Learning & Development

+34,000

Online course completions recorded by our Learning and Development Academy

4.2%

Learning and Development leviabile amount spent annually

2030 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 leviabile 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.**

Talent Management

29.3

Years of average leadership experience in the industry

Diversity and Inclusion

B-BBEE score improvement achieved

102.41

From 100.49 - A total of 1.92 increase in points

55%

Africa female-strong workforce



Employee Experience

74%

Participation rate for 2023 survey conducted

80%

Overall employee sentiment

82.3%

Retention Rate



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 upholds strict standards to ensure all employees across Africa are treated with **respect, dignity, and fairness**. Compliance with these standards enhances the employee experience, fosters transparency and trust, and instils pride in our organisation. As our business evolves, we regularly review our People Standards at the 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



Our People-Centric Philosophy

- Having the best people is what makes Tsebo succeed, so it is essential that all our businesses **look after, grow, and nurture** our employees.
- Our employees are Tsebo's public face, and we **recognise and respect the value they add** to the business by delivering excellent service daily.
- We 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 lives our values and is proud to work for Tsebo. To achieve this, we continuously build on our commitment to delivering 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 & Recognition

- Remuneration
- Benefit Management
- Governance and Compliance
- Recognition



Leadership

- Leadership Alignment
- Leadership Engagement
- Leadership Succession and Development



Attract

- Employer Branding
- Talent Acquisition
- On-boarding



Perform

- Performance Management
- Career Paths and Discussions

Shape

- Organisation and Change
- Digital HR
- Work Environment



Engage

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



Unite

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



Develop

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

TOP EMPLOYERS

Tsebo Solutions Group is now **one of the Top 20 companies to work for in South Africa**, validated and certified by the Top Employers Institute, the global authority on recognising excellence in People Practices. As a **certified Top Employer 2024**, Tsebo, including its subsidiary brands in South Africa, is dedicated to creating a better world of work through our exceptional HR policies and people practices. We are recognised globally for nurturing talent, cultivating a high-performance service culture and optimising people strategies.

Certification Process

The Top Employers Institute programme requires participating companies to meet stringent research standards for certification. Certification depends on our performance in the HR Best Practices Survey, which covers 255 practices across six domains and 20 topics such as People Strategy, Work Environment, Talent Acquisition, Learning, Diversity, Equity and Inclusion, Well-Being, and more. Companies must **submit evidence** and undergo an **independent audit** over several days to thoroughly examine their practices.

Benchmarked Globally

In 2024, the programme certified **+2,300** Top Employers in **121** countries across **five** continents. It offers comparative insights into participants' people practices, showcasing areas of excellence, growth, and improvement. This allows for benchmarking against global Top Employers, helping Tsebo accelerate the enhancement of its people strategies.



Results

Tsebo achieved an overall score of **+94%**, exceeding the global benchmark score by 9% and showing improvement in all domain and topic score areas.



Overall Improvement

Year-on-year **+12%**

Top 5 Improvements

- Employee Listening **+19%**
- Diversity, Equity & Inclusion **+18%**
- Talent Acquisition **+15%**
- Rewards & Recognition **+15%**
- Onboarding **+12%**

We have been certified as a Top Employer because we:

-  Put the health, safety and well-being of our people first
-  Have well-defined business and integrated people and leadership strategies
-  Enhanced HR policies, practices and projects that improve your world of work
-  Give our people a diverse range of opportunities to grow, develop and succeed
-  Prioritise the importance of a diverse, equitable and inclusive workforce
-  Value engagement, involvement, participation and transparency
-  Integrate ethical conduct and sustainability in our business and people practices
-  Recognise and reward sustainable performance and value-driven behaviour
-  Consistently benchmark, digitise and optimise HR practices to improve employee experiences
-  Attract, engage, promote and retain the best people

Score per Domain

Steer and Shape

These two domains explore the overarching strategies from **Tsebo's perspective**.

Steer

- Business Strategy
- People Strategy
- Leadership



+7.42% improvement

Shape

- Organisation & Change
- Digital HR
- Work Environment



+8.55% improvement



Attract, Develop and Engage

These three domains cover the employee journey.

Attract

- Employer Branding
- Talent Acquisition
- On-boarding



+12.76% improvement

Develop

- Performance
- Career
- Learning



+6.25% improvement

Engage

- Well-being
- Engagement
- Rewards & Recognition



+9.63% improvement

Unite

Captures topics that bring employees **together** and create a sense of belonging.

Unite

- Purpose & Value
- Ethics & Integrity
- Diversity & Inclusion
- Sustainability



+12.36% improvement



Strengths

Exceptional people strategy and leadership practices

Tsebo has consistently improved in the Top Employers' certification, surpassing global benchmarks in all six domains. Our people strategy aligns closely with our overarching business objectives, emphasising leadership and people-centric practices that reinforce our commitment to sustainability. This alignment is key to making a meaningful impact on the lives of our employees, clients, and communities.

We have integrated key metrics such as ESG, Diversity and Talent Management into the core responsibilities of our Executive Management. These critical areas are now part of our Key Result Areas, ensuring they are in lockstep with our strategic imperatives. By doing so, we reinforce our dedication to fostering an inclusive workplace and contributing positively to the broader social fabric.

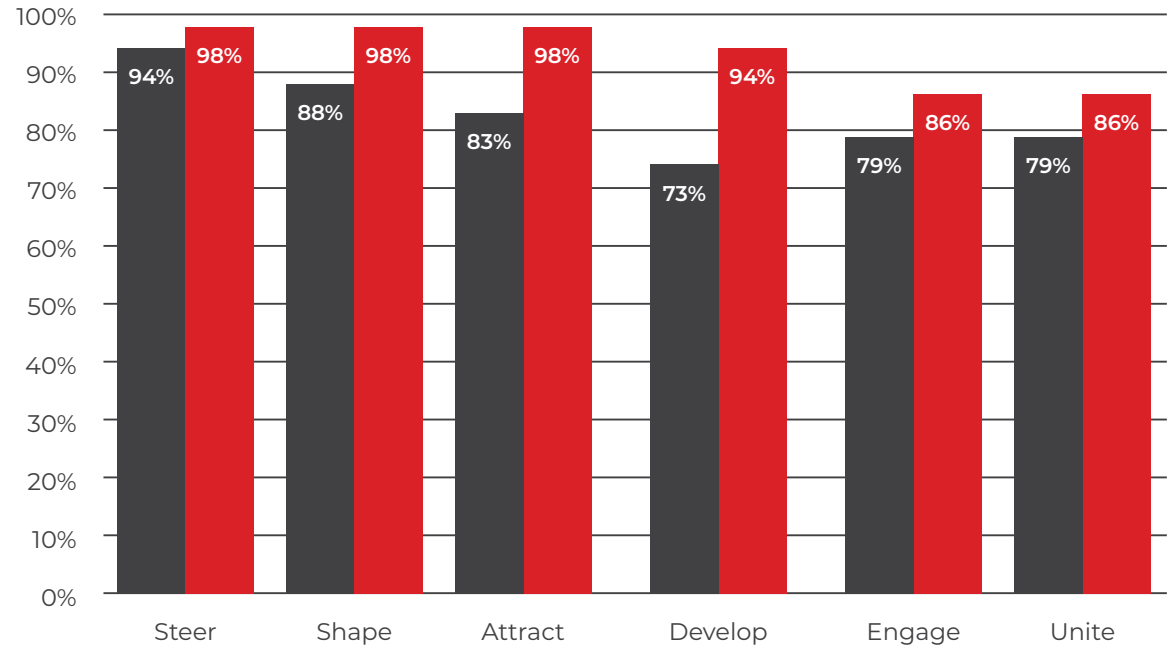
Commitment to organisational change and digitisation

The benchmarked results evidently show Tsebo's dedication to Organisational Change and its Digitisation Journey. Several systems have been adopted to improve the onboarding journey, learning opportunities, and employee experience on a day-to-day basis, giving employees more access to information and making it easier for managers to engage with them.

Other strength highlights

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

■ Benchmark Domain Score ■ Tsebo Domain Score



EMPLOYEE DEMOGRAPHICS

+32,000
Pan-African employees

82.3%
Retention rate

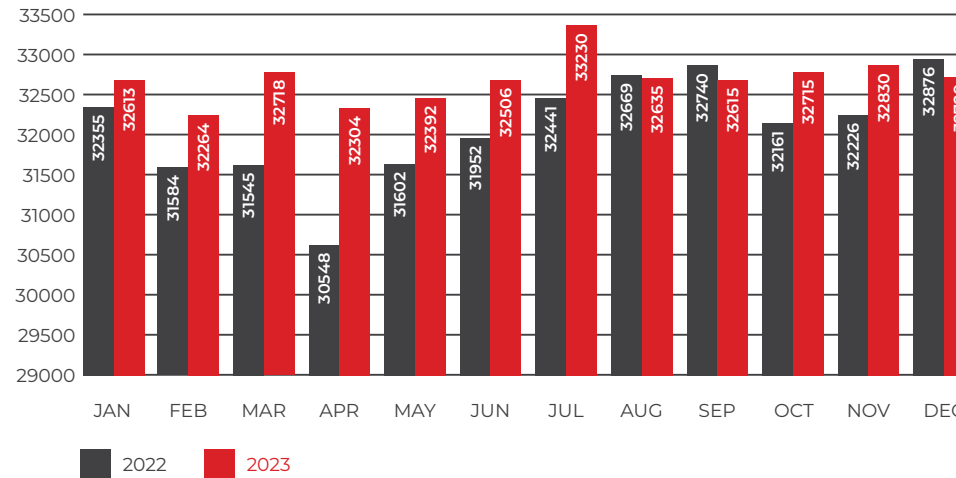
6%
Voluntary turnover rate

+420
Employees with disabilities

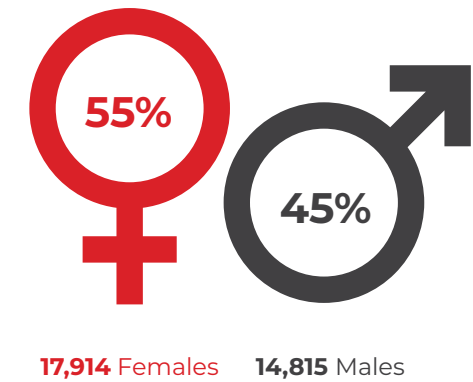
>98%
Deskless employees

+1,300 learners
Learnership participants

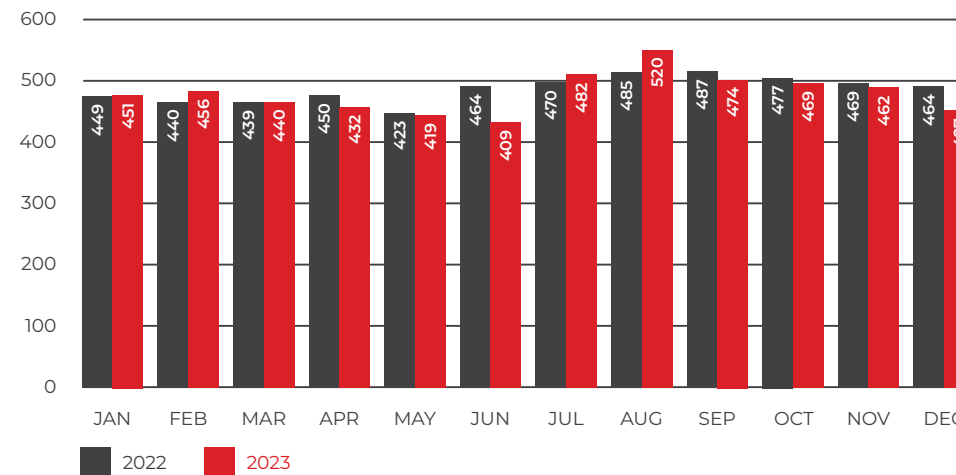
Month-on-Month Headcount



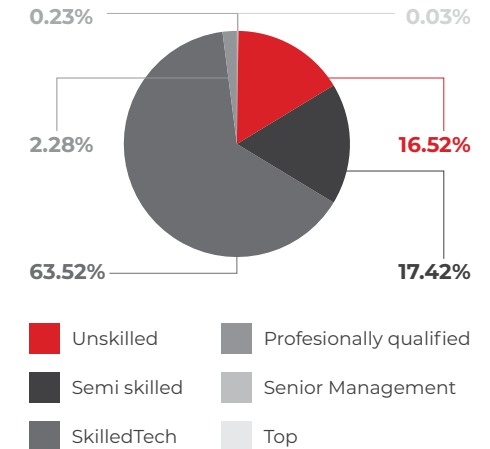
Gender Headcount



Disability Month-on-Month Consolidated Headcount



Headcount % by Occupational Level



TRANSFORMATION, DIVERSITY AND INCLUSION

Highlights achieved



14.68 points

Management Control score – an improvement of **0.78 points**



40%

Black female executive directorship at board level



135%

Procurement recognition benefit for our clients in SA



5,7%

Gender Pay Equity for Senior and Middle Management

**Maintained within fair range*



55%

Female representation in Senior Management



80%

Black directorship at board level

Level 1 B-BBEE



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**.

These principles are essential for our business success and sustainability across Africa. Tsebo is an inclusive place of work. Our people are our strength, advancing our clients' potential through hard work and dedication, while ensuring **equitable workplaces that leverage the full potential of our diverse teams**.

In all our operational countries, Tsebo adheres to local legislation and codes of good practice to **ensure workplace equity and safety and to address the prevention, elimination, and management of all forms of harassment, violence, and discrimination**. Tsebo's independent **24/7 whistleblowing hotline**, monitored by Deloitte, allows suppliers, employees, and clients to report irregularities, which are investigated at the highest level.

As a proud B-BBEE Level 1 company in South Africa, Tsebo's transformation journey began over 41 years ago. 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.

EMPLOYEE WELLNESS

Providing a **safe, healthy and conducive social environment for our employees** reinforces and **drives performance, ultimately improving productivity.**

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. This includes 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.

Wellness Intervention Highlights



Revitalised the Group's wellness programmes



Boosted health awareness through monthly virtual webinars and intranet features



Completed an independent study on Employee Burnout



Elected Wellness Champions across the Group









Spotlight Story

Tsebo's Wellness Day delivers vital benefits to employees

Tsebo celebrated Wellness Day in September 2023 across all South African regional offices. Independently partnering with NMG (Tsebo's medical benefits broker) and Discovery Health, the event promoted employee health through various activities, regardless of employees' medical aid status. Additional partners like Virgin Active, Stratum, Kaelo, and even Tsebo's own dietitians joined to enhance the employee wellness journey further.

Benefits

- 
Comprehensive health screenings
 Access to free medical screenings for glucose levels, blood pressure, eye tests, and more, regardless of medical aid status.
- 
Health and fitness guidance
 Direct interaction with health professionals, including dietitians, biokineticists, and fitness trainers, providing personalised advice and demonstrations.
- 
Increased health awareness
 Educational sessions on topics such as cancer awareness, men's health, and healthy eating habits, enhancing overall health literacy.
- 
Medical financial advice
 Access to professional advice on medical benefits and gap cover, helping employees make informed financial decisions regarding their healthcare.
- 
Holistic well-being support
 Additional services such as massage therapy, smoothies, herbal products, and a photobooth to capture and celebrate their commitment to a healthier lifestyle.
- 
Wellness incentives
 Participation rewards, including the chance to win an air fryer in each regional office, promoting active engagement in wellness activities.







The winner of the "Most Participative Employee of the Day" award, Cape Town Office

Spotlight Story

Enhancing energy dynamics: Employee Burnout Study

Tsebo conducted an independent study on employee burnout to understand burnout levels across the Group. Data was collected from a test group of 100 employees from three business entities using a mobile-friendly online form. This allowed employees to gauge their energy levels over 9 months and identify factors that both positively and negatively impacted them. A detailed analysis of the study provided a clear roadmap to address issues affecting productivity and to enhance energy boosters.

Energy Boosters

-  Leader support
-  Psychological safety
-  Social Support
-  Social Relations

To address the detractors identified, Tsebo implemented two key initiatives:

- **Line Manager Empowerment Workshops:** Empowering managers with essential skills to support employees in improving time management and launching an online training course on time management hosted on the Tsebo Academy.
- **Financial Education Workshops:** Teaching employees the fundamentals of managing savings, budgeting, and spending wisely, plus financial webinars and features hosted via NMG and Old Mutual partners.

Benefits

-  The findings improve Tsebo's ability to proactively contribute to the well-being, health, and productivity of its employees across the Group, ensuring a more positive and energetic workforce.



TALENT MANAGEMENT

As an African leader in Integrated Workplace Management Solutions, we must attract and employ top talent at all levels. Having the **best people** underpins our ability to shape and implement strategic plans, adapt to change, build long-term partnerships with clients and communities, and foster a vibrant employee culture.

Our talent management strategy is designed to develop our people and achieve our commercial goals. By investing in our people, especially **our talent pipeline**, we ensure our team possesses the skills to meet complex challenges, improve performance, and stay motivated. Over the past year, we have implemented best practices to **enhance attraction and retention**, resulting in a senior management **bench strength of 60%**. This approach not only improves performance but also fosters an environment where employees can reach their full potential.

Attracting the best people

We have invested considerable time and effort in **enhancing our employer brand and clearly defining our Employer Value Proposition (EVP)**. Our EVP, deeply rooted in our core values, outlines mutual expectations between us and our employees. Our well-established **Careers Centre** is accessible across multiple platforms. We prioritise cultural fit, aiming for employees to build their careers at Tsebo, develop and grow, and view their roles as opportunities to make a difference in society. Ultimately, we strive to provide the best employee experience at every stage of their Tsebo career development journey.

Our employee value proposition

 <p>We actively engage employees through communication, collaboration and recognition Be passionate & committed to your job!</p>	 <p>We care about our communities, people, and the environment Join and make a difference!</p>
 <p>We are excited about change and new ideas to enhance our can-do attitude See change as an opportunity, embrace your intrapreneurial spirit!</p>	 <p>We uphold the highest ethical standards and behaviours Be a role model and do the right thing!</p>
 <p>We pride ourselves as innovative, efficient, and dependable You are instrumental to our success!</p>	 <p>We invest in your personal growth We want you to grow and succeed!</p>
 <p>We embrace and live our values Identify with Tsebo!</p>	 <p>We create opportunities across the Group for you and us to grow Be open to expand your horizons!</p>

Attracted over **260,000** candidates to the Tsebo Careers Centre



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 and 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' contributions and ensuring attractive and equitable remuneration practices.
- **Learning and Development:** Creating opportunities to learn, develop and grow.

Our comprehensive employee retention initiatives, including the employee experience improvement journey, are crucial for attracting and retaining key employees and reducing turnover and its associated costs. We have made significant progress in managing and enhancing our employees' experience and continue introducing new initiatives to further this journey, contributing to Tsebo's productivity and sustainable business performance.

Employee experience improvement journey






Actively driving | Actively improving

EMPLOYEE ENGAGEMENT

Employee engagement is pivotal in shaping an organisation's trajectory, especially in today's competitive marketplace. It represents the depth of an employee's commitment and connection to the organisation. At Tsebo, we recognise that employee engagement is not just a metric; it's a strategic imperative. We believe that successful employee engagements yield multifaceted benefits, including **increased talent retention, enhanced client loyalty** through exceptional service, and higher productivity and performance. This alignment with Tsebo's purpose also encourages **stakeholder confidence and creates long-term value.**

Our commitment to sustainable business performance hinges on fostering a work environment where employees:

-  **Feel proud to be part of Tsebo**
-  **Are valued as unique individuals**
-  **Can undertake work that they find enjoyable and fulfilling**

Inaugural Pan-African Employee Experience (EE) Survey

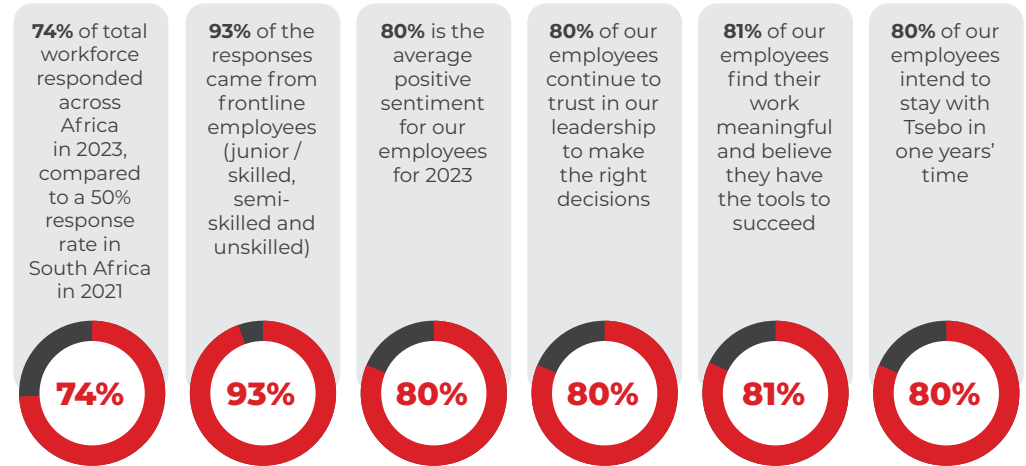
Tsebo's first Pan-African Employee Experience Survey achieved a remarkable **74% participation rate**, equating to over **23,000 employees, 93% of whom are frontline employees.** This substantial response underscores the teamwork and collaboration of our employees across the continent. As **one of the largest employee surveys in Africa**, it stands as a testament to the cooperation of our in-country teams and the trust our employees place in Tsebo to listen to their voices and enhance their experience.

The survey revealed a **strong employee sentiment score of 80%.** Additionally, over **80% of employees expressed a desire to remain with Tsebo** for more than a year, reflecting our positive workplace culture and their confidence in the company's future. These insights guide our strategies for continuous improvement, aiming to create an environment where every team member thrives. We are humbled to present the highlights of our second biennial survey in this report.

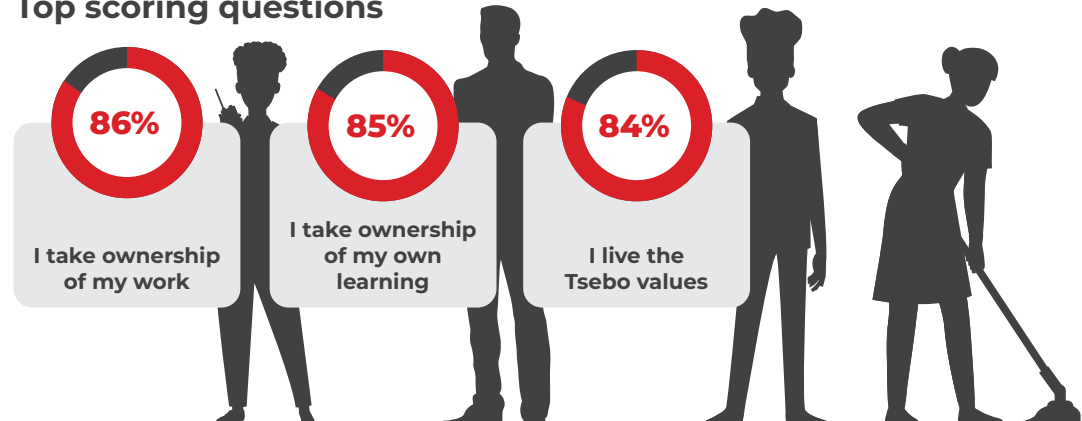
Key statistics



Results to be proud of



Top scoring questions



High-performance service culture



Top 2023 Strengths



REWARD AND RECOGNITION

A resilient employee performance and reward system lies at the heart of Tsebo's high-performance culture. By offering appropriate rewards, we enhance performance and our overall outcomes. Rewards serve various purposes, from recognising individual achievements to fostering employee loyalty and aligning our team's goals with Tsebo's vision.

Our reward framework is based on a broad-banded grading approach, offering a range of remuneration and benefits to meet both immediate and long-term goals. Our strategic objectives include:

- **Attracting and retaining top talent:** We provide competitive and cost-effective remuneration and benefits to attract and retain talent.
- **Encouraging enduring performance:** We have incentives to promote long-term performance, contributing to Tsebo's ongoing success.
- **Harmonising compensation structures:** We are committed to creating and aligning Group-wide compensation and benefits structures to ensure fair governance and pay.
- **Ensuring compliance:** We prioritise vigilant management of legislative adherence to stay ahead of regulatory requirements.
- **Enhancing systems through technology:** Our Human Resource Information System (HRIS) streamlines compensation and benefits processes, improves digital integration, and enhances payroll accuracy.
- **Flexible and cost-effective benefits:** Our remuneration and benefits are not only cost-effective but also adaptable, meeting the diverse needs of our workforce.



CULTURE AND VALUES

At Tsebo, our organisational culture and values serve as the foundation of our success. We recognise that fostering a positive work environment and upholding shared principles are essential for sustainable growth.

Living our values

We inspire our employees to “live” our values - not merely as words on paper but as guiding principles that shape their actions. By recognising and celebrating those who consistently display these desired behaviours, we create a culture where excellence thrives.

Recognition matters

- **Reinforcing positive behaviour:** Recognition serves as a powerful tool to reinforce positive behaviour. By celebrating outstanding performances, we encourage others to follow suit.
- **Proud Ambassadors:** We encourage all Tsebo employees to be proud ambassadors of our brand. Recognising and appreciating their commitment to our values reinforces this sense of pride.

Other highlights

- ★ Made **+20,000** employee bonus payments
- 👤💰 Processed **+26,000** salary increases
- % Achieved a pay equity differential of less than **5.5%**
- ✅ Achieved a payroll accuracy of **98.27%**
- 📈 Revitalised the **Sales Lead Incentive Scheme** – rewarding employees for helping to **grow Tsebo**
- 📱 Developed a **Mobi App** to enhance access to **Employee Self Service**
- ❤️ All permanent employees now have access to **healthcare, retirement, and risk benefits**
- 📦 Participation of **+350** permanent employees in the ESOP (Employee Share Ownership Plan) trust

Tsebo Values Recognition Programme

Our commitment to recognising exceptional contributions is unwavering. Through the Tsebo Values Recognition Programme, we celebrate employees who exemplify our core values. These remarkable individuals go beyond their regular duties, embodying the essence of our brand while demonstrating integrity, diligence, an enterprising spirit, and a caring approach. We call them our **Tsebo Values Champions** — true ambassadors of our brand who contribute significantly to our collective success. Their stories inspire us all.

In 2023, more than **150 employees across Africa** have been recognised as **Values Champions**



INTEGRITY

ENTERPRISING

CARING

DILIGENT

LEARNING AND DEVELOPMENT

Our commitment to learning and development extends beyond mere training sessions. It is a strategic investment aimed at enhancing the competence and capability of our workforce. Here's how we approach learning and development:

Elevating competence

Individual Growth

Our programmes focus on individual growth, equipping employees with the skills and knowledge needed to excel in their roles. Whether it's mastering technical expertise or honing leadership capabilities, we empower our people to reach their full potential.

Team Synergy

Learning isn't confined to individuals; it permeates our teams. Collaborative learning experiences and communities of practice foster synergy, enabling teams to tackle challenges collectively and drive organisational success.



Meeting challenges head-on

Adaptability

The business landscape evolves rapidly. Our commitment to employee development ensures that they are equipped to navigate change, embrace innovation, and thrive in dynamic environments.

Behavioural competencies

Beyond technical skills, we emphasise behavioural competencies—such as critical thinking, adaptability, resilience, and empathy—that are essential for addressing complex challenges.



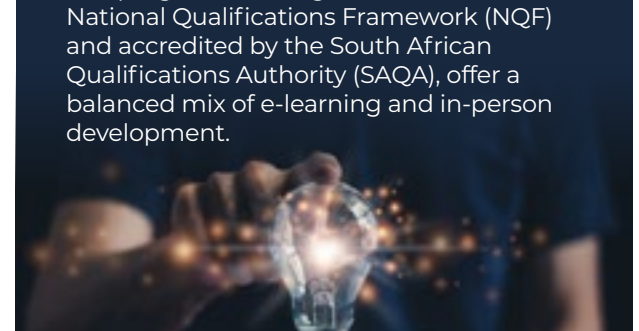
Nurturing internal talent

Sustainable growth

We recognise that growing our own talent internally is pivotal for long-term sustainability. By nurturing talent from within, we build a pipeline of capable leaders and specialists.

Learning and Development Academy

Since its inception in the 1980s, Tsebo's Academy has overseen all learning initiatives across the Group, providing continuous opportunities through leadership programmes, accredited learning, and challenging assignments. Our programmes, aligned with the National Qualifications Framework (NQF) and accredited by the South African Qualifications Authority (SAQA), offer a balanced mix of e-learning and in-person development.









Spotlight Story

Leveraging digital transformation for empowerment

In 2023, Tsebo's 40+ year-strong Learning and Development Academy underwent a digital transformation to unify all online learning and induction processes into a single platform. The introduction of a Learning Management System (LMS) and dedicated app sets a new standard for learning accessibility across Africa. This integration streamlines training and democratises access to resources for all employees, from entry-level employees to senior management, as well as community partners.

Benefits

- 
Unified Learning Ecosystem: Consolidating online learning and induction processes into a single platform streamlines training and democratises access to resources for all employees, from entry-level staff to senior management, as well as community partners.
- 
Inclusivity: The dedicated mobile app ensures training materials are accessible and can be uploaded upon completion, even in regions with limited internet connectivity, promoting inclusivity and bridging the digital divide.
- 
Flexibility and Accessibility: Employees can access training materials anytime and anywhere through a mobile-friendly platform, allowing them to learn at their own pace and convenience.
- 
Enhanced Collaboration: The integration with Microsoft Teams facilitates real-time communication, scheduling of training sessions, and collaborative learning environments.
- 
Digital Certificates: Issuing digital certificates for course completion not only recognises individual achievements but also motivates continuous learning and professional development.
- 
Data-Driven Insights: A smart analytics engine provides actionable insights into training effectiveness, employee engagement, and learning outcomes, allowing for continuous refinement and optimisation of training programmes.

“

This app is a great way to learn workplace skills. I can now better myself and improve my chances of getting a better job, which allows me to earn more and support my family. It offers more than what I need to know, I have started learning how to use Microsoft Excel. Thank you Tsebo!

- **Nqobile Bhuthelezi, Security officer**



”

Learning and development highlights

+34,000

online course completions recorded

+30

new online modules on the Tsebo Learning and Development Academy developed

+60%

of employees participated in learning and development initiatives

+1,320

learnerships implemented across **22 programmes**

+23,800

employees trained on **+40 programmes** ranging from basic entry-level skills to leadership development

Learning and development programmes initiated

- **Barista Skills Programme: +60 employees** successfully completed the first of its kind SETA-accredited skill programme, which was developed and launched to grow Tsebo's beverage solutions offering
- **SMME Development Programme: 22 SMMEs** trained in technical skills to enable growth in profits, growth in job opportunities and increased economic participation
- **GCRA Internship Programme: +300 interns** participated in the Gauteng City Region Academy Internship Programme, which focuses on developing basic culinary skills. This initiative is designed to empower young individuals by providing them with essential culinary training, enhancing their employability in the hospitality and food service industries
- **Occupational Chef Learnership Programme: 15 learners** completed the programme
- **Ignite Cleaning Learnership Programme: 30 learners** completed the programme
- **Hygiene Learnership Programme: 40 learners** completed the programme
- **HR Skills Learnership Programme: 30 learners** completed the programme
- **Professional Selling Skills Online Course:** Completed by all members of the Tsebo Call Centre



Learning and Development Spend = 4.2% of leviabile amount spent annually



Engaging Customer Experience

OVERVIEW

Tsebo places significant emphasis on our **integrated Customer Experience (CX) strategy**, aiming to understand **client needs, meet expectations**, and being **hyper-responsive**. A culture of service excellence is fostered among employees, leveraging **technology and innovation** to enhance client value without increasing costs. Our internal processes are refined to measure client satisfaction based on deliverables, ensuring continuous improvement and client-centric growth. An engaging customer experience remains vital to the success and sustainability of Tsebo as a business.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



PERFORMANCE HIGHLIGHTS AND TARGET

83%

Average Client Satisfaction (CSI) score

13 years

Average Contract Tenure

+80%

Score across all six CSI Service Drivers

56

Net Promoter Score

85%

Achieved in both Service Experience and Account Management scores

80%

Retention/Growth CSI Service Driver
**Increasingly supported by our innovation and technology drive*

95%

Average Client Retention rate

+1,450

Client surveys completed



2030 Target

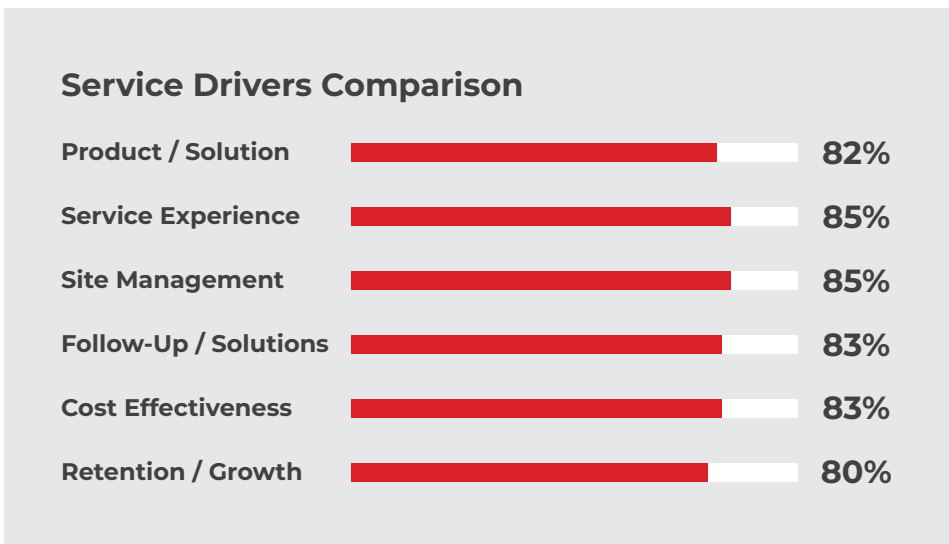


- Maintain an average client satisfaction index (CSI) score of over **80%**.



CLIENT SATISFACTION SCORES

The Group's overall Client Satisfaction Index (CSI) averaged **83%** in 2023, marking a **1%** increase from the previous year. The CSI rating has steadily improved over the past decade and continues on an upward trajectory.



The most notable achievement in 2023, compared to 2022, was the movement of all client ratings, measured in terms of the six Service Drivers, **into the 80% percentile**. When comparing the individual Service Driver scores, critical benchmarks such as **Service Experience** and **Account Management** achieved top scores with an equally impressive **85%**.

The most significant shift for the Group in 2023 was the further improvement of the **Retention/Growth Driver**, which comprises scores **for questions relating to initiatives and innovation**. Ratings increased from 78% last year to **80% in 2023**. This result testifies to the collective efforts across all our business operations, focusing on initiatives that increased **choice, convenience, and value, as well as advancements in technology-based solutions**.

Client satisfaction score highlights

- **85%** Service Experience score
- **85%** Account Management score
- **80%** threshold exceeded across all six Service Drivers

INNOVATION AND TECHNOLOGY

Tsebo prides itself 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:

AI and Data Analytics

AI holds the profound potential to reshape business and society, transforming markets and the nature of the workplace itself. At Tsebo, **AI is used responsibly to bridge the gap between technology and growth opportunities**, enhancing the lives of our employees and clients while revolutionising client and team engagements. Starting with Thorburn, our security business moved to proactive systems with near real-time risk assessments and quicker threat responses. Retooling with advanced machine-learning data will accelerate improvements in these and other areas, such as refining menu planning in catering, smarter rostering in cleaning, efficient route planning in hygiene, and advanced 3D workplace design. As we update our infrastructure and involve our employees in this journey, the potential to **deliver more value to our clients** becomes increasingly exciting.

Spotlight Story

Integrating AI Into our Workplace

Tsebo recognises AI's immense potential in revolutionising employee development and addressing the skills gap in today's dynamic job market. By adopting AI, we aim to enhance employee training and engagement, ensuring our team remains at the forefront of industry advancements. Although we are in the early stages, we foresee AI significantly boosting productivity and innovation.

Benefits

- ✓ **Attraction of Top Talent:** A dynamic and forward-thinking work environment attracts top talent
- ✓ **Increased Productivity:** AI streamlines routine, time-consuming tasks, allowing our employees to focus on more complex and strategic work
- ✓ **Responsible AI Use:** Structured rollout with policies and ongoing training ensures safe and productive utilisation of AI technologies
- ✓ **Employee Empowerment:** Involving employees in AI development enhances skills development, job satisfaction and innovative thinking



At Tsebo, we've chosen to opt-into the use of AI as a transformative technology, with a deliberate programme that seeks to shape positive outcomes for our people and the way we service our clients.

- Dr. Chris Jardine CEO, Tsebo Solutions Group.



Spotlight Story

Leveraging AI for Enhanced Workplace Efficiencies and Client Value

Thorburn Security Solutions initially used AI to enhance risk mitigation, interpreting video images in real-time and triggering immediate alerts. Now, Thorburn and Tsebo have taken this initiative to the next level by adding value for retail clients. The same AI devices and cameras used for security can profile customers by age and gender, providing valuable marketing insights. By monitoring customer interactions with displays and movement patterns, marketers can optimise store layouts to improve foot traffic. Additionally, AI monitors queue lengths and speeds, enabling smarter allocation of point-of-sale operators.

Benefits

- ✓ **Improved efficiencies, productivity and cost savings** through better point-of-sale employee and resource allocation
- ✓ **Enriched marketing insights** to enhance customer experiences
- ✓ **Improved floorplans and foot traffic management**
- ✓ **Proactive Risk Mitigation** through real-time assessments and 24/7 surveillance
- ✓ **Tailored smart solutions** for clients through advanced data analytics



Energy Consumption Intelligence

Tsebo Energy offers a holistic approach to energy management through our unique metering system. This system identifies the precise sources of overconsumption, allowing energy waste reduction and verification for billing disputes. This helps us ensure legislative compliance for our clients and provides smart insights into consumption and practical solutions to eliminate unnecessary use and cost:

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





Water Monitoring Insights

Smart Water Metering allows us to track monthly water use, which assists our clients in their sustainability reporting and helps drive down consumption through leak detection and the application of water-saving interventions. Metering also provides an accurate record to dispute incorrect billing, among other advantages:

- Provides analytic and granular identification of **water-saving opportunities**
- Models water interventions **in real-time** and **tracks the cost-effectiveness** of water-saving initiatives
- Stipulates **data mining, trend analysis and benchmarking** over a period of time
- Provides clients with **real-time, mobile-friendly visibility** of their water consumption and utility costs
- Discloses detailed data on water usage and, where more water sustainability initiatives are present, reports data on **wastewater management and recycling initiatives**



Spotlight Story

Cost saving through Smart Water Monitoring at Monte Casino

Monte Casino uses about 21 million litres of water per month for drinking, kitchen use, plumbing, swimming pools, fountains, irrigation, fire prevention, and chillers to keep the air-conditioning running. At one stage, the popular hotel and entertainment resort was amassing large, unaccounted-for water bills. Tsebo installed Smart Water Metering to track Monte's water use and pinpoint leaks, unnecessary wastage, and overbilling.



Reduced Monte's unaccounted-for water usage from **more than 80% to about 5%**

Workplace Designs for Modern Environments

Tsebo Workplace Design adopts a fully integrated approach to modern design solutions. Conducting research, surveys, feasibility studies, and audits for green building optimisation, we develop design solutions tailored to employee work patterns and aligned with a company's sustainability goals and unique selling proposition. Our workplace strategy advises on the optimal configuration of spaces, including collaboration, learning, personal, and social areas. By combining technology with this innovative approach, we enhance the value we create for our clients by:

- Utilising **immersive 3D visual experience** for clients to **view projects early, spot and fix design errors in real-time**, and, ultimately, **avoid costly build errors**
- Prioritising the **workforce's well-being** by incorporating natural light, greenery, and fresh air in designs
- **Implementing live data management** to capture data at the source for report compilation and governance



The NOC

Thorburn Security Solutions has two state-of-the-art National Operating Centres (NOCs) in Midrand, Gauteng, and the Western Cape. By centralising operations from our NOCs, Thorburn and Tsebo can offer businesses, lifestyle estates, shopping complexes, vacant properties, and other 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. Additional advantages, include:

- Integrating remote monitoring solutions with on-site surveillance, video surveillance, and intruder detection to **maximise security and reduce costs**
- **Monitoring through smart tailored devices for real-time updates and alerts** on, for example:
 - Energy downtime or wastage
 - Water leak detection
 - Fire alarm system warnings
 - HVAC and fridge alarm warnings
- **Enhancing business intelligence through advanced data analyses and reporting**

Pest control technology

Tsebo employs Integrated Pest Management (IPM), an innovative approach combining prevention, monitoring, and control strategies for sustainable pest management. Our specialised team tailors solutions to minimise environmental impact, eradicate current pest issues, and prevent future problems. Bait boxes are monitored via live electronic reporting, and each station features a unique QR code for tracking activity and comments. Our solution includes an app that provides clients with a dashboard view and stores crucial information such as treatment dates and pesticide usage, bringing additional benefits to the fore:

- **Streamlined reporting** by storing all pertinent information in one easy-to-access area
- **Cost savings and simplified tracking** with an app providing a reliable database of regulations, centralising reports, conducting remote audits, and identifying areas for improvement
- **Enhanced transparency**, boosting positive standing for companies prioritising employee health and safety and environmentally friendly practices



Employee Wellness App Enhances Workplace Nutrition

Tsebo Catering is committed to offering vibrant, nutritionally dense meal options that cater to all tastes and budgets. In collaboration with our clients, we provide a tailored Employee Wellness-App that details the nutrient breakdown and caloric value of every meal served in their canteen or restaurant. This app can be linked to a rewards programme, incentivising the client's employees to make healthier meal choices, benefiting employees in the following ways:

- **Educates employees on good nutrition:** Empower employees with knowledge about the nutritional content of their meals
- **Encourages and rewards better health choices:** Promotes healthier eating habits through a rewards system



Instant Cleanliness at our fingertips with Tsebo's Cleaning Technology

Tsebo developed the Operations and Quality Management App to ensure quality assurance and maintain exceptionally high cleaning standards. Small, unobtrusive QR codes or buttons are placed around a client's site. Clients or employees can use these to request immediate cleaning assistance or a required clean-up. Any issues identified are recorded and promptly addressed. The on-site contract manager also uses the app to conduct daily inspections by reviewing all client requests and answering a set of questions.

“

This button shows that the hospital is committed to keeping their communal spaces clean and sanitary, especially in the eye of the consumer. How wonderful to know that if the public toilet area is not up to a clean standard, you, as the consumer, can speedily and efficiently notify the cleaners in the building to attend to the bathroom. All public restrooms should have this feature as it keeps the building maintenance informed and accountable.

- Hospital customer

”

Spotlight Story

Tsebo Innovation Shines at Netcare Hospital

In collaboration with a leading hospital group, Tsebo Cleaning & Hygiene has introduced an innovative button allowing visitors to notify cleaning employees when public restrooms need attention. This feature has attracted positive attention on social media for the client, reflecting Tsebo's dedication to enhancing cleanliness and accountability in public spaces.

Benefits

- ✓ **Ensure transparency and accountability** through daily inspections and verification
- ✓ **Maintain high standards of service excellence**
- ✓ **Report and remedy issues quickly**



Proactive Data Centre Solutions

Tsebo has a proven track record of proactive infrastructure maintenance. Our approach ensures optimised reliability and availability, maximising uptime and extending equipment lifespan. We provide **detailed lifecycle costing information** for informed decision-making. Our preventative and predictive maintenance strategies significantly reduce major outages. We also enhance cost and resource efficiency through better planning and allocation. **Beyond our engineering expertise**, Tsebo offers **holistic, integrated solutions** to maintain and manage the reliability and performance of your data centre environment, including:



Comprehensive Maintenance: Includes planned, reactive, preventative, and predictive maintenance using advanced technology



Energy Management: Implements energy-efficient solutions to reduce costs, prevent downtime, and enhance the overall sustainability of the data centre



Catering and Beverages: Provides quality catering, vending options, and beverages to enhance employee productivity and morale



Specialised Cleaning: Uses adapted equipment and processes for data centre requirements



Security, Remote Monitoring and Access Control: Ensures continuous surveillance and control with state-of-the-art technology



FM Lite: Utilises roving teams for asset maintenance and provides water and energy solutions, reducing the need for onsite teams





Our commitment to Sustainable Partnerships is crucial to Tsebo's sustainability and, therefore, merits separate reporting. Yet it is closely intertwined with our Group's CSR focus area and efforts. Enterprise and Supplier Development and Community Engagement initiatives are centrally managed through our CSR function, underscoring their fundamental interconnectedness.

Commitment to Sustainable Partnerships



OVERVIEW

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. Simultaneously, 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.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Labour



Human rights

PERFORMANCE HIGHLIGHTS AND TARGET



234

Certified community suppliers (Legacy Programme)

4,516

Small business initiatives supported

30%

Group's total procurement spend on EMEs and QSEs

11

SMMEs subcontracted at client sites

+R3 million

Invested in ED and SD initiatives in South Africa alone

+R220 million

Local-to-local spend from the ATS Legacy Programme

+R838 million

EME and QSE spend

9

SMMEs graduated from accredited development programme



2030 Target



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



ENTERPRISE AND SUPPLIER DEVELOPMENT



For over 50-years, Tsebo has been a force for social good. We seek to empower youth, uplift communities, create jobs, support SMMEs and promote rural enterprise growth as an integral part of our business. To tackle inequality, it's critical that we collaborate and foster a system that is rooted in improving capacity, diversity and inclusivity, and social cohesion.

- Jackie Mehloakulu, Group Transformation Executive, Tsebo Solutions Group.



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

Tsebo Phakiso

Through our Tsebo Phakiso programme, we invest in community supplier projects to localise supply chains and enhance the livelihoods and well-being of host communities. We mentor and upskill SMMEs to achieve high standards of quality and service excellence. Tsebo Phakiso supports SMME growth and sustainability through practical knowledge and skills transfer, tailored coaching, and mentoring to expand market share.

The objective of the programme is to:



Educate
for understanding



Train
for application



Mentor
for continuous improvement

We do this by focusing on three key areas of development:

- 1. Commercial Competence:** We help SMMEs develop strong operational systems, craft effective business strategies, and secure the necessary resources to achieve optimal business results.
- 2. Technical Competence:** We partner with SMMEs to deliver high-quality goods and services, obtain certifications or accreditations, and embrace innovative and world-class practices.
- 3. Governance:** We promote principles of good corporate citizenship, covering financial and accounting practices, human resources management, B-BBEE compliance, and other relevant legislative requirements.

2023 Programme results

- **22 ESD** initiatives were rolled out, and
- **11 SMMEs** were subcontracted and partnered with at client sites



Process of Identifying Partnerships

When selecting partners, Tsebo utilises its internal networks and collaborates with **client social performance teams and local economic development forums** that specialise in SMME partnership and development. Potential partners are screened to ensure compliance with SARS and industry association standards and offer business skills training as needed. Successful partnerships are enrolled in Tsebo's Phakiso ESD programme, gaining access to **additional benefits** such as **bulk procurement opportunities** and **structured methodologies and processes to foster their growth.**



Enterprise and Supplier Development

Our Enterprise and Supplier Development (ESD) strategy involves identifying local SMMEs associated with our client sites in operational areas. We aim to support these SMMEs through **capacity building, grant funding,** and mentorship, nurturing their growth and sustainability.



ESD 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**
-  **Conduct needs analysis and develop plans**
-  **Implement skills or grant funding**
-  **Monitor and evaluate progress**
-  **Graduate SMMEs to supplier status**



+R1.1 million invested across 11 ED initiatives in South Africa

Spotlight Story

Brightening School's 70th Anniversary: Partnering for Progress in Hygiene and Education

In partnership with **with one of our large hospital group clients and local SMME Kubekalua Pro Plus—a 100% women-owned SMME specialising in industrial cleaning**—Tsebo Cleaning and Hygiene Solutions marked the 70th anniversary of Philena Primary School in Olievenhoutbosch, Centurion. The collaboration included a deep cleaning of the school, donating cleaning equipment, comprehensive training for Kubekalua Pro Plus and school volunteers, and graffiti removal, aiming to enhance hygiene and educational standards.

Kubekalua Pro Plus Gained:

- Enhanced skills through on-site training
- Exposure to larger-scale cleaning projects
- Potential for future collaborations and contracts

School Benefits:

- Improved cleanliness and hygiene standards
- Enhanced learning environment for +1,810 learners
- Strengthened community ties through collaborative efforts
- Donation of Tsebo cleaning and hygiene equipment

“

We are so thankful for this initiative from Tsebo to make sure that our learners can learn and our teachers can teach in a conducive environment.

- Daniel Makamedi, Philena Primary School Principal



Spotlight Story

Strategic boost for Mosh Enterprise

Mosh Enterprise is a **100% black-owned small business** that supplies meat products, specialising in cutting, portioning, packaging, and distributing meat to local grocery stores, restaurants, hotels, and other customers in various segments, including Tsebo-operated kitchens. Recognising the potential and dedication of Mosh Enterprise, Tsebo stepped in to support their growth and business sustainability by:

- **Providing Training and Support:** Enhancing employee skills in safety, customer service, business management, and technical areas to ensure high standards and customer satisfaction.
- **Funding Driver Salary:** Assisting with the cost of a driver during peak seasons to manage increased orders efficiently, improving operational efficiency and profit margins.



Spotlight Story

Supporting Likamva Hospitality's growth

Likamva Hospitality's story is one of passion, dedication, and strategic partnerships, highlighting the impact of empowering black female entrepreneurs. Founded by Sheleen Cloete, this **100% black female-owned business** has thrived in delivering high-quality cleaning services and created nearly 200 jobs since 2018. By partnering with Likamva at our largest retail client's Head Office in Cape Town, Tsebo ensures the business maintains exceptional standards and expands its reach through:

- **Donating Capital Outlay:** Providing financial support for purchasing necessary equipment and cleaning chemicals, ensuring operational efficiency and enabling growth.
- **Sharing Best-Practice Approach:** Sharing Tsebo's expertise in cleaning and hygiene standards to enhance service quality, consistency and eco-friendly cleaning practices at our client's site.
- **Building Capacity:** Facilitating ongoing training and mentoring for Likamva's employees, ensuring continuous improvement and skill development.



Sheleen Cloete, Owner & Founder

Supplier Development

Through our Tsebo Phakiso programme, we invest in community supplier projects that localise supply chains and enhance the livelihoods and well-being of our neighbouring communities. We are dedicated to developing, mentoring, and upskilling SMMEs, enabling them to achieve the consistently high levels of quality and service excellence for which Tsebo is well known for.



Benefits for SMMEs

- ✓ **Providing business training, coaching, and mentorship** for efficient operational management
- ✓ **Creating job opportunities** by equipping SMMEs with strategies for business growth
- ✓ **Sharing industry knowledge** to help business owners understand market requirements and align their services accordingly



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



+R1.9 million invested across 11 SA SD initiatives

Spotlight Story

Sparkling Partnership with Ezikanzima Services

Ezikanzima Services, a **100% black female-owned SMME**, offers a diverse range of services, including domestic, corporate, specialised, pre-post event cleaning, gardening, and landscaping. Tsebo has funded Ezikanzima Services with essential safety gear specifically for its specialised cleaning operations. Additionally, Tsebo has invested in improving Ezikanzima's operational efficiency and security. This partnership also extends to the development of the workforce, ensuring that the employees of Ezikanzima are well-equipped with the necessary skills to excel in their roles. The following contributions were made:

- **Safety shoes and raincoats** were donated
- **Employee lockers** for secure storage were purchased
- **Biometric access control system** was implemented
- **Technical training of employees** for enhanced service delivery and skill development



Spotlight Story

Last Drop Juice: The Juice That's Worth the Squeeze

Last Drop Juice, a **100% black-owned business with 33% black female ownership**, specialises in producing delicious and nutritious 100% fruit juice blends made from locally sourced fruits and vegetables. Through Tsebo's support, Last Drop Juice gained access to our extensive market network, creating sustainable income streams for the business. Supporting this worthy SMME reaped notable results:

- **Growth in profits**
- **Relocation to a larger manufacturing facility**
- **Enhanced capacity to scale operations**, leading to increased production and supply capabilities



Spotlight Story

Safeguarding Success: Thorburn and Ithuba Unite

Thorburn Security Solutions proudly collaborated with Ithuba Protection Services in 2023 as part of Tsebo's SD initiatives. This partnership saw Ithuba, a **100% black-owned security company**, provide essential manned guarding services at **Thungela's thermal coal mine in Mpumalanga**, effectively addressing significant security challenges such as malicious damage and theft. This collaboration showcased our commitment to enhancing the security infrastructure while promoting sustainable growth within local communities. Through this partnership, we have enabled Ithuba to:

- **Receive comprehensive professional vetting and participate in a learnership programme**, ensuring high standards of service delivery
- **Obtain necessary certifications for their security officers**, enhancing their professional credibility
- **Benefit from Thorburn's funding for external industry training**, improving the skills and capabilities of Ithuba's employees
- **Gain essential resources** such as Security Officer uniforms, a generator, and audio-visual equipment for their control room services





EME/QSE's SUB-CONTRACTED

The Group's strategic objective is to collaborate with diverse existing and potential suppliers to enhance community potential. We partner with local **Exempt Micro Enterprises (EMEs) and Qualifying Small-Enterprises (QSEs)** through a participative approach that integrates them into our value chain, fostering the development of strong, quality local suppliers.

When we begin operations, we:

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



+R838 million total Group EME and QSE spend across Africa



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



Spotlight Story

Sustainable Agriculture Support for the Gbotima Farmer's Federation

In Gbeworbu, Sierra Leone, ATS, our remote site specialist business, partnered with Sierra Rutile Company Ltd to donate greenhouses to the Gbotima Farmers' Federation (GFF), encompassing 120 smallholder farmers. These farmers now cultivate vegetables like cucumber, tomato, lettuce, pepper, and watermelon. ATS conducted a feasibility study to integrate more smallholder farmers into the GFF, boosting produce supply to ATS kitchens and the open market. This initiative underscores our commitment to supporting local livelihoods and promoting self-sufficiency:



- **Donated 5 greenhouses**
- **Improved quality and quantity of crops**
- **Provided access to a reliable market** through ATS, ensuring economic stability
- **Engaged actively with farmers**, conducting field trips to enhance productivity
- **Donated high-quality seedlings and resources** to enhance local agriculture and ensure a sustainable supply chain
- **Expanded benefits** by integrating **more smallholder farmers into the GFF**

Spotlight Story

Farm-to-Fork Initiative Reaping Sustainable and Refreshing Benefits

Tsebo Kenya's farm-to-fork initiative bypasses intermediaries, sourcing fresh produce directly from local farmers. This strategy ensures top-quality products at reasonable prices, benefiting both Tsebo's catering services and the local farming communities. By forming strong relationships with local suppliers, markets, and farms, Tsebo maintains high standards of freshness and quality while supporting sustainable agriculture.

Benefits for Local Farmers

- Ensures **direct access to a reliable market and fair prices for produce**, supporting economic growth and stability
- Prioritises **small, organic farmers, mostly women-owned** enterprises or cooperatives
- Provides **guidelines and support** to meet **high-quality standards**
- Maintains consistent demand to help farmers **prioritise crops and reduce waste**
- Offers **development support**, including guidance on upscaling, timely delivery, and **compliance** with health, safety, and quality standards

Benefits for Tsebo Kenya

- +7% Savings on procurement costs in 2023**
- Ensures reliable and faster supply of fresh produce** with on-demand procurement
- Frequently updated menus** using **seasonal ingredients**
- Enhances client satisfaction** through high-quality, fresh ingredients
- Reduces environmental impact and lowers carbon footprint**
- Builds **strong, sustainable relationships** with local communities

“

I met one of Tsebo's sourcing people at the Kagio market. They bought 100 kgs of spinach and 80 kgs of kale from me. This was 80% of my stock, and I was overjoyed. The quantities they have been sourcing from my farm have increased threefold as they now buy 500 kgs of spinach and 350 kgs of kale weekly. I am unable to meet their demand and now buy from neighbouring farms, thus empowering more mothers like me. This has allowed me to contribute to the household's financial needs and reduced my husband's financial strain. I am proud to be associated with Tsebo and hope for them to grow the business more and to empower more mothers like me.

- Rose Mburu, Kirinyaga County, Kenya

The four main items currently being sourced in metric tones per week are:



Potatoes:
3.5 tonne



Watermelons:
1 tonne



Pineapples:
1.5 tonne



Spinach:
1 tonne





EMPLOYEE-TO-ENTREPRENEUR PROGRAMME

Tsebo has established a platform under the Tsebo Phakiso programme to **empower employees with entrepreneurial mindsets, attitudes, and skills to establish and grow their own businesses.** The Employee-to-Entrepreneur Programme aims to create an enabling environment for meaningful market transformation through localisation across all areas of operation.

Businesses participating in the programme benefit from the following:

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



22 small businesses benefited from the Employee-to-Entrepreneur Programme

9 SMMEs graduated

2 SETA accredited courses completed

12 months to complete the programme



Graduation Triumph for Entrepreneurs

We are proud to share that every entrepreneur who participated in our Tsebo SMME Development Programme in 2023, including ex-employees who have now become entrepreneurs, has successfully graduated. Their journey was one of resilience, determination, and sheer grit.

Training Focus: The two SMME-accredited development courses, presented by the Tsebo Learning & Development Academy, focused on four main areas: finance, governance, marketing, interpersonal development, and technology and systems. These areas address essential components such as commercial acumen, technical capability, and compliance.

Hybrid Development for Success: Our beneficiary entrepreneurs operate at client contract sites, following a unique hybrid development plan. This comprehensive approach equips them to tackle the entrepreneurial landscape head-on. From navigating challenges to fostering sustainable business growth, they are well-prepared for the exciting road ahead.

LEGACY PROGRAMME

The Legacy Programme's vision is to promote **community welfare** by implementing **development-oriented projects that enhance livelihoods**, with a specific focus on **women-owned entities**. Since **2007**, Tsebo's pan-African remote site solutions business, ATS, has invested millions of dollars in community projects, including host community supply support and training for entrepreneurs, as well as programmes supporting youth, culture, and traditional activities.

Our partnerships **create value and improve lives** through strategic and sustainable collaborations with traditional clients, authorities, government agencies, certified vendors, organised community youth, CBOs and NGOs.

The programme continues to offer **Legacy Consultancy Services (LCS)** to clients, embarking on transformative schemes and applying strategies to evaluate available and emerging opportunities based on SWOT analysis. This approach helps outline productive deliverables to achieve the desired goals.



Women's Economic Empowerment

- **+12,000** women have been actively engaged and mobilised in various income-generating initiatives such as agro-based projects, artwork and catering initiatives
- **+120** organised women's associations or cooperatives have been established and supported
- **+25,000** women have benefited from skill training and development programmes
- **+100 million USD** has been invested by ATS in women's economic empowerment programmes, constituting nearly **60%** of its total community spending

17-Years of success

- **+250** host community projects
- **+100,000** individuals have been successfully trained, including directly engaged ATS employees

2023 Highlights

- 
+38.1 million USD in total domestic spend, constituting 100% of ATS's total spend, with 2% direct imports
- 
+10,930 local-to-local youth, representing **80% of ATS's total employment**, are directly employed under projects where the legacy programme operates
- 
+230 certified community suppliers
- 
+11.9 million USD local-to-local spend, representing over **40%** of ATS's total procurement
- 
+4,490 local-to-local vendors, entrepreneurs and school pupils benefited from training and development



Corporate Social Responsibility

OVERVIEW

Overseen by Tsebo's Social Ethics and Transformation Committee and guided by the Corporate Social Responsibility (CSR) Policy, Tsebo's CSR function is mandated to drive entrepreneurial development and support the communities in which it is active across Africa. Tsebo strives to enhance community potential in its areas of operation by supporting initiatives that empower people to **support themselves, employ others, create economic stability, and develop communities.** Initiatives include, but are not limited to, youth employment, skills development, job creation, SMME and Rural Enterprise Development, and community upliftment.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Human Rights

PERFORMANCE HIGHLIGHTS AND TARGET

10th Anniversary TEARS Patron Award

Presented for donating office space for **+10 years**, aiding the fight against gender-based violence



+340
Host communities impacted on pan-African **mining sites**

+R70.1 million
Total Group CSR spend

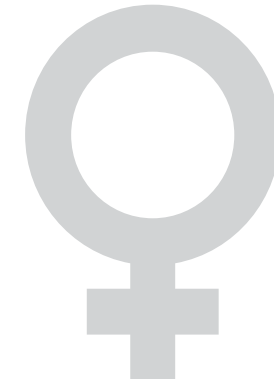
83
CSR projects across Africa



+160 tonnes
Fruit and vegetables produced in Market Gardens across Africa (worth +R8.3 million)



+55
Women-owned beneficiaries (Flagship Project)



2030 Target

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

PROJECTS OVERVIEW



"As Tsebo, we firmly believe that each decision we make plays a vital role in shaping a brighter future for everyone. As a result, we share a common mission: to elevate our people, clients, communities, and society. Through community upliftment initiatives like these, we strive to build a prosperous legacy for generations to follow."

**- Cynthia Mothibe,
Group CSR Manager**

With a focused CSR approach, Tsebo strives to enhance socio-economic development by empowering individuals, creating jobs, fostering economic stability, and driving community development. In the reporting year, we engaged in various initiatives to improve the lives of those in our host communities, including:

- **Promoting sustainable farming practices and cooperative development** through technical training, resources, and market support
- **Empowering women** through training, development, resources, and financial support
- Supporting the fight **against domestic violence, sexual assault, and child abuse**
- **Enhancing employee engagement, morale, and skills** through volunteering and recognising community service contributions
- Providing grant funding and resources **for educational and cultural projects**

Our philosophy and the true strength of our social outreach programmes lie in making a meaningful difference by investing in people and developing sustainable local skills. In every area and country of operation, we strive to enhance community potential through a participative approach that integrates communities into our value chain to create strong, quality local suppliers.





FLAGSHIP PROJECT

As a subsidiary of Tsebo and a leader in remote site management, ATS is ideally positioned to lead the Group's 2023 flagship initiative, **Mega Farming Projects**. With a vast pan-African presence and expertise in host community development, ATS transforms remote locations with limited resources into sustainable collaboration and development hubs.

The Mega Farming Project, part of the ATS Legacy Programme, **supports agripreneurs and SMMEs in cultivating Market Gardens**. It assists community growers in forming **associations or cooperatives** by providing technical training, tools, improved seeds and seedlings, eco-sustainable pest control methods, irrigation facilities, and market support through purchasing produce for ATS catering kitchens on remote client sites.

Engagement with new host communities begins with local traditional leaders, conducting soil analyses, and identifying potential farmers and suppliers. **Cooperative development** involves comprehensive training in invoicing, pricing, quality control, health, safety, and business processes, equipping local partners for success. Increasing their yield and becoming reliable, consistent suppliers ultimately qualifies market gardens as Mega Farming Projects.

Prioritising gender equality, the project **empowers women** by providing opportunities to build capacity and access socio-economic structures, fostering confidence and empowerment. Additionally, the programme promotes **collaboration with key stakeholders and implements reforms to enhance livelihoods** while ensuring future self-sufficiency. This initiative underscores Tsebo's commitment to sustainable, community-driven practices, positively impacting the host communities it serves.

2023 Results

- **18 new cooperatives** joined the programme
- **+\$92,000** total investment in Market Gardens
- **+160 tonnes** of fruit and vegetables produced
- **+\$465,000** market value of the produced fruit and vegetables
- **+\$70,000** cost for developing **18 new Mega Farming Projects**
- **+250 tonnes** of cereals processed for consumption and commercialisation by five cereal processing machines installed at five women's groups
- **+50 tonnes** of protein production from four animal breeding projects (sheep, goat, poultry)



Overall Benefits

- ✓ **+700** host communities impacted on pan-African mining sites since inception
- ✓ **+400** total farming cooperative members partnered with to date
- ✓ **+250** agricultural Mega Projects since inception including **18 new** projects joining in 2023
- ✓ **15-25 tonnes of fruits and vegetables** produced annually per major project
- ✓ **55%** of beneficiaries are **women-owned**, promoting gender equality
- ✓ **+80%** access to market for farming projects
- ✓ **Technical and financial support for agripreneurs and SMMEs**, including modern farming techniques and eco-sustainable practices
- ✓ **Comprehensive training and development** in business processes, quality control, health, and safety
- ✓ **Community empowerment** through collaboration, enhancing livelihoods and socio-economic integration



Spotlight Story

Employee Volunteer Programme

In 2023, Tsebo launched its **CSR Employee Volunteer Programme** to foster community spirit and celebrate the remarkable contributions of its employees in making a positive impact in their communities. Among the many inspiring nominations received, each filled with dedication and commitment, one individual stood out and was recognised as Tsebo's first Employee Volunteer Programme Ambassador winner.

Keziah Golden-Singh, Tsebo Solutions Group's HR Talent and Resourcing Specialist, was recognised for her active involvement and volunteer work at **Thalita Cumi**, a children's safe haven in Strandfontein, Cape Town. The haven provides 24/7 emergency care to children, youth, and women who are **victims of gender-based violence, abuse, neglect, and abandonment**. Keziah's passion and efforts have made a significant difference in the lives of the victims, earning her a **R10,000 donation from Tsebo** to the charity as her reward.

Benefits

- ✓ **Enhanced Employee Engagement and Morale:** Volunteering boosts employee job satisfaction and pride in their work
- ✓ **Positive Community Impact:** CSR programmes improve local communities through tangible contributions
- ✓ **Strengthened Company Reputation:** Active CSR efforts enhance public perception and customer loyalty
- ✓ **Skill Development for Employees:** Volunteering helps employees develop new skills and competencies
- ✓ **Increased Employee Retention:** Supporting volunteerism leads to higher employee retention rates



KEZIAH GOLDEN-SINGH
Tsebo Solutions Group's HR
Talent and Resourcing Specialist

Spotlight Story

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 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 assists in connecting them to a range of facilities and groups that offer supplementary support, care and shelter. In 2023, the CEO of TEARS Foundation, Charlene Roberson, presented a **10th Anniversary Patron Award** to Tsebo Solutions Group's CEO, Dr Chris Jardine, to mark a significant milestone in their partnership.

Benefits

- ✓ **Free office space** has been provided by Tsebo to TEARS since 2013
- ✓ **Financial assistance** for activism campaigns is offered
- ✓ **+140,000 GBV victims receive help** annually through this partnership
- ✓ **Skill Development for Employees:** Volunteering helps employees develop new skills and competencies
- ✓ **Increased Employee Retention:** Supporting volunteerism leads to higher employee retention rates

“

Tsebo's support plays an instrumental role in empowering the TEARS Foundation to create positive change for GBV victims. Their unwavering dedication provides the courage needed to continue this journey despite the challenges faced over the years.

- Charlene Roberson, CEO, TEARS Foundation



Spotlight Story

Empowering Women: Transforming Hwenapori Soap Co-operative

The Hwenapori Soap Co-operative was selected for training and support by ATS Ghana in 2023 after it became clear that the women making up the co-operative were highly committed but lacked certain business skills and resources. As part of its Legacy Programme, ATS Ghana engaged with the cooperative to deliberate on a way forward. At that time, the co-op produced only 15 litres of liquid soap a month, and their income was minimal. ATS provided training to help the co-op increase its levels of production and professionalism. The training included techniques to increase quality production, as well as health, safety, and environment (HSE) operational standards, product packaging, and delivery. In addition, ATS supports the project by periodically donating supplies. The partnership achieved the following in the reporting year:

- **+100% increase in production** from 15 to 35 litres per month
- **+500 litres of oil donated** for soap production
- **Business skills training** supporting **women's empowerment**
- **Improved health, safety, and environmental standards** benefitting the co-op, clients, and the host community



Spotlight Story

Collaborative Flood Relief Efforts

On 8 February 2023, Tsebo Mozambique partnered with NGOs, communities, and companies to address severe flooding in Maputo Province, particularly affecting Boane district. The heavy rainfall, reaching depths of up to 350 mm, caused widespread damage, displaced over 16,000 people, and destroyed vital infrastructure. This event underscores the growing impact of climate change in the region. Tsebo volunteers worked alongside their longstanding partner, Repensar, a local NGO, to provide the following assistance to flood victims and the community:

- Collecting and delivering essential items
- Sorting and packing clothes and blankets
- Unloading trucks with donations and aid
- Marking close to the fifth year of collaboration with Repensar



Spotlight Story

Mandela Day

In 2023, Fedics Catering and Thorburn Security Solutions collaborated to donate essential resources to the **Schola Amoris Special School** for children with special needs. Their contribution included a combined financial donation and various other goods. This donation provided for a six-month greenhouse tunnel, which would be used to teach hands-on agricultural techniques to the students. The students benefitted the following:

- **R10,000** donation to promote hands-on learning and skills
- **360** beanies to keep the students warm
- **300** portions of Breyani
- **100** vienna rolls
- **400** containers, serviettes, and spoons
- **350** cupcakes
- **400** bottles of juice
- **400** bottles of cooldrink
- **350** bottles of water
- **400** packets of chips and sweets
- **1** school garden sign

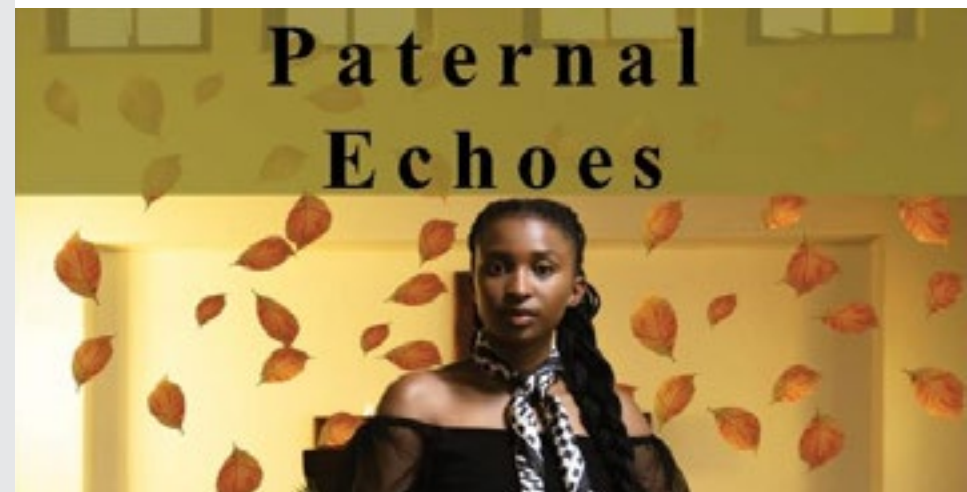


Spotlight Story

AFDA grant and donations

AFDA, the South African School of Motion Picture Medium and Live Performance, received support from Tsebo in 2023 for Jessica Hlongwane and her team's "Paternal Echoes" project. As part of its commitment to education, Tsebo assisted these third-year fictional motion picture students from AFDA's Johannesburg Campus in creating a short film that delved into the intricate dynamics of family relationships and the journey towards acceptance amid loss and grief. Tsebo's support included:

- **Grant funding:** Covered all overhead production costs
- **Meals for the entire crew:** Donated meals for the entire crew for the duration of the filming
- **Cleaning equipment and chemicals:** Provided cleaning equipment used for the film production
- **Marketing collateral:** Supplied marketing collateral used as props for the production
- **Youth learning and development opportunities:** Enhanced student experience, arts and culture education





GOVERNANCE



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Good Corporate Governance and Ethics

OVERVIEW

Transparency, trust, and value-driven, ethical behaviour are fundamental to our business's sustainability. We are committed to **global industry standards and best practices** and continually enhance our internal control and compliance processes. **Ethical business practices** are ingrained in every facet of our operations, supported by a zero-tolerance policy towards dishonest behaviour. We prioritise **health and safety** for our clients and employees and **uphold Human Rights** to ensure a safe, respectful, and fair workplace.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Human rights

Anti-corruption

PERFORMANCE HIGHLIGHTS AND TARGETS

+275,590

QHSE training interventions

+19,865

Compliance topic training interventions

80%

Black directorship at board level, with 40% being female

ISO 18788:2015

Achieved by our Security Business, joining a select few in Africa

5

Different language translations for **ABAC** and **COE** policies

2

Standalone policies implemented: **Human Rights** and **Child Labour**

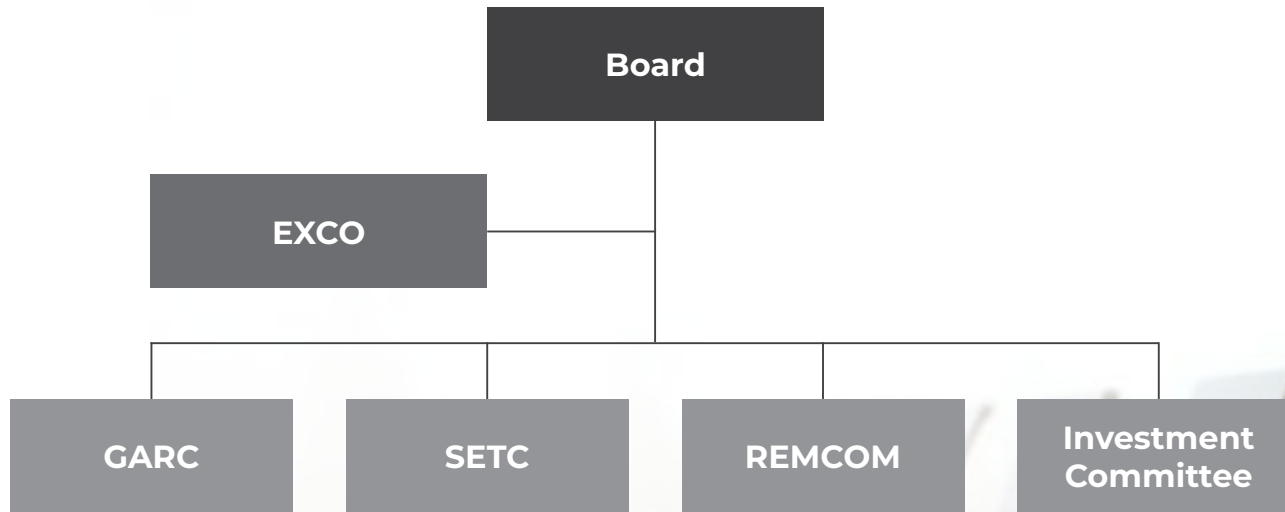


2030 Targets

- Ultimately, strive towards zero work-related injuries and fatalities. But we recognise that this is a journey; therefore, we aim to reduce injuries or illness frequency rate by **30%** from **the 2022 baseline**.
- 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 Board, independently chaired and comprising experienced executive and non-executive directors, leverages diverse expertise and perspectives to steer our strategic direction, oversee business performance, and uphold responsible and ethical governance across the Group.

To enhance scrutiny and oversight, the Board has established dedicated committees. The Executive Committee, reporting to the Board through its joint CEOs, also forms steering committees as needed for projects and infrastructure-related tasks.

80% black directorship at board level

40% being female, underscoring Tsebo's diversity and inclusion objectives

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 by:

- Maintaining effective audit and governance processes
- Enhancing the reliability of financial information
- Maintaining the integrity of Tsebo's financial reporting and compliance systems
- Enhancing 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 by:

- Conducting a thorough risk assessment of internal and external factors such as market volatility, cybersecurity threats, and regulatory changes
- Prioritising risks according to their likelihood and potential impact, using predefined metrics and rating scales
- Developing and implementing risk management strategies such as 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 twice a year 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 periodically reviewed and updated to reflect changes in operations, the risk landscape, regulations, or best practices in corporate governance.

Social Ethics and Transformation Committee (SETC)

Tsebo is dedicated to leaving a positive legacy in the communities it serves by upskilling and supporting local SMMEs, integrating them into our supply chain, and contributing to CSR and community growth projects.

The Social Ethics and Transformation Committee (SETC) guides Tsebo's social responsibility, ethics, and transformation activities, ensuring responsible business conduct and a positive societal impact. The Committee is vital in creating and implementing social and ethical policies and strategies for diversity, equity, and inclusion.

Working with the Group Compliance Officer, the SETC minimises compliance risks by regularly updating regulations. Chaired by a non-executive director, the SETC reports annually to the Board's AGM.

Remuneration and Nomination Committee (REMCOM)

The Remuneration and Nomination Committee helps the Board 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 remuneration is fair, reasonable, market-aligned, and reflective of performance and Tsebo's strategy. This maintains trust among shareholders, employees, and stakeholders, contributing to Tsebo's long-term success.

Investment Committee (IC)

The Investment Committee reviews and recommends proposed acquisitions, disposals, and corporate funding requirements to the Board. Its duties include monitoring the performance of Tsebo's investment portfolio and assessing the viability of proposed acquisitions and disposals in line with Tsebo's strategy. The Committee also considers the impact on cash flow, earnings targets, and exit scenarios. The Board makes the 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 includes an audit team independent of operations, working across all countries of operation across Africa. The team provides objective and independent assurance of system and control environment compliance. It evaluates the effectiveness of Tsebo's risk management and governance processes through systematic and ongoing evaluation. The Group Internal Audit supports the Audit Committee and Board in achieving Tsebo's objectives through relevant reports and evaluations of the overall control and risk environment.

These reports 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 performance against the plan and summarising audit activities.

Legal and Compliance

Reporting to the Group CEOs, Group Legal and Compliance ensures Tsebo adheres to all laws and regulations and supports sub-committees in their compliance duties. This includes:

- Developing and implementing compliance policies and procedures
- Conducting employee training
- Monitoring compliance activities

Group Compliance Policies

Group-wide compliance policies are crafted with input from operational and functional heads and are approved by the joint CEOs for consistent messaging. New employees receive compliance training during induction, and regular communications keep all employees informed of policy updates.

Spotlight Story

Training and awareness of compliance policies exceed expectations

Through targeted initiatives, Tsebo focused on promoting integrity, transparency, and ethical behaviour across the Group. The team conducted an awareness campaign throughout the Group to ensure all employees are informed about how to contact the Legal, Compliance, and QHSE representatives, thereby expediting transparent reporting and enhancing problem-solving efficiency. To overcome comprehension barriers, we translated policies into various languages used across our business and introduced our first e-learning module to expand our reach, engagement and content comprehension.

The topics covered in 2023 were selected based on our 2022 assessment to address potential risks and reinforce ethical conduct. These topics included:

- Anti-bribery and corruption
- Data privacy and protection
- Whistleblower protection and reporting mechanisms
- Compliance with regulatory requirements
- Ethical decision-making processes



LEGAL AND COMPLIANCE HERE TO HELP



+19,865 compliance topic training interventions, exceeding the initial 2022 baseline target with a **71% improvement**



CODE OF ETHICS

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

All directors, employees, suppliers, contractors, joint venture partners, and other stakeholders are expected to follow the Code when conducting business with, for or on behalf of Tsebo. This means performing duties with honesty, integrity, accountability, and without favouritism or intimidation. It also includes:

- Maintaining open, honest communication with a commitment to achieving the best results, even in adverse circumstances
- Treating people fairly, courteously, and with respect for human rights and diversity
- Complying with the Group's policies, procedures, and business systems
- Using information obtained from Tsebo solely for its intended business purposes
- Respecting Tsebo's assets, property, employees, clients, customers, and suppliers
- Avoiding waste of Group resources, including time
- Declaring any conflicts of interest, including personal conflicts, as soon as they arise
- Complying with the Group's Gift Policy and refusing any gifts that could be seen as attempts to exert undue influence
- Challenging unethical behaviour and conflicts with the policy



ANTI-BRIBERY AND CORRUPTION

Maintaining an honest and ethical organisation is crucial for our integrity and Africa's economic growth. Therefore, Tsebo enforces a zero-tolerance policy for bribery and corruption across all operations.

Adhering to the UK Bribery Act and the South African Prevention and Combating of Corrupt Practices Act, Tsebo has established clear policies and procedures to **detect, report, and prevent bribery** and corruption. All employees must follow our:



Anti-bribery and Anti-corruption (ABAC) policy



Gifts and Entertainment policy



Whistle-Blower policy and procedure



Strict Code of Ethics and Good Business Practice

Our employees receive training on ABAC policy requirements, and Tsebo regularly assesses operations to identify potential risks

Spotlight Story

Breaking Barriers: ABAC and COE translated into 5 different languages

To ensure every Tsebo employee can fully understand our Code of Ethics and Anti-Bribery/Anti-Corruption Policies, we have translated them from English into widely spoken languages in our regions of operation, including isiZulu, isiXhosa, SeSotho, French, and Portuguese. This 2023 initiative underscores our commitment to good corporate governance and has several advantages:

- **Breaks Down Linguistic Barriers:** Ensures all employees can access and understand the policies in their preferred language
- **Enhances Comprehension:** Facilitates better understanding of these vital policies by providing them in familiar languages
- **Promotes Inclusivity:** Reflects our commitment to creating an inclusive workplace by recognising the diverse linguistic needs of our employees across all regions of operation
- **Improves Communication:** Strengthens effective communication across diverse linguistic backgrounds
- **Reinforces Integrity:** Embeds our value of integrity in every aspect of our operations

WHISTLE-BLOWER POLICY — GIFTS AND ENTERTAINMENT

Tsebo's Whistle-blower Policy, based on the Protected Disclosures Act, encourages employees, stakeholders, and third parties to report suspected or actual misconduct, theft, bribery, or corruption anonymously and without fear of retaliation. These reports are thoroughly investigated in line with Tsebo's HR policies and in-country laws and regulations.

Our whistle-blower policy includes:

- Confidence in reporting suspected improper, unethical, or inappropriate actions
- Clear reporting procedures
- Protection of whistle-blower confidentiality and anonymity
- Proper investigation and resolution of disclosures
- Zero tolerance for the victimisation of whistle-blowers
- Commitment to protecting human rights and our reputation

Tsebo has appointed Deloitte to manage a safe, anonymous, and independent tip-off channel. Deloitte refers all tips to Tsebo's investigation forum, comprising the executive management team, Group Legal and Compliance, and GIA, ensuring impartial investigations and confidentiality. Retaliation, intimidation, harassment, or victimisation against anyone making a good-faith report or raising a reasonable concern is strictly prohibited, even if the report is later proven unfounded.

Deloitte.



2023 Tip-offs received

Total number of reported items: 18

- HR related items: 10
- Number of investigations closed: 18 (100%)

**TIP-OFFS
ANONYMOUS
0800 00 33 17**

Tsebo employees are prohibited from accepting gifts and entertainment that could create a conflict of interest or influence their judgement or decision-making. Gifts or entertainment of excessive value or that create the appearance of impropriety are also not allowed.

Our Group policies outline acceptable circumstances for gifts and entertainment, including the reporting and documentation process. All gifts and entertainment must be reported, and their value must be disclosed.

Gifts and entertainment declarations 2023

Total cost of gifts received:

R25,591

Total cost of gifts given by employees:

R17,200



OUTSIDE BUSINESS INTERESTS

All employees must declare their outside business activities, including but not limited to personal businesses, second jobs, Board service, or shares in another company, to the Group Compliance Officer or Human Resources.

An annual 'declaration of interest form' is distributed with instructions for employees to declare outside business interests (OBI). Employees are encouraged to update their OBI status as changes occur. Declarations are reviewed by divisional CEOs and, if necessary, the joint CEOs.

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

- Use Group resources for private businesses or external work
- Benefit a business partner or competitor where they or a relative hold an interest
- Personally benefit (directly or indirectly) from Tsebo's intellectual property
- Engage in outside interests that interfere with job responsibilities or performance
- Work for a competitor or supplier
- Conduct themselves in a way that could harm Tsebo's reputation

Spotlight Story

Strengthening Governance Standards through Digital Education

To ensure a better understanding and adoption of Tsebo's **ABAC, Code of Ethics, Whistle-blower, and Gifts and Entertainment policies**, we've introduced a mandatory short course via the newly digitally transformed Tsebo Academy's Learning and Development System (LMS). Participants accessed the course materials **online and completed a quiz to test their knowledge**. Takeaways from this initiative include:

- **+11,340 participants** were assigned the course
- **First micro-learning course** rolled out on the new digital LMS
- **Highlights Tsebo's commitment** to the comprehension and implementation of governance standards



WORLD-CLASS OPERATING STANDARDS



Although accreditation is conducted by a private, independent party, maintaining the exceptionally high standards set by the International Standards Organisation is a key component of our audit plan. Tsebo is delighted to have earned the following ISO accreditations, setting us apart in the market and giving our clients and stakeholders confidence in our reliability:

ISO 9001:2015 Quality Management System

We hold the internationally recognised QMS standard, a powerfully designed business quality tool ensuring continuous improvement.

ISO 22000:2018 Food Safety Management

We comply with specific FSM standards, ensuring that all organisations in the food chain control safety up to the time of consumption.

ISO 14001:2015 Environmental Management System

We follow the specific EMS standards for handling environmental issues within an organisation.

ISO 45001:2018 Occupational Health and Safety Management System

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

ISO 18788:2015 Security Operations Management System

Our security operations systems are aligned with the SOMS international standard for private security organisations.

Spotlight Story

Thorburn Among Select Few in Africa with ISO 18788:2015

In 2023, our security business, Thorburn Security Solutions, **became one of the few security providers in Africa** to obtain ISO 18788:2015. The accreditation offers a professional framework that requires an audited application process, proving our exceptional standards in implementing, operating, monitoring, reviewing, maintaining, and improving **security management operations**. This accreditation proves Thorburn's:

- Ability to conduct professional security operations that meet the requirements of clients and stakeholders
- Accountability to law and respect for human rights
- Consistency with voluntary commitments to which it subscribes
- Capacity to consistently provide services that meet client needs



HEALTH AND SAFETY

Most of Tsebo's employees deliver frontline services in high-risk environments. Adhering to health and safety protocols is crucial, as it safeguards not only our employees but also the well-being and reputations of our clients. Therefore, we place exceptional emphasis on health and safety throughout all our operations.



Our comprehensive Health and Safety Management System is aligned with international best practices and agreed principles, specifically **ISO 45001:2018 Occupational Health and Safety Management System**. It is designed to provide strength, flexibility, and a solid 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 team training), training workshops, and digital learning to ensure that employees and stakeholders are aware of health and safety best practices and know how to avoid risks.



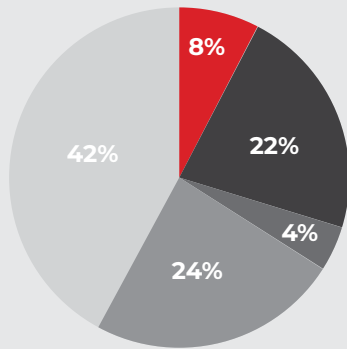
+275,590 QHSE training interventions across the Group

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**

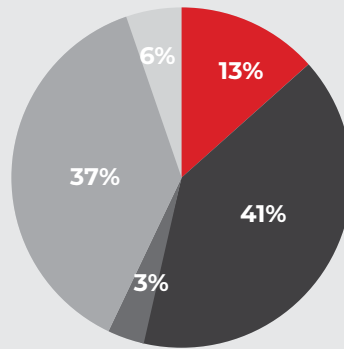
Group-wide Quality, Health, Safety and Environment (QHSE) Statistics

% of Incidents



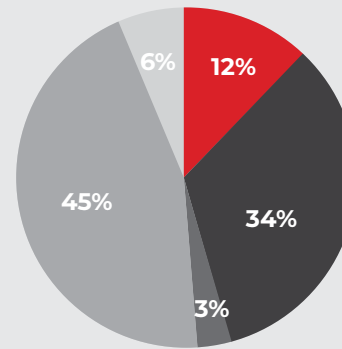
Total Incidents: 426

% of Lost Time Injuries



Total Lost Time Injuries: 157

% of Lost Days due to Injury



Total Lost Days due to Injury: 839



During the reporting year, total exposure hours **increased by 4%**, reaching 74,467,873 from the previous year's 71,666,662. Despite this increase, we improved the All-Injury Frequency Rate (AIFR) by 11% from 3.87 in 2022 to 3.44 in 2023, surpassing our target of reducing it to 3.67. The overall number of incidents and injuries also reduced by 2%, from 436 to 426. This reduction can be attributed to our enhanced training and awareness efforts, positively impacting incident reporting and prevention.

Notable reductions and improvements include:

- **62%** reduction in theft and fraud cases
- **59%** decrease in medical treatment cases
- **27%** drop in fire and explosion cases
- **15%** fall in food safety incidents
- **7%** reduction in first-aid cases

This reduction in the AIFR demonstrates the effectiveness of our comprehensive safety and training programmes. While we have made great strides, we must continue maintaining this positive trend by further enhancing our wellness, health, and safety initiatives, including regular medical checkups and fitness activities, and by minimising our environmental impact through sustainable waste management and energy-efficient practices.

426 QHSE incidents only for over **74.47 million** hours worked **across Pan-African operations**



HUMAN RIGHTS

We understand that human rights are crucial to our business's sustainable success. Therefore, Tsebo's renewed Human Rights Policy reinforces our dedication to human rights, aligning with our Code of Ethics, the Constitution of South Africa, the United Nations Global Compact Principles, and other applicable legislation in all regions where we operate.

Our commitment to human rights encompasses several areas:



Diversity and Inclusion: Enforcing a strict non-discrimination policy based on race, gender, age, sexual orientation, religion, or other personal characteristics. This policy ensures equal treatment and opportunities for all employees.



Protection of Human Dignity: Prohibiting activities that violate human dignity, such as forced labour, human trafficking, exploitation, and child labour.



Freedom of Association and Collective Bargaining: Respecting the rights to freedom of association and collective bargaining.



Health and Safety in the Workplace: Striving to maintain a safe working environment, complying with relevant health and safety regulations.



Fair Labour Practices: Adhering to fair and ethical labour practices, ensuring competitive remuneration and appropriate working conditions.



Modern-Day Slavery: Strictly prohibiting all forms of forced and compulsory labour, including human trafficking and violence.

Zero-tolerance for Child Labour

In 2023, we established a **standalone Child Labour policy**, underscoring our commitment to eradicating all forms of child labour. This policy, formerly part of our broader HR policies, now highlights our focused approach to this critical issue.

Aligned with International Labour Organization (ILO) conventions 138 and 182, and South African laws (Children's Act No. 38 of 2005 and Basic Conditions of Employment Act), we **strictly prohibit the employment of individuals under 18**. This policy extends to all subcontractors, suppliers, and business partners, ensuring no child is exploited. Upon identifying any instance of child labour, we enforce a comprehensive remediation plan prioritising the child's well-being and future prospects.



INFORMATION TECHNOLOGY SECURITY AND GOVERNANCE

As a responsible and ethical organisation, we are dedicated to complying with data protection laws and staying ahead of the curve in data security measures.

Strategic Approach to IT Security

Our Information Technology (IT) Strategy prioritises **people, processes, and technology** to ensure operational efficiency. We offer continuous training on cyber best practices, including phishing detection, and have introduced e-learning modules to assess users' ability to counter threats. To mitigate risks and support sustainable business practices, we have enhanced our information security through the following initiatives:



Investment in Cybersecurity Technology:

We have invested in advanced cybersecurity technologies, including Darktrace for AI-driven threat detection, two-factor authentication (TFA) for secure access, comprehensive IT asset management, and Mimecast for robust email security.



Business Resilience: Deloitte conducts annual IT control audits and regular independent penetration testing to identify and address vulnerabilities, strengthening our business resilience.



Digital Security Safeguards: We deploy digital security measures to detect, analyse, contain, and mitigate risks, ensuring the safety and integrity of stakeholder information.

Recognised for Excellence in Cybersecurity Leadership

Yosheen Padayachee, Group IT Director, has been honoured by the Cyber Security Summit as one of the elite **"Cyber 50" leaders in Cybersecurity**. This accolade celebrates her exceptional contributions and leadership in advancing cybersecurity. Her proactive approach involves integrating AI into business processes while addressing associated risks like misuse of AI-generated data and unauthorised access.



Yosheen Padayachee
IT Director - Tsebo Solutions Group

Comprehensive Policy Framework

Our IT team consistently implements, manages, and reviews security safeguards governed by policies, including:

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

Safeguarding Personal Information

To comply with data protection regulations such as the Protection of Personal Information Act (POPIA) and the General Data Protection Regulation (GDPR), we have established clear policies and procedures to manage personal information legally and ethically. Our training ensures all team members adhere to these requirements. We have implemented comprehensive systems to protect personal information from unauthorised access or theft. Regular assessments and upgrades of our security measures maintain high standards of protection. Transparency and accountability are key, and we provide clear communication channels for stakeholders to understand our data management approach.

Data Protection Refresher Initiative

Tsebo kicked off 2023 with a refresher on Personal Information (PI): **what it is, how to protect it, and why it matters.** As a client-facing business, it's vital to remember the legislation impacting our daily tasks and how we handle the PI entrusted to us. This initiative reinforced the basics, ensuring our employees manage all PI with care and compliance.

Why Protect Personal Information?

Reputational, brand, and other risks, such as cybercrimes and data breaches.



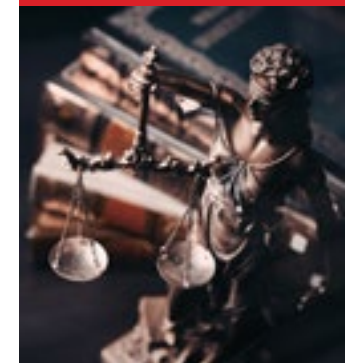
Manage marketing and clients' expectations.



Aligning to international best practice in PI policies.



Enforcement for non-compliance: Penalties and criminal liability for breaches imposed by regulators.



RISK MANAGEMENT

Risk management is fundamental to our operations. The Board acknowledges the inherent risks within our extensive operations, but our long-term success and stability hinge on effective risk management.

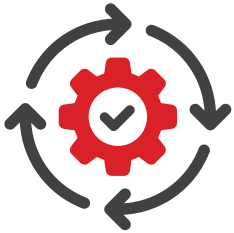
With decades of business experience, Tsebo has established clear monitoring and assessment processes to ensure the efficacy of our risk management strategies. By anticipating potential threats and mitigating their impact, we safeguard our assets, reputation, and future prospects for both Tsebo and our clients. Tsebo's Risk Management Framework undergoes regular review and updates, with the Board receiving consistent reports.

Risk Management Process





SUPPLY CHAIN GOVERNANCE



Effective supply chain governance is pivotal to our business success at Tsebo. We have established a thorough **framework for supplier selection and management**, ensuring that each supplier aligns with our **quality, ethical, and sustainability standards**. Utilising tools such as Refinitiv World-Check, we meticulously assess suppliers' capabilities and practices.

Our suppliers are contractually bound to adhere to our **Terms of Procurement**, including our COE, ABAC and Sustainability policy. Regular **performance monitoring and close collaboration** enable us to promptly address any issues. We have **clear risk management protocols** to ensure a continuous supply of goods and services, proactively managing potential risks and contract deviations, and implementing contingency plans for disruptions.

Transparency and communication are fundamental to our approach. We work closely with suppliers to ensure they understand and meet our expectations. By managing risks, aligning suppliers with our standards, and fostering strong relationships, we maintain the quality and integrity of our supply chain.

Spotlight Story

The Festival of Fusion and Flavour

What began as a chance for Tsebo's teams to reconnect with Johannesburg suppliers post-COVID has evolved into a sought-after, exclusive industry event, expanding to Cape Town and Durban in 2023.

For suppliers, it's a chance to impress their catering peers with food and drink offerings and showcase the latest innovations in packaging, food preparation, and equipment. Tsebo's supply partners network and share knowledge, while Tsebo's world-class chefs demonstrate their culinary skills through cooking demonstrations. It's also a chance for clients and stakeholders to see firsthand how Tsebo's commitment to quality and excellence begins with strong, transparent partnerships at the supplier level. Event benefits for both Tsebo and its suppliers, include:

- Build supply-chain relationships
- Discover new and improved equipment, processes, and products
- Learn about eco-friendly, Fair Trade, and sustainable alternatives
- Explain Tsebo's procurement processes and governance framework



FINANCIAL CONTROLS

Tsebo prioritises sound corporate financial governance. Our finance teams, both at the business and Group levels, are equipped to manage financial resources responsibly, ethically, and transparently. Our financial controls ensure effective, efficient use of resources in compliance with legal and regulatory standards. We maintain a zero-tolerance policy for fraud, waste, or financial abuse. Key controls include:



Budgeting: Aligning budgets with strategic goals, regularly reviewed and updated to stay relevant.



Internal Controls: Preventing and detecting fraud, errors, and mismanagement, ensuring proper authorisation, recording, and processing of transactions.



Risk Management: Using a risk management framework to identify, assess, and manage risks, ensuring efficient resource use.



Audit and Assurance: Independent external audits of financial statements assure stakeholders of accuracy, reliability, and compliance.



Compliance: Adhering to tax laws, financial reporting requirements, and data protection regulations, with stringent controls to ensure ongoing compliance.