

TIGER BRANDS

DIVERSITY AND EMPLOYMENT EQUITY POLICY

Tiger Brands promotes workplace diversity. We strive to create an inclusive and diverse culture that recognises the unique strengths and talents of our diverse workforce, enabling individual employees and teams to grow, flourish and achieve their true potential – thereby contributing towards making Tiger Brands a great place to work for all!

Stakeholder Relations Policy Statement

Tiger Brands recognises the business imperative for effective stakeholder engagement, whether it is to lobby support, proactively engage on impact, respond to stakeholder's material concerns and issues, gather stakeholder insights, consult, plan or agree with stakeholders, or to provide feedback on performance. Apart from achieving these specific outcomes, we believe that engagement should build relationships and Tiger Brands' reputational capital with its stakeholders.

Tiger Brands' Stakeholder Management Strategy is aligned with the King IV Report on Corporate Governance. The Stakeholder Engagement policy articulates Tiger Brands' approach to communicating and engaging with its stakeholders. This Policy applies to all Tiger Brands representatives who are relationship owners and who engage with internal and external stakeholders. As such, it applies to the Tiger Brands Board of Directors, Executive Committee (Exco), senior management, management and employees as well as associated companies' employees, temporary employees, contractors, service providers and consultants. The policy sets out principles for engagement with our stakeholders and should be read in conjunction with the following policies, Tiger Brands Code of Ethics, Anti-corruption and Anti Bribery Policy, Gifts, Entertainment and Hospitality Policy, Corporate Social Investment Policy, Media and Social Media Policies.

- The Primary objective of this policy is to direct Tiger Brands' stakeholder engagement in the interest of:
- The identification of opportunities and threats arising from material stakeholder issues.
- Due consideration of the legitimate interests and expectations of stakeholders in strategy development and decision making.
- Developing a deep understanding of requirements for sustainable socio-economic development.
- Developing and maintaining healthy relationships with stakeholders.

Socio-Economic Development (DED) policy

The Tiger Brands Socio-Economic Development (SED) policy was revised in November 2016, and outlines standard operating procedures (SoPs) and guidelines for the identification, selection and execution of Tiger Brands six SED programmes, namely: the Food and Nutrition Support Programme; Customer, Stakeholder and Brand CSI;

Employee Volunteerism; Beneficiary Capacity Building; the Household and Community Food Garden Initiative; and the Community Enterprise Development Programme. The document further outlines the procedures in place for reporting, monitoring, verification and impact assessment of all projects and programmes. The SED policy highlights the policies and plans that have guided the development of the revised SED strategy, including the BBBEE Codes of Good Practice, the South African National Development Plan (NDP), Africa 2063 Agenda Aspirations, the Sustainable Development Goals (SDGs), ISO 26000 and the International Integrated Reporting Framework, and the King IV Report on Corporate Governance. Governance procedures and the grant making cycle are outlined in the policy, as well as the communications policy; and consultation, dialogue and engagement plans.