

2021

# ESG AND CLIMATE CHANGE REPORT



Est. 1892

**TongaatHulett**<sup>®</sup>

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Please note that we have used a selection of photographs throughout this report, some of which were taken before the COVID-19 pandemic.

# OUR VISION

is to be the most trusted partner in all that we do.

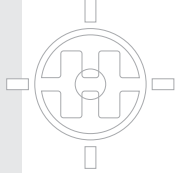


# OUR MISSION

is to build our future by creating sustainable value for all our stakeholders.

# OUR VALUES





# COMPREHENSIVE DATA TABLE

	Unit of measure	2021	2020	2019	2018
<b>GOVERNANCE</b>					
Board members	number	<b>10</b>	10	10	11
Non-executive Board members	number	<b>7</b>	7	7	9
Percentage of non-executive Board members	%	<b>70</b>	70	70	82
Executive Board members	number	<b>3</b>	3	3	2
Prescribed officers (note: persons who are not already counted as "executives")	number		2	5	
Independent Board members	number	<b>7</b>	7	7	7
Percentage of independent Board members	%	<b>70.0</b>	70.0	70.0	63.6
HDSA <sup>1</sup> Board members	number	<b>4</b>	4	3	5
Percentage of HDSA Board members	%	<b>40.0</b>	40.0	30.0	45.5
Female Board members	number	<b>2</b>	1	2	5
Percentage of female Board members	%	<b>20.0</b>	10.0	20.0	45.5
Average length of executive director service	years	<b>2.0</b>	0.90	0.12	17.76
Average length of non-executive director service	years	<b>1.5</b>	0.50	5.20	8.10
Average length of full Board service	years	<b>1.5</b>	0.60	3.17	9.85
Average age of directors	number	<b>54.0</b>	51.30	52.50	58.1
Overall Board and Committee meeting attendance	%	<b>99.00</b>	97.90	94.93	95.75
Auditor Remuneration: percentage of non-audit fees	%	<b>3.92</b>	15.38	16.67	8.70
Length of current auditor's service	number	<b>83</b>	82	81	80
Independence of Board Chairman	Y/N	<b>Yes</b>	Yes	Yes	No
Publicly available policy on Board conflicts of interest and PEP <sup>2</sup>	Y/N	<b>Yes</b>	Yes	Yes	Yes
Public disclosure on any/all Board member conflicts of interest	Y/N	<b>Yes</b>	Yes	No	No
Public disclosure on any/all Board member (PEP) <sup>2</sup>	Y/N	<b>Yes</b>	Not reported	Not reported	Not reported
Publicly available climate related financial disclosures, as per TCFD <sup>3</sup>	Y/N	<b>Yes</b>	Not reported	Not reported	Not reported
Publicly available Human Rights policy	Y/N	<b>Yes</b>	Not reported	Not reported	Not reported
ESG included into service level agreements with suppliers	Y/N	<b>Yes</b>	Yes	Yes	Yes
Shareholders vote (non-binding) on executive remuneration	Y/N/P	<b>Yes</b>	Yes	Yes	Yes
<b>INTELLECTUAL CAPITAL</b>					
Number of registered patents	number	<b>2</b>	14	14	14
Number of registered trademarks	number	<b>704</b>	369	369	369
Number of domains	number	<b>44</b>	89	89	51
<b>LAND: COMPANY MANAGED LAND (OWNED AND LEASED)</b>					
EIA approved land – Developments Land	hectares	<b>1 500</b>	1 542	1 618	1 597
Land under cane – not irrigated	hectares	<b>10 762</b>	12 705	24 190	24 830
Land under cane – irrigated	hectares	<b>42 121</b>	43 285	47 021	52 888
Total – company managed/farmed land (owned and leased)	hectares	<b>52 883</b>	55 990	71 211	77 717
Land not under cane – fallow	hectares	<b>2 847</b>	2 064	1 595	2 005
Land abandoned (no longer under cane)	hectares	<b>4 475</b>	3 916	4 018	1 595
Total – company managed/farmed land (owned and leased)	hectares	<b>60 204</b>	63 512	78 442	82 915
<b>LAND: SMALL-SCALE GROWER MANAGED</b>					
Land under cane – not irrigated	hectares	<b>20 020</b>	17 647	17 514	15 216
Land under cane – irrigated	hectares	<b>28 840</b>	28 522	27 774	23 745
Total – land managed by small-scale growers (SSGs)	hectares	<b>48 860</b>	46 169	45 288	38 962
<b>LAND: COMMERCIAL FARMER MANAGED</b>					
Land under cane – not irrigated	hectares	<b>66 403</b>	66 598	57 439	56 321
Land under cane – irrigated	hectares	<b>6 897</b>	6 943	7 372	7 629
Total – land managed by commercial farmers	hectares	<b>73 300</b>	73 542	64 812	63 951

<sup>1</sup> HDSA – Historically disadvantaged South Africans.

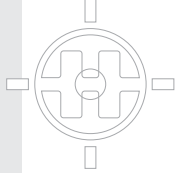
<sup>2</sup> PEP – Politically exposed persons.

<sup>3</sup> TCFD – Task Force on Climate-related Financial Disclosures.

	Unit of measure	2021	2020	2019	2018
<b>PRODUCTION</b>					
Volume of sugarcane supplied to mills					
– Tongaat Hulett (Agriculture Division) farmed land	tons	<b>3 964 866</b>	4 244 686	4 617 013	4 673 126
Volume of sugarcane supplied to mills – SSGs	tons	<b>2 477 752</b>	2 416 339	2 403 056	2 302 422
Volume of sugarcane supplied to mills – large commercial farmers	tons	<b>3 578 806</b>	3 641 495	3 611 871	3 148 122
Total volume of sugarcane supplied to the mills – all sources	tons	<b>10 021 424</b>	10 302 520	10 631 939	10 123 670
Volume of sugarcane supplied to mills – Tongaat Hulett (Agriculture Division) farmed land	%	<b>39.6</b>	41.2	43.4	46.2
Volume of sugarcane supplied to mills – SSGs	%	<b>24.7</b>	23.5	22.6	22.7
Volume of sugarcane supplied to mills – large commercial farmers	%	<b>35.7</b>	35.3	34.0	31.1
Raw sugar produced	tons	<b>1 141 186</b>	1 246 027		
Refined sugar produced	tons	<b>548 469</b>	410 267		
Total volume of sugar produced	tons	<b>1 689 655</b>	1 656 294	1 171 000	1 310 000
Ethanol produced (Triangle)	litres	<b>30 629 465</b>	27 730 825	26 916 894	21 964 691
<b>HUMAN CAPITAL</b>					
Number of employees – permanent	number	<b>14 952</b>	16 844	20 680	21 122
Number of employees – fixed term contractors	number	<b>7 895</b>	5 384	9 130	6 176
Number of employees – seasonal and casual workers	number	<b>80</b>	1 119	3 757	4 057
Total number of employees – all types as 31 March 2021	number	<b>22 927</b>	23 347	33 567	31 355
Total number of employees – peak season	number	<b>28 909</b>	30 173	41 501	40 382
Number of contractor (vendors) employees (full time equivalent*)	number	<b>4 408</b>	3 662	3 532	3 463
Number of employees (full time equivalent)	number	<b>32 949</b>	34 246	42 826	41 869
Total number of employees and contractors (full time equivalent)	number	<b>37 357</b>	37 908	460 360	45 332
Percentage of employees who are permanent as at 31 March	%	<b>65.5</b>	72.1	61.6	67.4
Number of employees and contractors operating in South Africa	number	<b>3 691</b>	4 705	6 466	7 202
Percentage of employees and contractors operating in South Africa	%	<b>13.5</b>	17.4	17.4	20.7
Percentage of management (top and senior) deemed HDSA <sup>1</sup> (SA only)	%	<b>64.1</b>	69.0	67.2	65.4
Percentage of management (top and senior) who are women (SA only)	%	<b>28.2</b>	21.0	28.7	30.9
Percentage of employees who are deemed HDSA <sup>1</sup> (SA only)	%	<b>95.3</b>	92.8		
Percentage of employees who are women (group)	%	<b>20.6</b>	17.9		
Percentage of employees who are women (SA only)	%	<b>25.9</b>	26.6	28.7	30.9
Percentage of HDSA <sup>1</sup> employees in skilled and supervisory positions	%	<b>94.1</b>	88.8	89.0	88.3
Percentage of university and/or college qualified employees who are HDSA <sup>1</sup>	%	<b>84.0</b>	80.9	80.9	79.0
B-BBEE Level		<b>4</b>	4	4	3
Number of employees with disabilities	number	<b>41</b>	65	63	57
Percentage of employees covered by collective bargaining agreements	%	<b>80.0</b>	77.3	87.0	71.8
Employee turnover** – group	%	<b>3.9</b>	14.9	2.6	2.3
Employee turnover – South Africa	%	<b>20.4</b>	50.6	6.5	6.4
Employee turnover – Mozambique	%	<b>2.6</b>	16.2	1.9	1.6
Employee turnover – Zimbabwe	%	<b>2.2</b>	2.2	1.9	1.6
Employee turnover – Botswana	%	<b>4.5</b>	2.5	3.3	2.6
Number of person hours worked – employees	hours	<b>68 532 302</b>	71 231 050	89 077 336	87 086 880
Number of person hours worked – contractors	hours	<b>9 169 329</b>	7 616 876	7 351 811	7 203 143
Number of person hours worked – employees and contractors	hours	<b>77 701 632</b>	78 847 926	96 429 147	94 290 022
Number of employees trained, including internal and external training interventions	number	<b>8 760</b>	9 331	19 585	18 803
Number of graduates	number	<b>1 067</b>	1 352	1 469	1 334
Number of artisans	number	<b>560</b>	656	701	422
Percentage of employees trained in South Africa	%	<b>8</b>			
Value of employee training spend	Rands	<b>23 822 054</b>	34 770 862	59 687 346	57 050 167
Total number of training hours	number	<b>66 986</b>	153 588	456 627	471 829
Total number of person days lost due to industrial action (i.e., strike action)	number	<b>0</b>	0	0	7 288
Percentage of total person days lost due to industrial action	%	<b>0</b>	0	0	0.008

\* Full time equivalent calculation based on 2 080 hours per full time position.

\*\* Employee turnover is calculated as a percentage of peak season employees.



# COMPREHENSIVE DATA TABLE CONTINUED

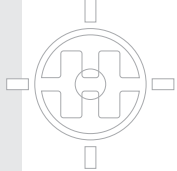
	Unit of measure	2021	2020	2019	2018
<b>COVID-19</b>					
Number of COVID-19 certificate of fitness assessments conducted	number	<b>18 857</b>			
Number of positive COVID-19 test results	number	<b>1 016</b>			
Number of general COVID-19 tests conducted	number	<b>21 378</b>			
Number of PCR tests (known)	number	<b>7 000</b>			
Number of antigen tests (estimated)	number	<b>14 378</b>			
Days lost due to COVID-19-positive cases	number	<b>11 002</b>			
Number of repeat positive cases	number	<b>5</b>			
Number of hospitalisations in company hospitals (Zimbabwe)	number	<b>54</b>			
Number of recovered positive cases	number	<b>979</b>			
Number of outstanding positive cases	number	<b>17</b>			
Number of COVID-19-related deaths	number	<b>20</b>			
COVID-19 recovery rate (total number of recoveries/total number of positive cases)	%	<b>96.4</b>			
COVID-19 mortality rate	%	<b>2.0</b>			
Rand value of investments in COVID-19 avoidance, mitigation and treatment	Rands	<b>84 210 673</b>			
<b>HEALTH AND SAFETY</b>					
Number of occupational health incidents with irreversible health effects – employees and contractors	number	–	–	1	–
Number of occupational health incidents with reversible health effects – employees and contractors	number	<b>11</b>	57	1	7
New cases of NIHL* – employees and contractors	number	–	8	1	–
New cases of malaria – employees and contractors	number	<b>1 237</b>	1 533	2 432	3 207
New cases of tuberculosis (TB) – employees and contractors	number	<b>23</b>	169	52	64
Deaths due to malaria – employees and contractors	number	<b>2</b>	–	–	1
Deaths due to other causes – employees and contractors	number	<b>40</b>			
Non-work related deaths – employees and contractors	number	<b>7</b>	3	3	
Fatalities (i.e. injuries on duty leading to death, excluding the deaths of workers not occurring “at work”) – employees and contractors	number	<b>1</b>	1	5	1
Third-party deaths – employees and contractors	number	<b>12</b>	5	12	5
First aid cases (FACs, i.e. injuries on duty leading to minor treatments, such as a plaster or a pain tablet) – employees and contractors	number	<b>114</b>	197	392	581
Medical treatment cases (MTCs, i.e. injuries on duty leading to medical treatment, but no lost days) – employees and contractors	number	<b>365</b>	405	544	608
Lost time injuries (LTIs, i.e. injuries on duty leading to at least one lost day) – employees and contractors	number	<b>36</b>	42	42	39
Days lost due to LTI – employees and contractors	number	<b>945</b>	946	825	889
Total number of recordable Injuries, including MTCs, LTIs and Fatalities – employees and contractors	number	<b>403</b>	448	591	648
Permanent disabilities – employees and contractors	number	<b>0</b>			
High frequency risk incidents (HFRI) – employees and contractors	number	<b>29</b>	44	49	47
Near misses – employees and contractors	number	<b>359</b>	1 032	388	967
Fatal injury frequency rate (FIFR, i.e. number of fatalities per 200 000 person hours worked) – employees and contractors	rate	<b>0.005</b>	0.003	0.010	0.002
Lost time injury frequency rate (LTIFR, i.e. number of LTIs per 200 000 person hours worked) – employees and contractors	rate	<b>0.093</b>	0.107	0.087	0.089
Total recordable injury frequency rate (TRIFR) – employees and contractors	rate	<b>1.037</b>	1.136	1.226	1.374
Total injury frequency rate (TIFR) – employees and contractors	rate	<b>1.331</b>	1.636	2.039	2.607
LTIFR target – employees and contractors by 2025	rate	<b>0.100</b>			
TRIFR target – employees and contractors	rate	<b>0.500</b>			
Number of employees receiving voluntary counselling and testing (VCT) for HIV/AIDS (i.e. counselled)	number	<b>2 996</b>	13 089	8 270	15 209
VCT uptake – employees	%	<b>28.0</b>	56.0	80.5	75.0
Number of contractors tested for HIV/AIDS	number	<b>186</b>	147	301	460
Employees knowing their HIV status	%	<b>42.00</b>	66.00	84.40	79.80
Total number of employees currently HIV positive	number	<b>3 755</b>	4 030	4 763	4 343
HIV/AIDS prevalence rate amongst employees	%	<b>25.0</b>	24.0	23.2	21.0
Employees currently receiving company-provided ART (anti-retroviral treatment)	number	<b>2 707</b>	2 738	3 868	3 720
Cost of ART**	Rands	<b>867 883</b>	1 216 965	1 406 831	1 653 929

\* NIHL – noise-induced hearing loss.

\*\* Antiretroviral therapy.

	Unit of measure	2021	2020	2019	2018
<b>ENVIRONMENTAL*</b> the information below excludes data from starch, Namibia and Eswatini					
Fuel consumption – renewables					
Wood used for fuelling boilers	tons	<b>15 969</b>	11 162	7 870	3 050
Bagasse produced	tons	<b>3 230 783</b>	3 271 018	3 251 591	3 043 610
Bagasse consumed for power generation	tons	<b>3 161 176</b>	2 666 824	1 364 963	
Fuel consumption – non-renewables					
Diesel used by company-owned vehicles (e.g. diesel consumed in mobile combustion equipment)	litres	<b>10 868 959</b>	13 243 339	13 378 137	13 298 848
Diesel used by company-owned equipment (e.g. diesel consumed in stationary combustion equipment such as generators and pumps)	litres	<b>87 601</b>			
Diesel used by company contractors vehicles (e.g. product transportation contractors)	litres	<b>4 602 811</b>	7 142 065	5 493 465	7 520 810
Diesel used by company contractor equipment (e.g. diesel consumed in stationary combustion equipment such as generators and pumps)	litres	<b>40 609</b>			
Coal used for steam and/or power generation	tons	<b>182 565</b>	249 927	270 492	275 206
Petrol used by company-owned vehicles (e.g. petrol consumed in mobile combustion equipment)	litres	<b>719 332</b>	911 844	864 894	906 283
Petrol used by company-owned equipment (e.g. petrol consumed in stationary combustion equipment such as generators and pumps)	litres	<b>6 692</b>			
Petrol used by company contractors vehicles (e.g. product transportation contractors)	litres	<b>34 714</b>	32 831	12 539	47 225
Petrol used by company contractor equipment (e.g. petrol consumed in stationary combustion equipment such as generators and pumps)	litres	<b>1 075</b>			
LPG used in stationary combustion equipment (include LPG used in workshops and laboratories)	kg	<b>31 841</b>			
Acetylene used in workshops and laboratories	kg	<b>23 740</b>			
Oxygen used in workshops and laboratories	kg	<b>100</b>			
Natural gas used in stationary combustion equipment	m <sup>3</sup>	<b>–</b>	361 595	484 474	463 246
Steam produced	tons	<b>7 077 349</b>	7 954 339	8 481 981	7 865 196
<b>ELECTRICITY</b>					
Volume of electricity purchased	MWh	<b>202 452</b>	422 398	484 224	430 428
Electricity generated/purchased and then exported to the national or local grid (and/or to external parties)	MWh	<b>46 767</b>	37 543	38 034	23 811
Net electricity purchased	MWh	<b>155 685</b>	384 855	446 190	406 617
Volume of electricity self-generated	MWh	<b>450 722</b>	468 565	465 786	425 136
Electricity exported (to Agriculture, other services departments outside the mill/factory)	MWh	<b>162 946</b>	156 338	177 697	155 632
Volume of electricity consumed – purchased and self-generated	MWh	<b>606 407</b>	853 420	911 976	831 753
Percentage of electricity consumed that was self-generated	%	<b>74.3</b>	54.9	51.1	51.1
Net electricity used	MWh	<b>762 092</b>	1 238 275	1 358 166	1 238 370
Electricity efficiency: electricity consumed per ton of sugar produced	MWh/t	<b>0.451</b>	0.748	1.160	0.945
Target – electricity efficiency: electricity consumed per ton of sugar produced by 2025	MWh/t	<b>0.445</b>			
<b>ENERGY</b>					
Direct energy consumption i.e. from renewable fuels burned	GJ	<b>21 521 435</b>	18 119 832	9 307 939	20 528 769
Direct energy consumption i.e. from non-renewable fuels burned (e.g. diesel, petrol, etc.)	GJ	<b>5 031 128</b>	6 859 097	7 306 266	7 493 318
Total direct energy consumption – all sources	GJ	<b>26 552 564</b>	24 978 927	16 614 205	28 022 087
Total indirect energy consumption from net electricity consumed	GJ	<b>560 466</b>	1 385 479	893 034	917 603
Total direct and indirect energy consumption	GJ	<b>27 113 030</b>	26 364 406	17 507 239	28 939 690
Percentage of energy consumption sourced from renewable fuels	%	<b>79.41</b>	68.73	53.17	70.94
Energy efficiency: total direct and indirect energy consumed per ton of sugar produced	GJ/t	<b>16.63</b>	16.18	14.95	22.09
Target – total energy consumption per ton of sugar produced (by 2025) (2021 is the new base year due to more complete fuel consumption data)	GJ/t	<b>15.92</b>			

\* Certain indicators in the above tables are being presented for the first time to ensure improved reporting on carbon emissions data.

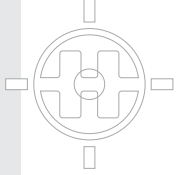


# COMPREHENSIVE DATA TABLE CONTINUED

	Unit of measure	2021	2020	2019	2018
<b>CARBON EMISSIONS</b>					
Carbon emissions – Scope 1	tCO <sub>2</sub> -e	<b>505 575</b>	704 989	695 914	733 138
Carbon emissions – Scope 2	tCO <sub>2</sub> -e	<b>51 539</b>	400 249	257 988	265 085
Total carbon emissions – Scope 1 and 2	tCO <sub>2</sub> -e	<b>557 114</b>	1 105 23	953 901	998 223
Carbon efficiency – carbon emissions per ton of sugar produced	tCO <sub>2</sub> -e/t	<b>0.330</b>	0.645	0.815	0.762
Target – carbon emissions per ton of sugar produced – by 2025 (2021 is the new base year due to more complete fuel consumption data)	tCO <sub>2</sub> -e/t	<b>0.313</b>			
<b>WATER MANAGEMENT</b>					
Water abstracted – mills/factory	m <sup>3</sup>	<b>6 668 223</b>	7 228 899	5 691 921	10 257 723
Water purchased – mills/factory	m <sup>3</sup>	<b>234 301</b>	2 700 508	2 731 589	3 133 456
Water produced – mills/factory	m <sup>3</sup>	<b>7 136 027</b>	7 253 000	7 350 000	6 399 000
Total volume of water input	m <sup>3</sup>	<b>14 038 551</b>	17 182 407	15 773 510	19 790 179
Water exported (sold or provided for free) – mills/factory	m <sup>3</sup>	<b>139 112</b>	76 343	245 553	487 756
Water discharged (scheduled and/or non-scheduled effluent and/or overflows) – mills/factory	m <sup>3</sup>	<b>5 728 294</b>	8 090 901	7 252 266	8 080 488
Total volume of water output	m <sup>3</sup>	<b>5 867 406</b>	8 167 244	7 497 819	8 568 244
Net water consumption – mills/factory	m <sup>3</sup>	<b>1 502 922</b>	1 786 264		
Volume of effluent treated – mills/factory	m <sup>3</sup>	<b>585 179</b>			
Water abstracted – agriculture	m <sup>3</sup>	<b>579 582 876</b>	714 896 206	561 635 137	715 376 467
Water purchased – agriculture	m <sup>3</sup>	<b>328 518 993</b>	426 132 328	395 260 650	342 275 840
Water exported (sold or provided for free) – agriculture	m <sup>3</sup>	<b>7 742 598</b>	3 009 000	8 165 812	6 306 889
Water used for irrigation – agriculture	m <sup>3</sup>	<b>545 032 078</b>	718 562 064	779 544 750	692 618 351
Water discharged (scheduled and/or non-scheduled effluent and/or overflows) – agricultural	m <sup>3</sup>	<b>66 993 353</b>	68 312 150	57 029 962	119 575 369
Net water consumption – agricultural	m <sup>3</sup>	<b>833 365 918</b>	1 069 707 384	886 008 092	921 512 326
Water abstracted – total	m <sup>3</sup>	<b>586 251 099</b>	722 125 105	561 635 137	715 376 467
Water purchased – total	m <sup>3</sup>	<b>328 753 294</b>	428 832 836	397 992 239	345 409 296
Water exported (sold or provided for free) – total	m <sup>3</sup>	<b>7 881 710</b>	3 085 343	8 411 365	2 863 000
Water discharged (scheduled and/or non-scheduled effluent and/or overflows) – total	m <sup>3</sup>	<b>72 721 647</b>	76 403 051	64 282 228	127 655 857
Net volume of water consumed	m <sup>3</sup>	<b>834 868 840</b>	1 071 493 648	886 008 092	921 512 326
Water efficiency – water consumed per ton of sugar produced	m <sup>3</sup> /t	<b>494</b>	647	757	703
Target – water efficiency – water consumed per ton of sugar produced by 2025	m <sup>3</sup> /t	<b>469</b>			
<b>WASTE</b>					
Hazardous waste disposed of at appropriate facilities	tons	<b>184</b>	240	299	539
Hazardous waste efficiency – hazardous waste per ton of sugar produced	kg/t	<b>0.1090</b>	0.1449	0.2553	0.4115
Non-hazardous waste sent to landfill	tons	<b>6 717</b>	9 606	9 371	11 579
Non-hazardous waste efficiency – non-hazardous waste sent to landfill per ton of sugar produced	kg/t	<b>3.975</b>	5.800	8.003	8.839
Scrap metal	tons	<b>2 268</b>	2 639	4 608	5 616
Used tyres	tons	<b>27</b>	57	55	67
Used oil	tons	<b>166</b>	192	4 530	442
Dam sludge	tons	<b>8 780</b>			
Empty containers	tons	<b>45</b>	168	31	42
Pallets	tons	<b>393</b>	2 860	999	249
Plastic	tons	<b>865</b>	789	644	694
Rubber	tons	<b>1 001</b>			
Paper	tons	<b>164</b>	201	267	417
Cane riddling	tons	<b>8 657</b>	10 911	8 650	12 792
Boiler ash/filter cake, maila, smuts	tons	<b>233 672</b>	315 225	320 059	326 926
Fibre exported (sold to third parties for reuse or recycling)	tons	<b>38 450</b>	52 732	25 633	
Recycled waste – other	tons	<b>2 564</b>	12 055	14 460	12 433
Total volume of waste recycled (or reused)	tons	<b>297 050</b>	397 829	356 712	360 841
Percentage of waste disposed of that is sent for recycling (or reuse)	%	<b>97.7</b>	97.6	97.4	96.8
Target – percentage of waste disposed of that is sent for recycling (or reuse) – by 2025	%	<b>100.0</b>			



	Unit of measure	2021	2020	2019	2018
<b>ENVIRONMENTAL EFFICIENCY INVESTMENTS</b>					
Investments in projects to improve energy efficiency	Rand	<b>18 140 418</b>	13 468 441	10 511 215	27 115 607
Investments in projects to improve water efficiency	Rand	<b>14 957 022</b>	333 456	–	18 582 987
Investments in projects to improve waste efficiency	Rand	–	7 646 996	–	–
Total Rand value of investments in projects to improve environmental efficiencies	Rand	<b>33 097 440</b>	21 448 893	10 511 215	45 698 595
<b>ENVIRONMENTAL COMPLIANCE</b>					
Environmental fines and/or non-compliances	number	<b>3</b>	1	0	2
Environmental complaints – Level 1	number	<b>63</b>	98	113	104
Environmental complaints – Level 2	number	<b>0</b>	0	0	0
Environmental complaints – Level 3	number	<b>0</b>	0	0	0
Environmental incidents – Level 1	number	<b>239</b>	222	291	300
Environmental incidents – Level 2	number	<b>5</b>	2	5	1
Environmental incidents – Level 3	number	<b>0</b>	0	0	0
<b>CSI/SED EXPENDITURES</b>					
Corporate social investment (CSI)/Socio-economic development (SED) expenditures	Rands	<b>122 433 239</b>	87 945 856	197 816 242	217 582 787
CSI/SED spend as a percentage of total revenue generated	%	<b>0.82</b>	0.4	0.5	1.2
CSI/SED spend as a percentage of net profit after tax	%	<b>27.05</b>	6.2	(5.6)	(12.4)
Percentage of total CSI/SED spend in South Africa	%	<b>12.0</b>			
CSI/SED spend on arts, sports and culture	Rands	<b>2 727 046</b>	7 307 220	13 126 724	15 908 528
CSI/SED spend on basic needs and social development, including nutrition and/or feeding programmes	Rands	<b>5 258 537</b>			
CSI/SED spend on education	Rands	<b>6 769 128</b>	6 210 711	22 641 793	20 796 479
CSI/SED spend in environmental management projects	Rands	<b>5 483 708</b>			
CSI/SED spend on health, including HIV/AIDS	Rands	<b>99 893 760</b>	51 438 278	84 569 835	103 567 242
CSI/SED spend on Infrastructure Development	Rands	–			
CSI/SED spend on skills development, including adult basic education and training (ABET)	Rands	–			
CSI/SED spend on small business development projects	Rands	–			
CSI/SED spend on other (social support for employees and ad hoc)	Rands	<b>2 301 060</b>			
Enterprise and supplier development spend (i.e. support for small business)	Rands	<b>35 721 923</b>			



# ABOUT THIS REPORT

This *ESG and Climate Change Report* represents a significant milestone in our 18-year history of sustainability reporting, and is the business's attempt to respond to rapidly evolving expectations for environmental, social and governance (ESG) transparency and accountability. This includes:

- Increased interest in ESG performance data from longer-term investor analysts (e.g. pension funds, particularly international funds).
- Increased requests for ESG performance data, systems and controls information, from key customers.
- Increasing frequency and depth of requests for ESG information from local and international ESG analysts such as MSCI, DJSI and other sustainability indexes.
- Increased expectations from a variety of role players for additional transparency and accountability around climate change matters to provide evidence that Tongaat Hulett is actively contributing to addressing global, national and corporate commitments to combatting climate change.
- Increased interest in climate change reporting, specifically with respect to reporting aligned to the reporting recommendations of the TCFD.

For the first time, Tongaat Hulett has chosen to produce a combined *ESG and Climate Change Report* that not only supports the company's full suite of Integrated Annual Reporting documents, but also to provide step change improvements in:

- The depth and breadth of our ESG disclosures via a comprehensive ESG data table placed upfront to assist responsible investment analysts who focus the bulk of their effort on understanding key performance data.
- The way in which case studies within the report are structured around explaining the meaning behind our data.
- The way in which we have chosen to explain, in much greater detail than in prior years, how our commitments to the UN Sustainable Development Goals (SDGs) and the UN Global Compact (UNGC) are linked to specific aspects of our business.
- The setting of specific targets for future monitoring, management and reporting back to our stakeholders.
- Ensuring improved alignment to the TCFD.

This report is the product of a year of intense effort to reinvigorate the way in which sustainability is understood, actively managed, and engrained in as many process improvements as possible. Behind the numerical performance data and the stories that flow from that data, is a collective commitment within the company to identify areas where the health and welfare of our employees and community members, the sustainability of our suppliers, contractors and other partners, and the protection of the natural environment in which we operate can be improved while continuing to focus on shareholder value. As a company with more than 128 years history, we understand the need to respect the interests of our lenders and investors, but not at the expense of the air, water and land we rely on to support the growth and development of the sugar we produce, and the land we develop.

After a year where we refrained from seeking assurance over our sustainability report due to multiple changes within our business, BDO now provides assurance over the reporting outcomes of the rapidly improving policies, procedures, systems and controls that allow Tongaat Hulett to produce a report of this nature.

## SCOPE AND BOUNDARIES

This report reviews Tongaat Hulett following a multi-year process of transformation within the group. With the sale of our operations in Namibia and Eswatini, as well as that of the starch business and the mothballing of our Darnall Mill, the company we present to our stakeholders is a much leaner and more efficient entity. It is this company, as represented in the "Our Business Model" section on page 12 of this report, that we report on for the period of 1 April 2020 to 31 March 2021. The information included in this report covers the activities of the group and all its subsidiaries and aligns with the financial information disclosed in the Integrated Annual Report and Annual Financial Statements.

In some cases, such as with the presentation of Person Hours Worked (PHW), injuries, and injury frequency rates, the decision was taken to include data for all prior operations up to the date of their sale.

## MATERIALITY

The determination of materiality for the purposes of this report has occurred through operation and group specific risk management protocols that were redeveloped and implemented over the past year. This includes the identification of key sustainability matters within the outcomes of audit and risk analyses, Safety, Health, Environment, Quality and Security (SHEQS) materiality reviews, and a more targeted identification and prioritisation of Tongaat Hulett's climate change risks. These processes are discussed in detail in both the Integrated Annual Report and later in this document on page 23.

## MEASUREMENT METHODS AND COMPARABILITY

Following a challenging process to clean up an Excel-based information management system to collect, collate and report key sustainability, this report represents the last year that data will be gathered using these obsolete processes. All data reported as of 1 April of this year will be presented via a custom designed data management system that will improve the accuracy, consistency, completeness and reliability of all of the data we present to our stakeholders. It is our hope that as Tongaat Hulett continues to provide greater access to ESG information, our investors, providers of capital and other stakeholders will begin to use our performance data to gain a better understanding of how Tongaat Hulett plans to remain a going concern.

Due to the significant improvements made throughout the company to provide a greater amount of more complete and reliable data, as well as the reshaping of our corporate footprint, we caution users of this report to consider that not all data will be fully comparable from one year to the next. However, we believe that as we emerge from our process to retool our SHEQS teams, the ultimate comparability of our data will continue to improve.


## RESTATEMENTS

Where data has been updated to reflect increases in knowledge and experience backdated to historical information, notes to stakeholders have been included to specifically highlight and explain why a restatement has occurred. In most cases, re-statements do not reflect a prior error in reporting, but rather access to data that was not previously available at one or more business operations. Prior year data in these cases has been included to improve the quality of performance trend analyses.

## ADDITIONAL RESOURCES

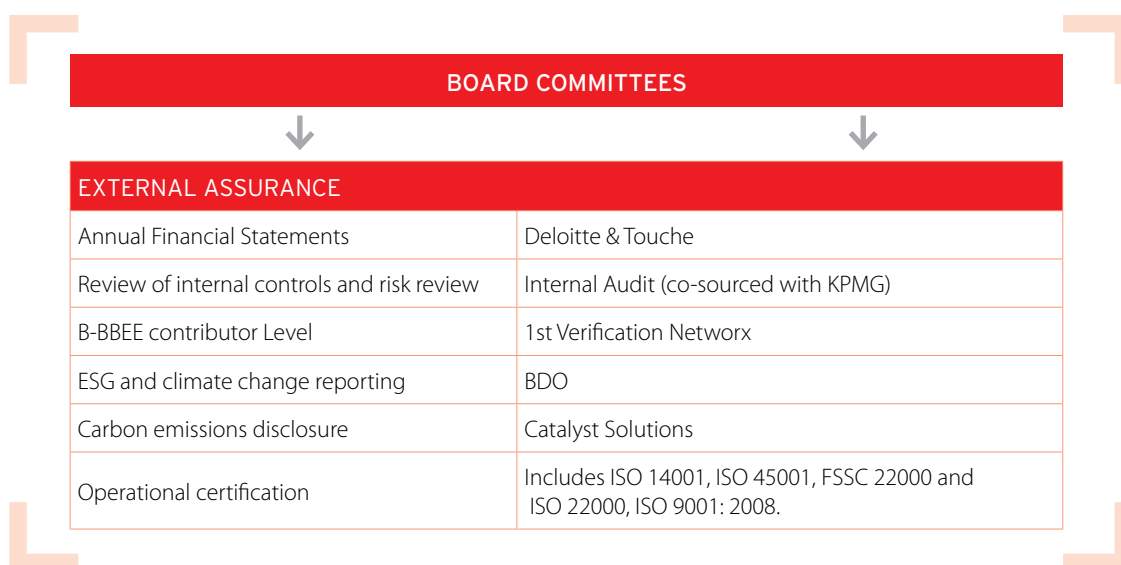
This report sets out to provide a comprehensive overview of our sustainability strategy as well as detailed information on our Human, Social and Relationship, Natural and Intellectual capitals.

We invite you to refer to the full suite of 2021 annual reporting documents and our website for more details on our Financial and Manufactured capitals, as well as our strategic direction and financial performance.

 We also invite you to review our Sustainability Management Framework and related sustainability policies on the Sustainability portal of our website ([www.tongaat.com/sustainability](http://www.tongaat.com/sustainability)).

## ASSURANCE AND APPROVAL


Tongaat Hulett has adopted a combined assurance strategy and framework to provide assurance to the Board on the company's performance in the context of material matters in its operating environment. The Audit and Compliance, Risk, Capital and Investment and Social, Ethics, Health and Safety Committees consider all material matters facing the company to ensure that these are adequately managed and that internal assurance activities are integrated and coordinated efficiently and proficiently. Independent service providers provide external assurance on various elements of the annual reporting suite:



## NAVIGATION

### Suite of reports

The 2021 ESG and Climate Change Report forms part of and should be read in conjunction with a suite of reports published to provide a comprehensive overview of the company, its operations and its prospects. These include:

-  • 2021 Integrated Annual Report ([www.tongaat.com/2021IAR.pdf](http://www.tongaat.com/2021IAR.pdf))
- 2021 Annual Financial Statements ([www.tongaat.com/2021AFS.pdf](http://www.tongaat.com/2021AFS.pdf))

## DIRECTORS' RESPONSIBILITY

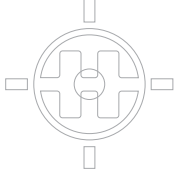
The Tongaat Hulett Board, supported by the Social, Ethics, Health and Safety Committee, has overall accountability for this report. The Committee collectively reviewed the content of this report and confirms that it believes this 2021 ESG and Climate Change Report addresses our material issues and is a balanced and appropriate presentation of the sustainability performance of the group.

The Tongaat Hulett Board approved this report on 22 July 2021.

## REQUEST FOR FEEDBACK

Tongaat Hulett would like to hear from all stakeholders on their views of the 2021 annual reporting suite, including the accessibility of the information provided and opportunities to expand and improve the company's future reporting.

Please contact: Investor Relations, Tongaat Hulett, PO Box 3, Tongaat, 4400, South Africa  
 Email: [investor.relations@tongaat.com](mailto:investor.relations@tongaat.com)  
 Phone: +27 32 439 4366



# ABOUT TONGAAT HULETT



Est. 1892

## TongaatHulett®

### A significant asset base and footprint

SUGAR

**14 Production facilities** across South Africa, Mozambique, Zimbabwe and Botswana

**R14.92 billion** revenue for the 2021 financial year end

**59 000 hectares** land we farm or manage

**1.5 million tons** per annum in sugar production capacity

**40 million litres** per annum in ethanol capacity

**400 000 tons** per annum in animal feed capacity

PROPERTY

**9 600 hectares** of prime commercial land for development

**R30.5 billion** indicative economic developed value of the land

### OUR MARKET LEADING BRANDS

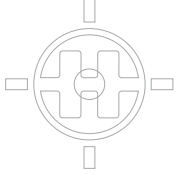


# GEOGRAPHIC FOOTPRINT



KEY

- Offices
- Cane farming
- Sugar mills
- Sugar/ethanol refineries
- Distribution and packaging facilities



# OUR BUSINESS MODEL

As a partner of government and society, our philosophy is to contribute towards improving the prospects of a better life for many, making a substantial, positive impact on transformation, attracting fixed investments, urban spatial integration, supporting food security, youth development, infrastructure establishment and inclusive rural development, to create sustainable value for all our stakeholders.

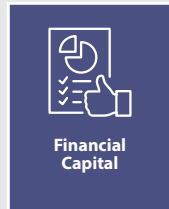
## CAPITALS



Our plants, farmers and infrastructure utilised in production

## INPUTS

Capital expenditure in 2021  
**R505 million**  
(2020: R195 million)



Shareholders' equity and debt funding

**R1.82 billion** cash flow  
(2020: R2.34 billion)  
**R6.57 billion**  
in net borrowings



The skills and expertise of our people

**22 972** people employed  
(2020: 23 347)  
**R24 million** invested in training  
(2020: R35 million)



Our relationship with the community, farmers, governments, suppliers and customers

**R100 million** invested in healthcare\* (2020: R52 million)  
**R122 million** invested in socio-economic development initiatives\* (2020: R88 million)



Our brands and trademarks, knowledge and system experience

2 registered patents  
704 registered trademarks  
44 domains  
Market leading products



The land, water, air, energy and waste utilised in the production process

**606 407 MWh** electricity consumed (2020: 853 420 MWh) of which 74% was self-generated (2020: 55%)  
**834 million m<sup>3</sup>** water consumed (2020: 1.071 billion m<sup>3</sup>)

## ACTIVITIES AND PROCESSES

### RESOURCES AND RELATIONSHIPS: PEOPLE • LAND • COMMUNITIES



**TongaatHulett<sup>®</sup>**  
**Sugar**

**Diversify revenue streams, optimise operations and product portfolio and implement cost reductions**

### PARTNERSHIPS, JOINT VENTURES AND



**Sugarcane farming and supplies**

### Threats and opportunities

- Developmental partnerships with SADC governments
- Economic growth
- Safety, health and environment
- Social sustainability and innovation
- Product innovation
- Socio-economic development and economic development
- Commodity cycles

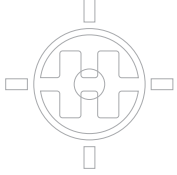
SUPPORTED BY OUR VISION, VALUES AND CODE OF ETHICS



For further detail, refer to the Risk Governance Section of the Integrated Annual Report.

\* Excluding R84 million in COVID-19 assistance





# OUR CONTRIBUTION TO SOCIETY

## Building a relationship with society based on shared value and prosperity

Agriculture and agri-processing are fundamental elements to socio-economic development (SED) in Africa, particularly in the development of rural communities, farming activities, food security and water management, housing and land conversion to development as urban areas expand. This is also linked to the socio-political dynamics of the region. Tongaat Hulett actively plays its role in the nexus of these dynamics.

### VALUE PRESERVATION

- Safeguarding our employees and communities against COVID-19.
- Ongoing capital investment on our assets.
- Safety, Health, Environment, Quality and Food Safety – adherence to ISO 45001, ISO 14001, ISO 9001, ISO 22000 and FSSC 22000.
- Investing in our brands.



### OUR TRADE-OFFS TO MAXIMISE LONG-TERM VALUE CREATION

In the process of creating value, we often have to make trade-offs. These include:

- Reducing debt and ensuring financial stability by selling quality assets like the starch operation.
- Prioritising the protection of the environment for future generations over short-term profits.



## 1 VALUING OUR EMPLOYEES

Tongaat Hulett views its employees as one of its key assets. We contribute to their well-being by providing:

- Job security.
- Primary healthcare.
- Training, education and development.
- Housing.



For further detail, refer to the Human Capital section.

## 2 GROWING VALUE FOR PROVIDERS OF CAPITAL

- Attractive investment opportunities.
- Good progress to date in turnaround strategy.
- Solid growth prospects.
- Strong governance.



For further detail, refer to Our Shareholder Proposition on page 14 of the Integrated Annual Report.

## 3 IMPLEMENTING CONTINUOUS INNOVATION

- Renewable energy alternatives.
- Practical upliftment projects.
- Continuous product innovation.
- Technologies with substantially reduced energy requirements.
- Developing tools and measures to upskill small-scale farmers.
- Alternate financing options for land development.

## 4 ASSISTING GOVERNMENT AND SOCIETY

Tongaat Hulett forms collaborating relationships to:

- Develop aspiring farmers in rural and economically deprived areas.
- Provide infrastructure.
- Attract fixed investment.
- Provide urban spatial integration.
- Strategic transformation partnership projects.



For further detail, refer to the Social and Relationship Capital section.

## 5 SUPPORTING CITIZENS AND COMMUNITIES

Tongaat Hulett actively participates in communities to provide:

- Rural development.
- Food security.
- Education and youth development.
- Economic transformation.
- Infrastructure.
- Primary healthcare.



For further detail, refer to the Social and Relationship Capital section.

## 6 BEING A RESPONSIBLE CORPORATE CITIZEN

- Rigorous and transparent corporate governance practices.
- Responsible environmental practices and environmental education.



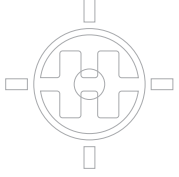
For further detail, refer to the Corporate Governance section of the Integrated Annual report.

## 7 PROVIDING VALUABLE FOOD SOURCES AND TRUSTED QUALITY BRANDS

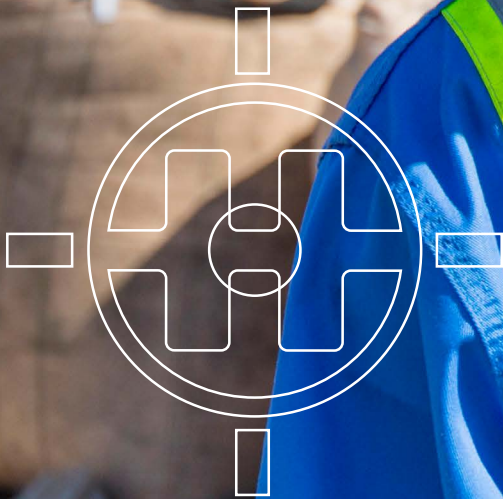
- Leading brands in all the regions in which we operate.
- Providing essential ingredients to food manufacturers.

# Value creation

Millions of people are directly impacted by the sugar industry in the SADC region



# OUR APPROACH





18	APPROACH TO SUSTAINABILITY
19	CLIMATE CHANGE AND SUSTAINABILITY GOVERNANCE
22	MEDIUM-TERM ESG STRATEGY
23	OUR MOST MATERIAL ISSUES
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38	UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS FOR 2021



# APPROACH TO SUSTAINABILITY

There is increasing demand from investors for more robust data on ESG performance to inform their capital allocation decisions. Focus on ESG considerations is also mounting from customers, who are increasingly looking to confirm social and environmental responsibility in their supply chains, often to the extent of conducting supplier audits to ensure compliance to their own requirements.

As Tongaat Hulett's focus shifts to cementing the longer-term sustainability of the group, the ESG agenda is receiving renewed focus and a new sustainability management framework has been introduced. We are committed to moving beyond compliance and reporting to effectively demonstrating how ESG matters are embedded in the organisation to manage risk and improve operational efficiency.

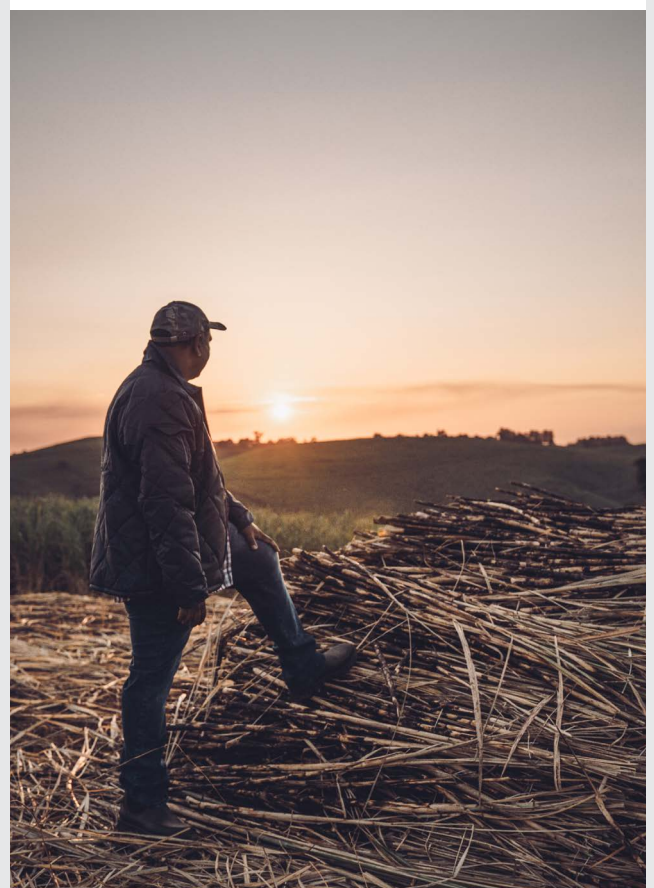
Our sustainable development initiatives and processes are aligned to Tongaat Hulett's new strategy and values, and play an integral part in achieving our vision and mission. Our approach to ESG is informed by consistent engagement with a broad range of stakeholders and by relevant ESG guidelines and protocols including the UN Declaration of Human Rights.

## CHALLENGES ENCOUNTERED IN THIS PERIOD

- Twenty deaths at our operations, of which one was work related, seven non-work related and 12 related to third-parties.
- The COVID-19 pandemic and impact of the lockdown.
- Debt reduction and further restructuring.
- Material adverse change (MAC) dispute delayed sale of starch and glucose business.
- Loss of sugar at our South African sugar refinery.
- Community unrest at the Darnall Mill.

## FOCUS AREAS FOR 2022

- Zero fatalities and improved health and safety performance.
- Further progress with the debt reduction programme.
- Improving our ability to access attractive and strategically important markets.
- Investing in new capabilities to enable high performance and a future fit organisation.
- Ongoing business transformation to enable operational excellence, increased efficiency and improved customer service.
- Extending our business intelligence ability to enable data driven decision making and agility.



# CLIMATE CHANGE AND SUSTAINABILITY GOVERNANCE

As with all risks, sustainability is a critical influencer of short-, medium- and long-term success within Tongaat Hulett, and as with all risks, sound corporate governance principles are at the heart of our strategy for managing the impacts we believe climate change and other sustainability matters could potentially have on our business. Empowering a dedicated team of experts to implement effective policies, procedures, systems and controls to identify, prioritise, mitigate and report on sustainability risks and opportunities, Tongaat Hulett strives to protect shareholder value. To manage this process, responsibility for sustainability and climate change risk is omni-directional, flowing up from the shop floor to the Board, and down again through group, country and site management structures, while also flowing reciprocally between Tongaat Hulett and its customers, suppliers, contractors, communities and other key stakeholders.

## BOARD RESPONSIBILITY

- It is the duty of the Board to provide guidance and ultimate control over how the company manages sustainability-related risks and opportunities, inclusive of Human Capital. The responsibility for evaluating plans to mitigate specific risks, or to harness the potential of new opportunities, falls within the Board's remit to approve, monitor and evaluate the success of all changes to business processes deployed in response to climate change.
- As a stand-alone committee of the Board, the Social, Ethics, Health and Safety Committee (SEHSC) is specifically tasked with ensuring that an appropriate set of skills and experience are available to Tongaat Hulett to ensure that an appropriate strategy, coupled with effective performance metrics and targets, is in place to monitor and manage current and/or potential sustainability impacts.

Meeting at least thrice annually, the SEHSC is chaired by David Noko (appointed with effect from 1 July 2020) who is now the Lead independent non-executive director.

The SEHSC has monitoring, oversight and decision-making responsibilities for all matters pertaining to risk, but more specifically with respect to safety, health and environmental risks, inclusive of potential climate change impacts and opportunities. As per its terms of reference, available on our website, the SEHSC has specific sustainability responsibility for matters including:

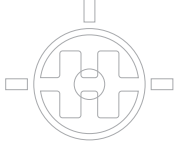
- Approve and revise the Sustainability Management Strategy and Framework in relation to sustainability material issues.
- Approve the environmental targets and monitor the implementation thereof.
- Consider and recommend for approval to the Audit and Compliance Committee, the reporting on sustainability issues pertaining to the Integrated Annual Report, ESG Report and Climate Change Report.
- Advise management of ways and means to improve the effectiveness of its sustainability, social and ethics policies and practices and the setting of targets and timeframes in relation thereto.
- Report to the Board on the status of social, ethics and sustainability issues.
- Monitor compliance with the requirements set for inclusion in the various sustainability indexes and recognised surveys, and make appropriate recommendations if and when required.
- Consider substantive national and international regulatory and technical developments in all fields relevant to the company's identified sustainability material issues.
- Facilitate participation, cooperation and consultation on sustainability matters of governments, national and international organisations, national authorities, other companies and other relevant bodies.
- Facilitate and monitor ongoing collaboration between the Risk, Strategy, Stakeholder Management and Sustainability functionalities.

The SEHSC is responsible for ensuring effective monitoring, oversight and decision-making with respect to all relevant policies and procedures, inclusive of the following (available on [www.tongaathulett.com/governance-and-sustainability/sustainability/](http://www.tongaathulett.com/governance-and-sustainability/sustainability/)):

- Climate Change Policy
- Human Rights Policy
- Responsible Land Use Policy
- Responsible Sugar Consumption Policy
- Stakeholder Relationship Management Policy
- Sustainability Management Framework
- Sustainable Sugar Policy

In addition, our Code of Conduct and Business Ethics can be found on [www.tongaathulett.com/governance-and-sustainability/governance/](http://www.tongaathulett.com/governance-and-sustainability/governance/)





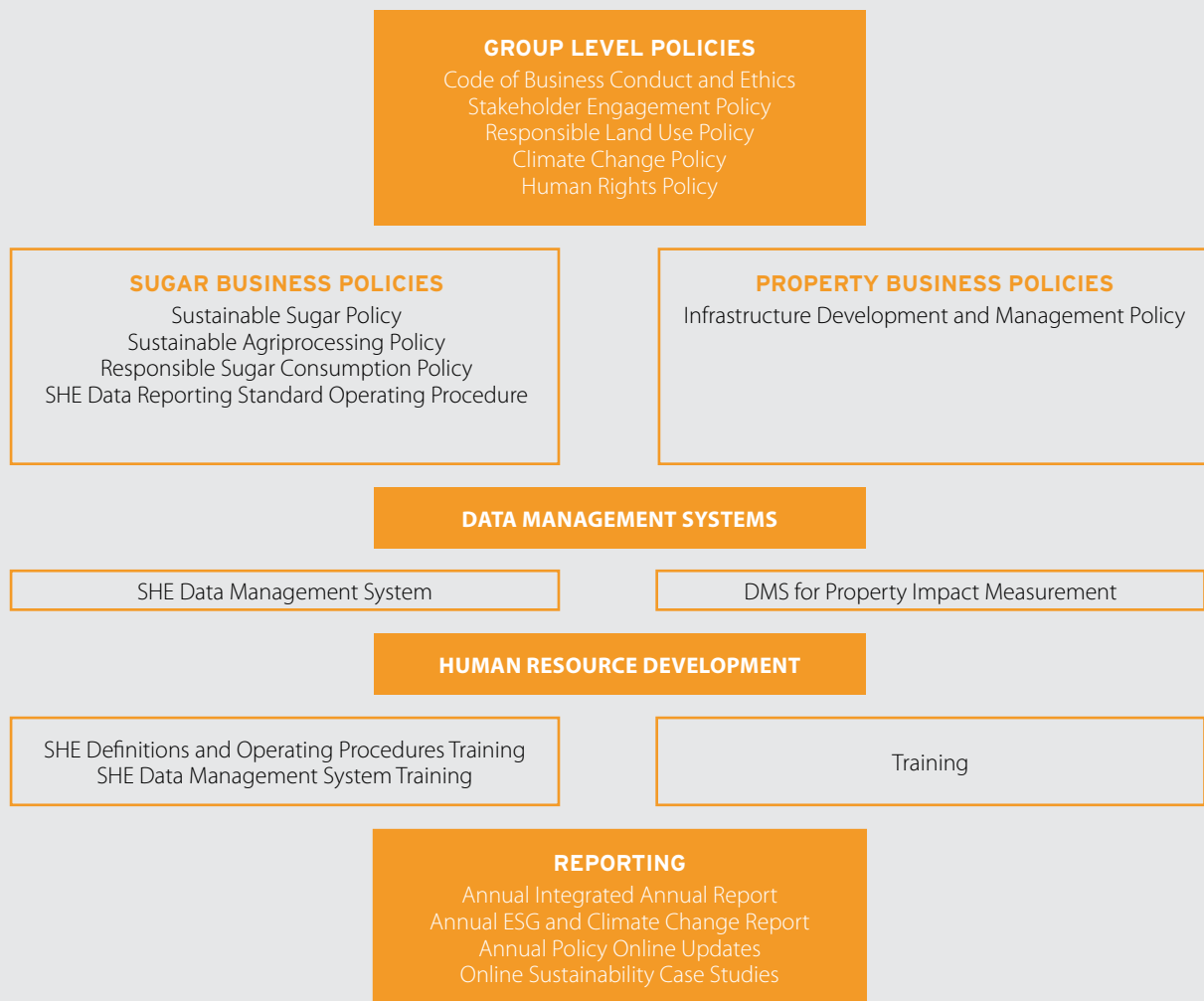
# CLIMATE CHANGE AND SUSTAINABILITY GOVERNANCE CONTINUED

## CORPORATE OBJECTIVES

Tongaat Hulett has aligned its business activities to ensuring that we continue to maximise our short-, medium- and long-term economic viability while maximising positive impacts on the development of our employees, community members, and various other stakeholders, and while minimising negative impacts on air quality, water scarcity and/or quality, appropriate land use and waste management, and while maintaining our commitment to zero health and safety harm throughout our operations.

## CORPORATE COMMITMENTS

- We will manage our income and expenses to maximise revenue and profits on behalf of our shareholders and other critical stakeholders.
- We will deploy internal and external audit capacity to monitor, measure and report on cost containment and revenue maximisation at both the business unit and corporate level.
- We will monitor, measure and report on the our environmental, social and governance impacts and performance.
- We will reduce our energy intensity (energy consumption per ton of sugar produced) by 5% by 2025.
- We will improve our water efficiency (water consumed per ton of sugar produced) by 5% by 2025.
- We will engage stakeholders in a regular and impactful manner, and ensure that concerns are escalated to the Board.
- We will meet or exceed all legal and regulatory requirements in a proactive and effective manner.
- We will ensure that the policies, procedures, systems and controls are in place to achieve or exceed our sustainability objectives on an ongoing basis.
- We will ensure that the suppliers of goods and services to the company are duly informed of the company's policies, as well as their need to comply with these policies, inclusive of the potential to be subjected to contractor compliance audits from internal and/or external auditors.
- We will seek external assurance over all relevant impacts, inclusive of integrated annual reporting, to confirm the accuracy, consistency, completeness and reliability of the information we provide to our stakeholders through our ongoing stakeholder communications.



## MANAGEMENT RESPONSIBILITY

Ultimate responsibility for the day-to-day management of ESG and associated risks resides with the executive committee (Exco) at the group level, in the capacity of the group executive for Business Assurance. The group executive for Human Resources (HR) is similarly responsible for the management of all Human Capital risks, opportunities and developmental requirements. The group Company Secretary is responsible for the management of governance related risks.

At the country/operational level the country executive for Business Assurance – reporting into the country head and to the group executive for Business Assurance – is responsible for sustainability, while the country HR executive – reporting into the country head and to the group executive for HR – is responsible for all Human Capital matters. The in-country company secretaries are responsible for the management of governance related matters and report into the group Company Secretary.

The extent to which executives are held accountable for the safety, health and development of the Tongaat Hulett workforce has escalated in recent years, with remuneration being impacted by specific performance targets within short- and long-term incentive programmes (STI/LTI). For example, a significant proportion of bonuses are now linked to annual targets for the number of person days lost due to injuries on duty (IODs), while both STI and LTI plans are directly linked to the recently established targets to improve energy, carbon and water efficiency throughout the group (excepting for year one of all new targets).

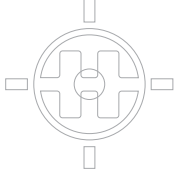
## AUDIT AND ASSURANCE

The Safety, Health and Environment (SHE) team underwent a process of significant change and improvement over the past year, seeking to move from being a data gathering and reporting function, to one of greater oversight and support for sustainability performance within the operations. This began with a review of all SHE policies, procedures, systems and controls, moving further to the development of a soon-to-be implemented sustainability data management system that has been custom designed for our unique environment. The roll out of this system will be combined with Tongaat Hulett's most rigorous training and development programme for the SHE teams at each operation, coupled with a process of identifying where additional skills and capacity need to be developed to manage the increasingly complex nature of ESG management and reporting.

To improve the reliability and comparability of Tongaat Hulett's ESG data, the ESG team conducts regular site visits to the operations to perform internal audit reviews of site-specific information. This includes adjusting standard operating procedures to accommodate for challenges some sites may face in obtaining or verifying performance data. Where necessary, the ESG team will call upon Internal Audit to investigate specific performance data challenges.

To maximise the accuracy, consistency, completeness and reliability of all of the group's ESG data, Tongaat Hulett continues to engage an independent third-party assurance provider on an annual basis. As of the 2021 financial year, this service is provided by BDO.





# MEDIUM-TERM ESG STRATEGY

Tongaat Hulett has made considerable progress with its turnaround strategy since it was implemented in 2019. The strategy comprises 12 management initiatives that also drive the medium-term ESG strategy. In the year under review the company concluded the sale of its starch and glucose business to Barloworld for R5.35 billion, disposed of the Namibian packaging operation and received the proceeds from the sale of the Tambankulu Estate in Eswatini. The group's strategic transformational partnerships, while decelerated by COVID-19, continue to be progressed.

Our medium-term ESG strategy encompasses the following:

## COVERAGE AREAS

**Strengthening the current base | Expanding positive impact | Delivering measurable value to society, at scale**

CAPABILITIES	KEY SUSTAINABILITY OBJECTIVES
<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Human Capital</li> <li>• Governance and risk</li> <li>• Efficiency</li> <li>• Innovative products and processes</li> <li>• Stakeholder partnerships</li> <li>• Supporting sustainable societies</li> </ul>	<ul style="list-style-type: none"> <li>• Developing management capacity on ESG</li> <li>• Creating operational and resource efficiencies</li> <li>• Ensuring a safe work environment</li> <li>• Meeting food safety standards</li> <li>• Advancing specialised skills and graduate development programmes</li> <li>• Promoting diversity and transformation</li> <li>• Cultivating strategic and preferential procurement</li> <li>• Managing water resources and increasing efficiency</li> <li>• Managing risk and opportunities associated with climate change</li> <li>• Playing an active role in the renewable energy sector in the region</li> <li>• Training and support for private farmers, including youth and rural sugarcane farming communities, on land use and better farming practices</li> <li>• Creating sustainable cities, towns and rural settlements in partnership with local authorities</li> </ul>

## EXISTING COMPANY MEMBERSHIPS (TO 31 MARCH 2021)



**NATIONAL BUSINESS INITIATIVE (NBI)**



**CONFEDERATION OF ZIMBABWE INDUSTRIES (CZI)**



**UNITED NATIONS GLOBAL COMPACT (UNGC)**



**SOUTH AFRICAN SUGAR ASSOCIATION (SASA)**



**CONFEDERATION OF ECONOMIC ASSOCIATIONS - MOZAMBIQUE (CTA)**



**BUSINESS UNITY OF SOUTH AFRICA (BUSA)**



**ZIMBABWE NATIONAL CHAMBER OF COMMERCE (ZNCC)**



**ZIMBABWE SUGAR ASSOCIATION (ZSA)**



**ASSOCIATION OF MOZAMBIQUE SUGAR PRODUCERS (APAMO)**



**INSTITUTE OF DIRECTORS ZIMBABWE (IODZ)**



# OUR MOST MATERIAL ISSUES

The determination of ESG and climate change materiality occurs through the operations and group-specific risk management protocols that were redeveloped and implemented over the past year.

This includes the identification of key sustainability matters within the outcomes of audit and risk analyses, SHEQS materiality reviews, and a more targeted identification and prioritisation of Tongaat Hulett's climate change risks.

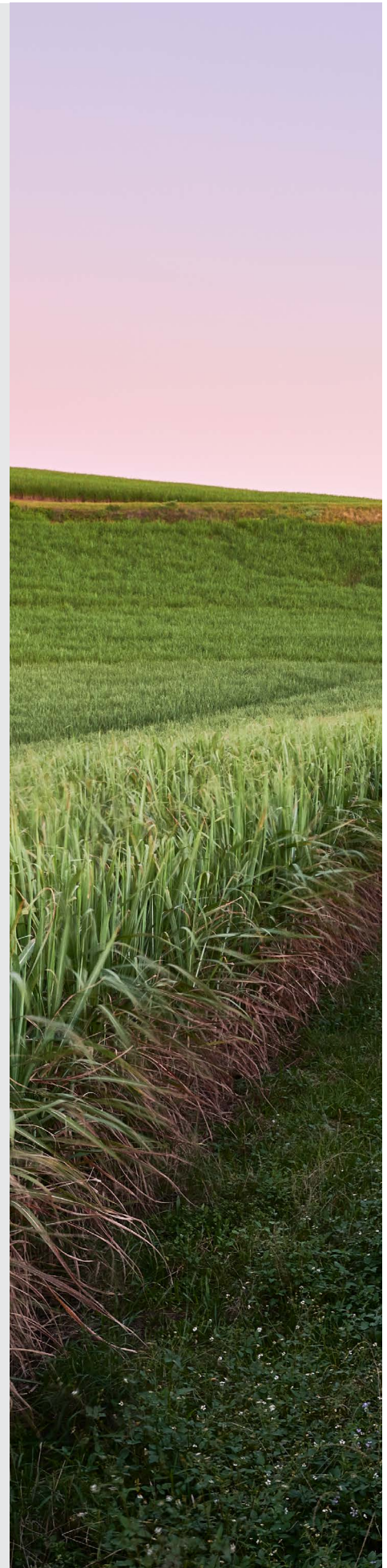
Our primary sources of materiality information come from a combination of both internal and external stakeholder engagement. Through daily management meetings and toolbox talks with employees a variety of issues are discussed, where those deemed to be of a greater frequency and/or severity are prioritised within the site-specific risk mapping processes. The same process occurs with our regular interactions with key stakeholders at the local, regional, national and international level, noting that materiality can include either internal or external issues and/or a combination of both. An example of this is the risk related to water which is considered to be a material risk for the business.

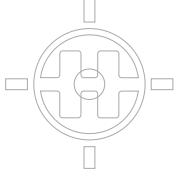
Tongaat Hulett's operations and its suppliers of sugarcane are high users of water and therefore this natural resource is very important to the business. The need to engage with key stakeholders who are users of water in and around our operations, as well as the predicted increases in periods of drought due to climate change are some of the reasons why water is regarded as one of the business's most material issue.

Resulting from our determination process, our most material issues (in order of appearance in this report) are noted below:

- COVID-19
- Human Capital management
- Training and development
- Benefits
- Ethics
- Health and Safety
- Transformation, localisation and the upliftment of women
- Stakeholder relationships
- Sustainable agriculture
- Human rights and child labour
- Supply chain
- Food safety
- Intellectual property
- Product responsibility
- Land management
- Waste management
- Water
- Air (including carbon emissions)
- Climate change

This report is structured in such a way as to provide greater detail, inclusive of quantitative data to measure our performance, in each of the relevant sections, as defined by the IIRC <IR> Framework.





## OUR MOST MATERIAL ISSUES CONTINUED

### CASE STUDY

#### CASE STUDY: TONGAAT HULETT'S COVID-19 RESPONSE

The World Health Organization (WHO) first declared COVID-19 a world health emergency in January 2020 and the pandemic rapidly evolved into a global public health crisis. Around the world, governments adopted policies to lock down economic and social activities to contain the spread of the virus. The effect on industry was severe due to the impact of import and export controls, border closures that prevented the movement of people, disruption of supply chains, production halts, reduced consumer spending arising from large-scale job cuts and business closures and the subsequent decline in revenue generation.

Sugar production was classified as an essential service and Tongaat Hulett was permitted to operate through all levels of the lockdowns in all its countries of operation. Very early in the process, we set up a COVID-19 war room to coordinate the company's response and a Business Continuity Plan (BCP) was put into place to address the emerging economic and social challenges, and to ensure continuity of operations.

The BCP focused on three priority areas:

#### HEALTHY PEOPLE | HEALTHY COMPANY | HEALTHY COMMUNITY

Our primary objective was to ensure that we protected the health of our employees and in so doing, secured the health of the company. We also recognised that the health of key stakeholders such as contractors and the communities around our operations could have a direct impact on the health of our people and the company. Particularly in Zimbabwe and Mozambique, our operations are deeply integrated with local communities and many of our employees live in these communities. Supporting the health of the people in local communities therefore reduces the risk of infection for our people and the resulting risk to the company.

#### HEALTHY PEOPLE

Our approach to Healthy People included both proactive (preventative measures) and reactive (responses in cases of infection) components. These included:

- Limiting the number of employees physically present at our operations to only those critical to keep operations running and restricting personal and work-related travel.
- Categorising each job in the company by COVID Risk Level (CRL) to assess the risk of exposure for every employee.
- Identifying and implementing appropriate interventions based on each individual's CRL, including daily pre-shift screening, work environment adaptation such as removal of at risk access control systems and insertion of Perspex barriers, and provision of adequate risk appropriate Personal Protective Equipment (PPE) and sanitisers.
- Capacitating non-essential staff to work from home, including a significant investment in IT capabilities to ensure that people could continue to engage with others remotely.
- Prioritising well being through a Certificate of Fitness process that, through a medical examination and blood tests, identified specific comorbidities and other individual vulnerabilities, such as age profile. This established the Vulnerability Status of all employees in terms of COVID-19 so that their individual risk could be appropriately managed. It also provided support to individuals with uncontrolled comorbidities to better manage their conditions and improve their overall quality of life. In addition, roles and locations within the organisation were changed where necessary, to ensure employee safety.
- Conducting return-to-work screening following the Christmas break where all staff underwent screening and those deemed "at risk" were tested.
- Identifying where specific Human Capital skills and capacities needed to be improved to respond to the ongoing management of CRL. This included:
  - workplace COVID-19 response protocol training;
  - training on antibody, antigen and PCR testing\*<sup>1</sup>; and
  - recruitment of additional medical practitioners, doctors, nurses, laboratory scientists and nursing aides.
- Capacitating health services to deal with possible cases through additional facilities and/or equipment, including:
  - developing and equipping seven isolation centres at hospitals in Zimbabwe;
  - ensuring availability of oxygen by installing an oxygen bulk storage tank and air compressor to pipe oxygen to 40 beds at Triangle Hospital in Zimbabwe;
  - installing oxygen generators at Xinavane (Mozambique) and Hippo Valley (Zimbabwe);
  - donating PPE to community clinics and hospitals in Zimbabwe and Mozambique;
  - procuring and donating ancillary equipment, including ventilators and monitoring equipment (e.g. pulse oximeters) in Zimbabwe and Mozambique;
  - installing PCR testing\* infrastructure at Triangle Hospital in Zimbabwe. The facility is WHO accredited;
  - providing rapid test kits at each work site to screen suspected cases and high-risk individuals;
  - in-house design and development of the Tongaat Hulett Bucket Breathing Aid (CPAP Breathing System) to address the shortage of ventilators; and
  - in-house development of Tongaat Hulett Aerosol Boxes to provide additional protection to medical practitioners during assessments (based on an existing design).

\* PCR equipment and PCR testing training were only provided in Zimbabwe as these facilities and capabilities were not available in public health facilities in the region.

## HEALTHY COMPANY

Tongaat Hulett's BCP successfully ensured that our operations could continue to function through lockdown despite the impact of the pandemic. It included:

- ensuring the adequacy of critical supplies for the various phases of lockdown;
- critical staff planning to ensure business continuity;
- succession planning if critical staff were incapacitated by the virus; and
- continuous and transparent stakeholder communication.



## HEALTHY COMMUNITY

We recognised the need to support Healthy Communities and implemented several initiatives including:

- providing access to COVID-19 testing for members of local communities, particularly in Zimbabwe and Mozambique;
- providing PCR testing\* support to government in Zimbabwe, where access to PCR testing\* was otherwise unavailable in the local area;
- improving access to potable water for communities by providing additional water storage tanks in villages and schools, as well as developing a new water treatment facility at Triangle (Zimbabwe);
- donations to government to help develop and equip seven isolation centres at government hospitals in Zimbabwe;
- 740 000 litres of sanitiser donated: 250 000 to South Africa, 410 000 to Zimbabwe and 80 000 to Mozambique, for use in health facilities;
- providing PPE to community clinics and hospitals in both Zimbabwe and Mozambique;
- developing and supporting community awareness campaigns, including educating people about appropriate interventions;
- donating PPE to schools and communities;
- conducting sanitisation of schools in Zimbabwe, Mozambique and South Africa before learners returned to classes, particularly for schools where a significant number of COVID-19 cases had been identified;
- distributing food (nutritional support) in and around Tongaat, north of KZN;
- partnering with the Red Cross to distribute food parcels in communities around all sugar and starch milling operations in South Africa; and
- implementing a vaccine roll-out in Zimbabwe, to be rolled-out in both Mozambique and South Africa in the 2022 financial year.

### Successes and learnings:

- daily screening for all employees and visitors at all Tongaat Hulett sites was implemented before the end of March 2020 and is ongoing;
- rapid response to equipment and facility requirements to ensure management and treatment of COVID-19 cases;
- developing and rolling out COVID-19 communication protocols to maximise employee, contractor and other stakeholder awareness of the risk, and to keep them informed regarding how the company was responding to the pandemic;
- 18 857 people tested as part of the certificate of fitness process;
- all employees screened as part of the return-to-work programme in January 2021, with 143 employees identified as COVID-19 positive through this process;
- tragically our business suffered 20 deaths as a consequence of COVID-19 while 1 049 infections were reported by the business as at 2 May 2021 resulting in a 0.19% mortality rate since the start of the pandemic;
- contact tracing occurred for all positive cases; and
- a total investment of R84.21 million was made by the company in COVID-19 preparedness and response during the financial year ended 31 March 2021.



# RESPONDING TO THE SUSTAINABLE DEVELOPMENT GOALS



**THE GLOBAL GOALS**  
For Sustainable Development

Tongaat Hulett is committed to supporting our government's commitment to the SDGs, in all countries in which we operate, and participating in all associated initiatives.

The company uses guidance from the industry bodies, such as the National Business Initiative (NBI) to inform internal and external stakeholders of our commitments, and to measure our performance against 14 of the 17 SDGs where we view an alignment of potential impacts.

The SDGs are an effective blueprint for the global community to achieve a more sustainable future for all persons, regardless of gender, race, geographic location and/or historical patterns of SED. They have been designed to address global challenges like human suffering, poverty, inequality in income and access to education, healthcare and other related services, climate change and environmental degradation, peace and justice. Although an ambitious objective, the overarching objective is for the SDGs to be achieved by 2030, so that all persons – created equally – are to be given access to shared opportunities and basic human rights.

The UN published the 17 SDGs (and 169 SDG-specific targets) in 2015, creating a call to collective action that aims to transform the world by 2030. While the focus tends to be on how countries and their governments fare relative to the SDGs, it is important for all governments to seek support from the business sector to share in the responsibility of achieving the goals.



The SDGs provide an integrated view of development that is being used to inform implementation of Tongaat Hulett's inclusive growth and development strategy.

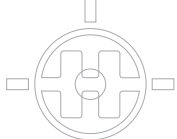
Tongaat Hulett's operations contribute to many of the goals. In some cases, our efforts to help achieve the goals and/or targets are active, in that we have specific programmes that are designed, at least in part, to address one or more of the targets. In other cases, our involvement can be deemed passive, in that our impact on an SDG and/or a specific target is a matter of happenstance.

In the past year, Tongaat Hulett has worked to strengthen our commitment to the relevant SDGs, with leadership from the Exco assisting with efforts to focus more specifically on how Tongaat Hulett does, or can, contribute to global development at a local level.

The following table identifies which goals and targets are relevant in the context of the company, as well as our progress thus far and, where available, what specific targets have been set.



		PROGRESS TO DATE	TARGETS
<b>REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES</b> 			
Target 1.1	Eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.90 a day.	Current Income Disparity Ratio is 59:1 (69.6:1 in 2020). Wages at all operations exceed minimum wage standards set by government.	No specific target has been set.
Target 1.5	Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	Company established disaster recovery plans, particularly in remote areas, which are fully inclusive of communities and the poor.	No specific target has been set, beyond values and corporate commitment to treating communities with dignity and respect.
<b>END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION, AND PROMOTE SUSTAINABLE AGRICULTURE</b> 			
Target 2.1	End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	SED programmes include some focus on food security. During FY2021, thousands of food and nutritional support parcels were distributed in COVID-affected communities.	No specific target has been set, beyond values and corporate commitment to treating communities with dignity and respect.
Target 2.2	End all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.	SED programmes include some focus on food security. Company-owned hospitals and clinics regularly survey for nutrition-based illness.	No specific target has been set, beyond values and corporate commitment to treating communities with dignity and respect.
Target 2.4	Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality.	A key focus of agricultural operations continues to ensure the long-term viability of land under management, inclusive of ensuring protection against soil erosion, flooding and soil quality.	No specific target has been set.
Target 2.5	Maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to and fair and equitable sharing of, benefits arising from the utilisation of genetic resources and associated traditional knowledge as internationally agreed.	Tongaat Hulett works with in-house, industry sector, and academic experts to develop and maintain cane varieties that are best suited for current and future growing conditions. All research is duly shared were not deemed a competitive threat.	Ensure 100% of all scientific and agricultural knowledge is duly protected for long-term viability. Protect 100% of agricultural intellectual property.



# RESPONDING TO THE SUSTAINABLE DEVELOPMENT GOALS CONTINUED



## ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

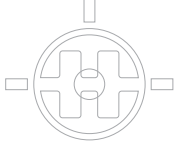
		PROGRESS TO DATE	TARGETS
Target 3.1	Reduce the global maternal mortality ratio to less than 70 per 100 000 live births.	Access to medical facilities and personnel, particularly at more remote operations where government services are limited, seeks to reduce maternal mortality as a core component of medical objectives.	No specific target has been set.
Target 3.2	End preventable deaths of newborns and children under five years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under five mortality to at least as low as 25 per 1 000 live births.	Health and medical facilities, particularly at more remote locations continue to combat infant and child mortality rates, particularly from treatable diseases such as malnutrition and diarrhoea.	No specific target has been set, however the company is committed to contributing through the construction and capacitation of clinics.
Target 3.3	End the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	Clinics and hospitals screen, test, treat and seek to prevent diseases among employees and community members.  Stakeholder engagement and corporate communication efforts regularly include matters of health and disease prevention in messages to workers and communities.	No specific target has been set.
Target 3.4	Reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. This would include cardiovascular disease, cancer, diabetes or chronic respiratory disease and suicide.	In January 2021, more than 18 000 employees were screened for various illnesses within a Certificate of Fitness programme linked to the management of COVID-19. More than 100 employees were identified as at risk health cases to be further monitored.	The goal is to ensure that all employees in Zimbabwe and Mozambique (where local health facilities do not exist in sufficient capacity) are screened for Certificate of Fitness testing on an annual basis, with at risk cases progressing to regular monitoring.
Target 3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.	All health practitioners, supervisors and managerial staff have been duly trained to monitor for potential cases of substance abuse within the workforce, and cases are escalated to doctors for assessment and treatment.  Corporate communication efforts regularly include the prevention of substance abuse in messages to workers and communities.	No specific target has been set.
Target 3.6	Halve (50% less) the number of global deaths and injuries from road traffic accidents.	A spike in vehicle accidents using company-owned vehicles, or private vehicles on company land occurred during the 2020 financial year resulting in measures designed to curb traffic accidents, particularly in Mozambique, where roads are often inadequately maintained.	Target is to reduce vehicle incidents to fewer than 100 per annum.
Target 3.7	Ensure universal access to sexual and reproductive healthcare services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.	Access to medical facilities and personnel, particularly at more remote operations where government services are limited, seeks to improve access to sexual and reproductive healthcare services for employees, their families and community members.	No specific target has been set.

	PROGRESS TO DATE	TARGETS
<b>ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL</b>		
Target 4.1	<p>Ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to a relevant and effective learning outcome.</p> <p>SED programmes continue to support primary and secondary schools throughout the group, but particularly at operations in Mozambique and Zimbabwe where access to government schools is limited.</p> <p>R6.7 million was contributed to primary and secondary education in FY2021 (R6.2 million in FY2020).</p>	<p>No less than 5% of the SED budget is directed towards educational support on an annual basis.</p>
Target 4.2	<p>Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.</p> <p>Support for Early Childhood Development (ECD) is a core focus area throughout the company, particularly at operations in Mozambique and Zimbabwe where access to government facilities is limited.</p>	<p>No specific target has been set.</p>
Target 4.3	<p>Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p>FY2021 Employees trained Number of people trained 8 760 Number of artisans 560 Number of graduates 760 R23.8 million spent on training</p>	<p>Targets for FY2022 Number of people trained 1 543 Number of artisans 75 Number of graduates 49 Budget of R35 million</p>
Target 4.4	<p>Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p> <p>As per above, the company invests heavily in Human Capital development, at least in part to ensure sustainability of future leaders for internal promotion.</p> <p>This is of critical importance in Mozambique, where access to skills development training is lower than in Zimbabwe or South Africa.</p> <p>Enterprise Development (ED) in support of entrepreneurs is another way in which skills and capacity are enhanced.</p> <p>R35.7 million spent on ED.</p>	<p>Targets for FY2022 Number of people trained 1 543 Number of artisans 75 Number of graduates 49 Training budget of R35 million</p>
Target 4.5	<p>Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.</p> <p>Training and development opportunities are often allocated specifically to women, persons with disabilities and previously disadvantaged individuals to correct historical norms.</p> <p>21% of trainees were female Eight trainees were persons with disabilities.</p>	<p>No specific targets have been set thus far.</p>
Target 4.6	<p>Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.</p> <p>Low literacy levels in Mozambique require specific HCD and SED attention on an annual basis.</p> <p>Specific progress data is not currently available.</p>	<p>Systems to improve literacy training data are to be implemented in FY2022.</p>
Target 4.7	<p>Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.</p> <p>Sustainability training at the group level began in FY2021, focussing specifically on personnel in the ESG department.</p>	<p>Sustainability training in FY2022 will be rolled out at the operations level.</p> <p>Group Communications, in partnership with group ESG will implement no fewer than four sustainability awareness campaigns in FY2022.</p>

4

QUALITY EDUCATION





# RESPONDING TO THE SUSTAINABLE DEVELOPMENT GOALS CONTINUED



## ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

### PROGRESS TO DATE

### TARGETS

	PROGRESS TO DATE	TARGETS
Target 5.1	<p>End all forms of discrimination against all females everywhere.</p> <p>Routing out all forms of discrimination is embedded in our Code of Ethics and Human Rights policies.</p> <p>Zero cases of gender discrimination were raised in FY2021.</p>	Zero tolerance for all forms of discrimination.
Target 5.5	<p>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>29.1% of all senior management are female (South Africa only).</p> <p>20.6% of all employees in the group are female.</p> <p>25.9% of all employees in South Africa are female.</p>	<p>&gt;35% females in senior management.</p> <p>&gt;25% female representation in the group.</p> <p>&gt;30% female representation in South Africa.</p>
Target 5.6	<p>Ensuring universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.</p> <p>Access to medical facilities and personnel, particularly at more remote operations where government services are limited, seeks to improve access to sexual and reproductive healthcare services for employees, their families and community members.</p>	No specific target has been set.





		PROGRESS TO DATE	TARGETS
<b>ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL</b>			
Target 6.1	Achieve universal and equitable access to safe and affordable drinking water for all.	Where not supplied by local municipalities, particularly in Mozambique and Zimbabwe, water is treated to potable and supplied to employees and residents within our communities.	Treatment of source water to the highest standards for potable water and supplied to employees and other stakeholders living within the communities around our mills.
Target 6.2	Achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	Where not supplied by local municipalities, particularly in Mozambique and Zimbabwe, sewage is duly treated by mill operations. In areas where seasonal workers reside, ventilated improved pit latrines and water reticulation facilities are constructed to ensure adequate and equitable sanitation and hygiene.	Ensure adequate and equitable sanitation and hygiene through regular site inspections of all housing units, inclusive of seasonal worker facilities, no less than twice annually.
Target 6.3	Improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	All sites maintain water management plans and test for contaminants on no less than a monthly basis. 5 incidents of uncontrolled effluent discharges occurred during FY2021, the most significant of which occurred at Maidstone.	A new effluent treatment plant at Maidstone is budgeted for construction, commencing in FY2021 to avoid future spillages.
Target 6.4	Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	Water efficiency improved to 494m <sup>3</sup> per ton of sugar produced in 2021.	Improve water efficiency by 5% from FY2020 baseline levels by the end of FY2025.
Target 6.5	Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.	All operations have water management plans in place. These plans are signed off by the general manager annually.	Update, where necessary, as and when changes to operations and/or water mass balances occur.
Target 6.6	Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.	Environmental Impact Assessments (EIAs) are conducted prior to any significant changes to land use or facility construction. These are approved by government authorities and form the basis for the implementation of water management plans. Tongaat Hulett Developments is equally responsible for EIAs and when properties are developed for construction.	Review and revise, where necessary, all water management plans in FY2022. Develop and implement biodiversity action plans at all operations by the end of FY2023.
<b>ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL</b>			
Target 7.1	Ensure universal access to affordable, reliable and modern energy services.	Within the context of Tongaat Hulett operations and staff housing, access to energy (electricity, LPG for manufacturing, residential heating and cooking and other fuel sources) is ensured through supply agreements with third-party suppliers.	No specific targets have been set.
Target 7.2	Increase substantially the share of renewable energy in the global energy mix.		

6

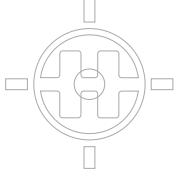
CLEAN WATER AND SANITATION



7

AFFORDABLE AND CLEAN ENERGY





**PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL**

PROGRESS TO DATE TARGETS

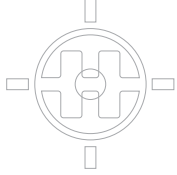
Target 8.1	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries.	<p>Within the context of Tongaat Hulett, our ability to influence per capita income growth extends to our employees and contractors.</p> <p>Following a period of significant restructuring, the company's overall employee turnover was decreased to 3.8% – mostly due to the sale of operations, and not necessarily retrenchments – while the income of all employees and contractors either remained steady or slightly increased.</p>	No specific targets have been set, but our ultimate goal is to increase per capita income across all of our operations through wage increases based on economic conditions and operational performance.
Target 8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.	Tongaat Hulett generated income through the milling of sugarcane to produce sugar (raw and refined) and related products, as well as ethanol and animal feeds. Future planning focuses on high return products that tend to rely on greater levels of primary product beneficiation.	Targets will be made available at the appropriate time.
Target 8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation.	The training and in situ workplace development of artisans and graduates is strategically geared towards improving economic opportunities for persons within the communities we operate. This includes within our workforce (direct impact), our supply chain (indirect) and through our many socioeconomic development initiatives.	No specific targets have been set.
Target 8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10 Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.	<p>All activities are measured in terms of both negative and positive impacts on the physical/natural environment in which Tongaat Hulett operates.</p> <p>Our key focus areas for improved efficiencies are energy, carbon, water and waste, such that economic performance cannot exist at the expense of environmental degradation.</p>	<p>Short-term targets have been set to improve all environmental efficiencies by a minimum of 5% against an updated 2021 baseline by 2025.</p> <p>Additional targets (e.g., "Net Zero by 2050") will be assessed and discussed once improved ESG data collection, collation and reporting systems and controls allow for scientific and/or mathematical modelling against new baselines.</p>

	PROGRESS TO DATE	TARGETS
<b>PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL</b>		
Target 8.5	<p>Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<p>Although still relatively low, female representation across the entire company improved from 17.9% in FY2020 to 20.6% in FY2021.</p> <p>The representation of persons with disabilities within the workforce is an area of continued concern, such that fewer than 0.2% of employees were deemed “disabled” according to government guidance in FY2021.</p> <p>Tongaat Hulett does not discriminate economically, or in any manner, based on race, gender or degrees of physical ability. Salaries and wages are set by job profile, and variations are limited to levels of experience, skills and/or education levels.</p>
Target 8.6	<p>Substantially reduce the proportion of youth not in employment, education or training.</p>	<p>New systems and controls are being developed to allow for the reporting of age distribution, as well as the setting of relevant targets.</p>
Target 8.7	<p>Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p>	<p>Tongaat Hulett has a Zero Tolerance policy for any/all forms of human rights abuse, including forced, compulsory and/or child labour.</p>
Target 8.8	<p>Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>	<p>No specific targets have been set.</p> <p>However, the action plans for improving migrant worker living conditions will be audited during FY2022 to ensure full compliance to all agreed upon recommendations.</p>

8

DECENT WORK &amp; ECONOMIC GROWTH





PROGRESS TO DATE

TARGETS

10 REDUCED INEQUALITIES



**REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES**

Target 10.1	Progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average.	Wage increases, particularly for workers at lower skill levels, are always targeted above inflation to ensure that "real income" does not decrease relative to country-specific consumer pricing indexes.	Targets exist to ensure that wages, particularly at lower Living Standards Measure (LSM) levels, at or above national averages, while increases remain above inflation to ensure real income growth.
Target 10.2	Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	The promotion of social, economic and political inclusion of all persons, regardless of age, sex, disability, race, ethnicity, origin, religion or economic or other status is entrenched within our Code of Ethics and Human Rights policies, as well as service agreements with contractors and supplier by means of adherence to these policies.  All forms of discrimination are explicitly restricted from all activities and/or operations via the same set of policies.	In line with the dti Codes of Good Practice for B-BBEE in South Africa, specific targets are set to ensure no less than compliance with national targets for the inclusion of previously disadvantaged individuals, women, and persons with disabilities.  Tongaat Hulett has a specific Zero Tolerance policy for all forms of discrimination by all employees, contractors and/or suppliers.
Target 10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	All Human Capital policies related to the recruitment, retention and/or development of employees are structured to create greater equality within the workforce.	Specific targets are set in accordance with the dti* Codes of Good Practice for B-BBEE in South Africa, and related legislation in all other countries of operation.

11 SUSTAINABLE CITIES AND COMMUNITIES



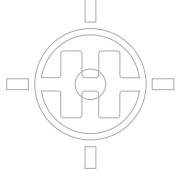
**MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE**

Target 11.1	Ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	Wherever possible (i.e., within the control of Tongaat Hulett), the living conditions of all employees, inclusive of migrant seasonal workers, are assessed to ensure safe, affordable and environmentally sustainable opportunities, particularly at operations where operation-specific communities have been developed to meet the specific needs of the company.	No specific targets have been set, but all operations are expected to review company-supplied and/or supported housing no less than annually.  Stakeholder engagement planning includes the communities around operations to establish specific concerns and/or ways in which Tongaat Hulett can help improve living conditions (e.g., supporting infrastructure development and/or provision of specific services within local municipal governments).
Target 11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	The development and/or expansion of all operational activities occurs in the presence of impact assessments for environmental, social, cultural and archaeological considerations.  Regularly scheduled legal and regulatory compliance audits occur to ensure no negative impacts on cultural and/or natural heritage occur.	All legal and regulatory compliance audits are planned on a rotating two-year cycle.

\* The Department of Trade, Industry and Competition

	PROGRESS TO DATE	TARGETS
<b>MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE</b>		
Target 11.5	Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and vulnerable people.	Risk identification, mapping and mitigation planning occurs at least on an annual basis, and includes climate change and adverse weather events to limit, wherever possible, impacts on both the company and the communities in which Tongaat Hulett operates.
Target 11.7	Provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	Green spaces, playgrounds, sports fields and other facilities are a key element within the communities established for the specific needs of Tongaat Hulett operations.
<b>ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS</b>		
Target 12.2	Achieve the sustainable management and efficient use of natural resources.	The use of natural resources, such as land, water, forests – both for operational and non-operational purposes (e.g., within company-established communities) occurs within a mindset of ensuring that these resources remain sustainable during and/or after company use.
Target 12.4	Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.	The management of all forms of waste, including hazardous chemicals, is duly entrenched in the environmental management plans of all operations.  Legal and regulatory compliance audits (internal and/or external) are in place to avoid any/all negative consequences.
Target 12.5	Substantially reduce waste generation through prevention, reduction, recycling and reuse.	97.7% of all non-hazardous waste was recycled in FY2021 (up from 97.6% in FY2020).
Target 12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	Through the engagement of all contractors, suppliers and peers within local and/or national industry bodies, Tongaat Hulett encourages share sustainability improvements. This includes specific expectations of compliance to all company policies and procedures by suppliers and contractors via service agreements.
Target 12.8	Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	Historical promotion of sustainable living initiatives has been limited almost exclusively to information contained within the annual Sustainability Report.





**TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY**

**PROGRESS TO DATE**

**TARGETS**

Target 13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	As of FY2021, the identification and prioritization of climate-related risks, as well as reporting on these risks in accordance with guidance established by the TCFD, now occurs on no less than an annual basis to ensure that the mitigation of priority risks occurs in a proactive manner.	As from FY2022, improved reporting on specific projects designed to either directly or indirectly influence climate change preparedness will occur through increased dialogue with the operations.
Target 13.2	Integrate climate change measures into national policies, strategies and planning.	As from FY2021, climate-related risks now form part of the annual risk management process.	No specific targets have been set.
Target 13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	FY2021 represented a key fact-finding year for Tongaat Hulett, culminating in the development of the company's first annual <i>ESG and Climate Change Report</i> .	Climate change awareness campaigns will be included in internal and external communications ad from FY2022, specific training of key personnel will be rolled out at all operations.

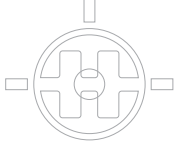


**PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS**

Target 15.1	Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	Environmental impact assessments and management plans are in place at all operations to ensure minimal negative impacts on the sustainable use of land, water and air.	A Biodiversity Policy is to be developed in FY2022 as well as site-specific Biodiversity Action Plans.
Target 15.2	Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.	While aiding in the protection of forests – particularly for the harvesting of firewood by residents in and around operation-specific communities – is a key stakeholder engagement issue, no current programmes are in place to significantly impact forest sustainability. However, reforestation is viewed as a key potential programme to help offset future carbon emissions.	Reforestation is an alternative that is currently being considered for future carbon offset programmes, inclusive of potential company and/or third-party use of company owned available land.
Target 15.3	Combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.	The monitoring and management land deemed “non-viable” for sugarcane growing is an ongoing issue within Tongaat Hulett.	No specific targets are in place, however plans to regenerate abandoned land for sugar cane growth and/or other agricultural purposes are always considered.
Target 15.5	Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	Environmental impact assessments and management plans are in place at all operations to ensure minimal negative impacts on biodiversity and ecologically sensitive habitats.	A Biodiversity Policy is to be developed in FY2022 as well as site-specific Biodiversity Action Plans.
Target 15.6	Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.	Any/all scientific improvements in cane varieties, including responsible genetic modification, is shared with all third-party sugarcane growers, specifically company-supported small-scale growers.	No specific targets are in place.


**STRENGTHEN THE MEANS OF IMPLEMENTATION  
AND REVITALISE THE GLOBAL PARTNERSHIP  
FOR SUSTAINABLE DEVELOPMENT**

	PROGRESS TO DATE	TARGETS	
Target 17.5	Invest in least developed countries: Adopt and implement investment promotion regimes for least developed countries.	Tongaat Hulett operates in countries deemed "least developed" and/or "emerging economies". All investment occurs within these countries.	No specific targets are in place.
Target 17.7	Promote sustainable technologies to developing countries: Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.	All technological developments identified for use within South Africa are also shared with company operations in both Mozambique and Zimbabwe. However, additional resources are often directed towards the development of unique technologies that would be of country-specific impact in Mozambique and/or Zimbabwe.	Aside from the equal sharing of all technologies within the group. No specific targets are in place.
Target 17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.	Tongaat Hulett participates in a wide variety of industry and/or national forums to both learn from others achieving unique successes in the field of sustainable development (e.g. water and/or energy efficiency improving technologies and new agricultural techniques).	No specific targets are in place.
Target 17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	Tongaat Hulett is explicitly committed to private-public partnerships, particularly in the fields of health and disease management (e.g. malaria).	Although no specific targets are in place, Tongaat Hulett remains committed to working with a wide array of private and/or public entities for shared improvements in sustainable development.



# UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS FOR 2021



Tongaat Hulett is committed to supporting the UNGC and participating in all associated initiatives. The company uses guidance from the UNGC to inform internal and external stakeholders of our commitments, and to measure our performance against all of the 10 principles.

**Gavin Hudson**  
CHIEF EXECUTIVE OFFICER

Following a self-assessment to identify the extent to which the 10 UNGC principles are embedded at both the group and operation-specific levels, coupled with engagement with the UNGC global office, and the South African UNGC office, the Tongaat Hulett Board reaffirmed its commitment to the UNGC in November of 2020.

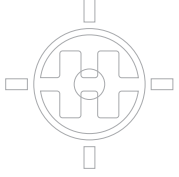
The primary goal of becoming a signatory to the UNGC has always been to ensure alignment to global best practice with respect to human rights, the fair and equitable treatment of employees (labour), protection and appropriate use of the natural environment, and the avoidance of all forms of corruption.

It is believed that by engaging with the UNGC local and/or global offices, including participation in discussion groups, webinars, conferences and other forums, Tongaat Hulett will be able to identify areas of specific non-compliance, while seeking guidance on how to most effectively close any performance gaps.

We believe that this *ESG and Climate Change Report* serves as an effective UNGC communication of progress (CoP), coupled with the following summary of our commitment to each principle.



	PRINCIPLE	RESPONSE
HUMAN RIGHTS	1. Businesses should support and respect the protection of internationally proclaimed human rights.	The protection and promotion of human rights has been a significant focus area within all areas of our business. Respect for human rights is embodied in our Code of Conduct and Business Ethics, and is being reinforced through the development and implementation of our Human Rights policy.
	2. Make sure that they are not complicit in human rights abuses.	The avoidance of human rights abuses within the company, inclusive of our workforce, supply chain and strategic partnerships is rooted in the expectation that our stakeholders will be aware of what constitutes an abuse, how to report potential incidents, and how the company deals with any real or perceived abuses from a moral, legal and ethical manner.
	<i>Additional comments on Human Rights</i>	All employees and contractors are provided a safe, secure and healthy work environment where workers are protected from all forms of harassment and/or abuse. Where deemed necessary, appropriate steps are taken to identify health and safety hazards, including any form of exposure to heat stress, exposure to chemicals and/or the potential for injury from vehicles or machinery.
LABOUR	3. Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	All employees, including those of our contractors are subject to their legal right to join a union and participate in collective bargaining.
	4. The elimination of all forms of forced and compulsory labour.	Tongaat Hulett policies prohibit all forms of forced, compulsory and/or indentured labour within our workforce, as well as among our suppliers and contractors.
	5. The effective abolition of child labour.	While Tongaat Hulett identifies the difference between "Child Work" and "Child Labour", our HR and Recruitment policies ensure that no persons under the age of 18 are permitted to be employed within the company.
	6. The elimination of discrimination in respect of employment and occupation.	Our Human Rights policy explicitly forbids all forms of discrimination, including the selection or rejection of persons for employment based on gender, race, religion and/or disability.
	<i>Additional comments on Labour</i>	Tongaat Hulett does not permit any form of forced or bonded labour within our workforce or that of our suppliers and contractors. All employees are guaranteed wages that meet or exceed minimum wage standards in all countries in which we operate, and explicitly insist the same of our suppliers and contractors. Work schedules are generally limited to 48 hours per week, while exceptional cases, such as for security guards, may allow for government mandated maximums of up to 72 hours.
ENVIRONMENT	7. Businesses should support a precautionary approach to environmental challenges.	Tongaat Hulett is committed to ensuring that all environmental, health and safety challenges are proactively identified on a risk-related basis, inclusive of near misses and high frequency risk incidents (HRFIs). The goal is to ensure that threats of serious harm to persons, or damage to the environment, must be addressed in a manner that favours the prevention of the said risk.
	8. Undertake initiatives to promote greater environmental responsibility.	Efficiency targets for environmental performance are set to minimise damage wherever possible. This includes the setting of targets for "Zero Waste to Landfill", the improvement of water, energy and carbon efficiencies, and the encouragement of operations to strive towards water neutrality at sugar mills, and "Net Zero" targets for carbon emissions.
	9. Encourage the development and diffusion of environmentally friendly technologies.	Ongoing monitoring of water efficiencies at the agricultural, milling and refining has led to the development of plans to, for example, move away from furrow irrigation to drip and/or centre-pivot technology. Smart irrigation technology is planned for future developments, with a reasonable expectation of reducing irrigation water consumption by up to 40%. The installation and/or upgrading of scrubbers on mill and refinery stacks is planned in pursuit of further improvements in future air emissions.
	<i>Additional comments on Environment</i>	Policies and procedures to manage environmental legal and regulatory compliance have been significantly improved in FY2021, inclusive of the full-time appointment of a group Environmental Compliance Officer.
ANTI-CORRUPTION	10. Businesses should work against corruption in all its forms, including extortion and bribery.	Over the year, Tongaat Hulett has significantly improved its Fraud and Corruption policies and procedures in an attempt to eliminate, wherever possible, the potential for bribery and corruption in all forms. This includes the improvement of procedures to inform and instruct employees, suppliers and contractors of the risks associated with corruption, as well as the methods employed to report potential incidents for investigation.



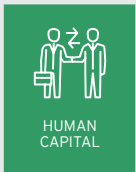
# HUMAN CAPITAL





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50	HEALTH AND SAFETY
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56	TRANSFORMATION, LOCALISATION AND UPLIFTMENT OF WOMEN

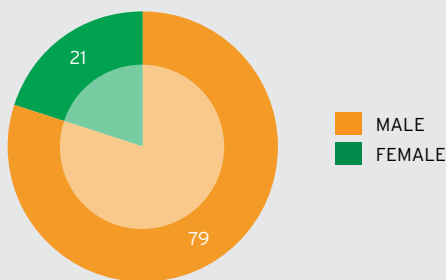
# HUMAN CAPITAL



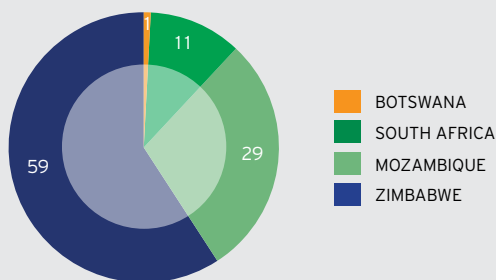
Tongaat Hulett's Human Capital is a key asset of the company and the skills and experience in our workforce are essential contributors to achieve our strategic goals through

operational improvements, cost reductions and increased productivity. The COVID-19 response was a significant focus in the 2021 financial year, against the backdrop of the ongoing turnaround of the company.

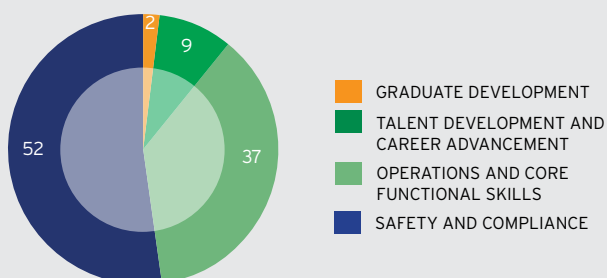
EMPLOYEE BREAKDOWN (%)



SADC EMPLOYEE BREAKDOWN (%)



TRAINING (%)



## IMPROVING LIVES

EMPLOYEES

**22 972**

(2020: 23 347)

GRADUATES

**1 067**

(2020: 1 352)

ARTISANS

**560**

(2020: 656)

EMPLOYEES ATTENDING TRAINING

**8 760**

(2020: 9 331)

TRAINING HOURS

**66 986**

(2020: 153 588)

## HEALTH AND SAFETY

WORK-RELATED FATALITIES

**1**

(2020: 1)

LTIFR IMPROVED

**0.09**

(2020: 0.11)

MALARIA CASES DECREASED

**1 237**

DOWN 19%

(2020: 1 533)

SAFETY PROTOCOLS LIMITED COVID-19 INFECTIONS TO

**1 240**

AS AT 23 JUNE 2021

VACCINE ROLL-OUT IMPLEMENTED IN ZIMBABWE

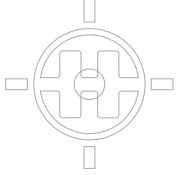


### Key initiatives 2021

- Ensuring the safety and health of employees during COVID-19.
- Embedding new values.
- Implementing automated 360-degree feedback, aligned to our values, to assess our leadership capability.
- Design and implementation of business intelligence with KPI dashboards.
- Investing in Human Capital analytics to enable data-driven people decisions.
- Creating a governance capability framework and implementation of the governance, risk and compliance (GRC) programme.
- Leveraging performance management tools to create a high-performance culture.
- Development and implementation of the Tongaat Hulett People Management Way.
- Standardising of key people policies, allowing for localisation where appropriate.
- Talent assessment and succession planning for senior management.
- Reviewing, defining and aligning our reward practices across the enterprise.
- Job evaluation standardised and implemented for all senior management roles.
- Completing an equal pay for equal value assessment across the enterprise.
- Increased internal and external communication and engagement.
- Implementation of our first Employee Experience (engagement).

### Future priorities

- Continue ensuring the safety and health of employees during COVID-19.
- Anchoring of our Tongaat Hulett values, growth mindset and leadership behaviours.
- Ongoing business transformation to enable operational excellence, increased efficiency and improved customer service.
- Anchoring our governance capability framework and implementation of the GRC programme.
- Extending our business intelligence ability to enable data-driven decision-making and agility.
- Extending performance management to all non-bargaining unit employees.
- Talent assessments and enhancing succession planning for all non-bargaining unit employees.
- Building key capabilities in support of operational excellence.
- Completion of the job evaluation process across the organisation.
- Implementation of plans to address identified pay parity gaps.
- Implementation of Talent Plans identified in 2020.
- Implementation of People Plans by function/country to address opportunities identified through our Employee Experience Survey.



# HUMAN CAPITAL MANAGEMENT

Human Capital is managed by the HR function under the HR executive. The Remuneration and Human Resources Committee oversees all employee-related strategies and Tongaat Hulett reward practices to ensure alignment throughout the company. It approves the mandate for annual guaranteed pay increases and the parameters and overall cost of the short- and long-term incentives. Through its policies and practices, the Remuneration and Human Resources Committee aims to enable the organisation to attract, develop, engage and retain talent that support our operational excellence and the sustainability and growth of Tongaat Hulett looking forward.

The activities of the HR function are guided by the new Human Capital Purpose Statement. The function has embarked on a transformation initiative to evolve the Human Capital strategy, practices and policies from a transactional function to a value-adding function that is a critical enabler to maximising Tongaat Hulett's potential and performance. The capability plan to support this transition has been defined and has begun.


A Human Capital executive team has been established to lead the thinking and problem-solving regarding Human Capital in the company. In addition, we have formed Communities of Practice (CoPs) that work closely with the HR executive to refine and focus Human Capital initiatives. These CoPs enable capability building and alignment of practices across the organisation. Their mandate is to identify problems and opportunities to improve our practices, identify best practice within the organisation and to standardise this across the organisation, and to identify and integrate external best practice into the organisation where no internal solutions exist. The CoPs play a critical change agent role for the enterprise.

The Human Capital Strategy identifies the priority business processes necessary to achieve the company's financial goals, meet the expectations of its key stakeholders and sustain Tongaat Hulett's ability to change and improve. The objectives to move the organisation to the desired future state have been mapped to key performance measures and targets for the next three years. The People Management Way identifies the deliverables required to attract, develop, engage and reward employees while putting in place the framework to help them succeed.

## HUMAN CAPITAL PURPOSE STATEMENT

To enable the sustainable success of Tongaat Hulett through maximising organisational potential and performance by creating the right conditions for a culture of ownership, governance, high engagement and high performance where diverse talent live our values, contribute through excellence and innovation, achieve their potential, and have dynamic career experiences.

## HUMAN CAPITAL IN 2021


Protecting the health and well-being of our employees was a core focus of Tongaat Hulett's response to COVID-19, in recognition that a healthy business is not possible without healthy people (see page 24 for more information on the company's COVID-19 response). 

Leave management is being converted to an active system to proactively manage against the impacts of burnout and fatigue by identifying people who are due leave and encouraging them to take it.

## EMPLOYEE ENGAGEMENT

The Ipsos survey conducted in the first quarter of 2021 showed that employee engagement improved from 67 (average) in the previous survey in the first quarter of 2020 to 71 (good), with 78% of employees surveyed likely or extremely likely to recommend the company as a place to work. It also showed that employees feel communication continues to improve under the new leadership. We aim to build on these strengths while addressing the areas of improvement identified in the survey, which include:

1. Resolving issues quickly and effectively;
2. Training and development of employees;
3. Transparent communication;
4. Communicating Tongaat Hulett's promising future; and
5. Demonstrating the company's ability to create long-term shareholder value.

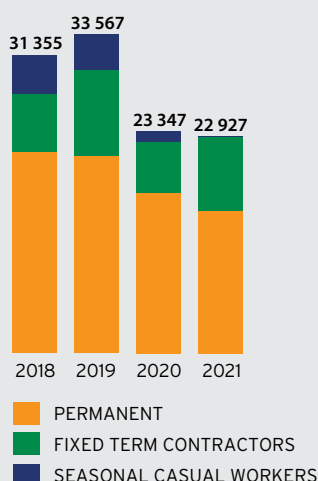
 More information on the survey is available on page 63.

### SKILLS

The restructuring and rightsizing of the company is ongoing. Retrenchments and voluntary severance packages completed in the 2021 financial year related to those initiated in the prior year. All organisational structures and senior roles across our operations were reviewed with the goal of creating fit for purpose structures with the right people in the right positions with the right skill set.

The organisation continues to evolve through defining what capabilities are required to achieve operational excellence and the implementation of our strategy. Against this, we are defining and implementing fit for purpose structures. Our current focus is on retaining jobs as far as possible and building capacity where necessary, while ensuring the financial viability of the business.

### EMPLOYEES



The sale of the Eswatini, Namibia and starch businesses also led to a reduction of employee headcount, number of training programmes, and employee skills composition.

A talent review was conducted to develop a People Balance Sheet that identified the capabilities required to drive operational excellence and profitability, and to support the sustainability of the company.

These needs have informed our 2022 change management plans, learning and development plans and related budgets, talent attraction plans to address critical skills gaps, key employee retention plans, and high-potential employee development plans to improve our succession planning and strengthen our bench strength. We aspire to deploy talent across the region between our operations to enhance our capabilities within each organisation.

### CULTURE

Various initiatives are being implemented to continue the transformation of the organisational culture. Tongaat Hulett’s new set of values and desired behaviours were rolled out during the year and are being entrenched across the business. As part of the culture change programme, we are running a “Values Pioneers” campaign in which employees are invited to nominate a colleague who lives the Tongaat Hulett values for recognition and a chance to be in the running to win the overall 2021 Values Pioneer award.

The current focus is on creating the foundation required to create values-based leadership and a high-performance culture. The next step is to build capabilities within the company’s leaders so that they can implement business and culture transformation initiatives in their areas of responsibility.

Maintaining high levels of internal communication and staff engagement were an ongoing priority during the year, particularly regarding the company’s response to COVID-19.

### PERFORMANCE MANAGEMENT

Tongaat Hulett’s Success Management programme aims to manage the performance of teams and individuals against goals through clear and personal accountability. This ensures the execution of our business strategy, builds sustainable business performance, and shapes a culture of high performance and high engagement. Remuneration structures were redesigned in the prior financial year to re-energise performance management and support strategic delivery.

### COMPONENTS OF THE SUCCESS MANAGEMENT PROGRAMME

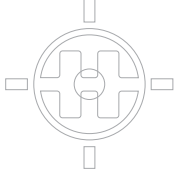
Values and competencies have been mapped against team members and team leaders from middle management and above. Self-management practices have been created for each value for all employees and line managers, and these have been included in the 360-degree feedback assessments introduced during the year. Performance reviews were conducted during the year and the process included calibration to reduce line manager bias, and to ensure transparency and consistency across the organisation. Employee turnover has increased as a result of the introduction of performance management although this is expected to stabilise once the process is embedded.



ENGAGING HEARTS WITH A CLEAR PURPOSE

ENGAGING MINDS WITH A WINNING CULTURE

ENGAGING HANDS WITH A CLEAR STRATEGY AND CASCADED GOALS



# TRAINING AND DEVELOPMENT

Training and development initiatives were affected by COVID-19 and the immediate focus on performance improvement across the company. Training programmes delivered during the year reduced to 11 223 in 2021 from 11 988 the previous year and training spend decreased to R23.8 million from R34.8 million.

Occupational-based learning at our South African operations is required to be mandated by the Quality, Trades and Council of Occupations (QTCOs), a body that oversees occupational learning as per the Skills Development Act of 1998. Most training relates to safety and compliance, and operations and core functional skills.

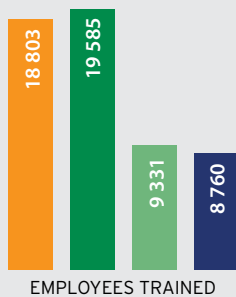
During the year, a Talent Management framework was implemented for all senior management employees to identify employees with critical skills and put in place individual development plans to provide the current and future skills required for the company's sustainability and to support succession planning. Training is provided through a blended learning approach that combines formal training (i.e. off-site education), coaching and mentorship, and on-the-job training.

Online training on the Success Management programme was provided as part of the rollout of this initiative. At management level, the training focus for the 2021 financial year was on governance and risk, covering topics such as competition law as well as environmental, social and governance issues. In the year ahead, management training will cover commercial acumen, and leadership and management development.

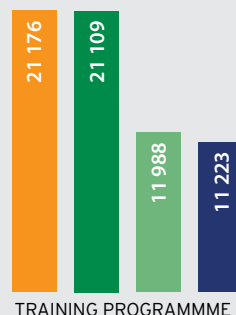
The engineers in training programmes and internships continued during the year. While the number of candidates on the graduate development programme reduced this year, we are very pleased with the absorption rate, with all candidates at our Zimbabwean operations being absorbed. At our South African operation, three engineers in training are still in the programme, two left and one was absorbed during the year. Nine of the 28 apprentices that qualified during the year in South Africa were employed into the operation with a further nine still in training. In Mozambique, four candidates are currently on the engineer in training programme and the contracts for the 19 apprentices in the operation were extended due to COVID-19, with provision made to absorb all 19 on completion of their contracts.

The new Tongaat Hulett Management Development Programme was launched in December 2020. The 18-month programme is run by Duke Corporate Education, one of the global leaders in Corporate Education programmes, and includes a combination of contact learning days, self-paced learning, team and individual business impact projects and a community project. Learning occurs virtually, connecting talent from our operations across all countries with some of Duke's best faculty members. The goal of the programme is to ensure that theory is grounded in operational opportunity and challenges. Learners are expected to apply the theoretical knowledge gained to practical applications in their specific activities and roles. The management development programme is an important aspect of our talent management framework that aims to accelerate pipeline development and succession.

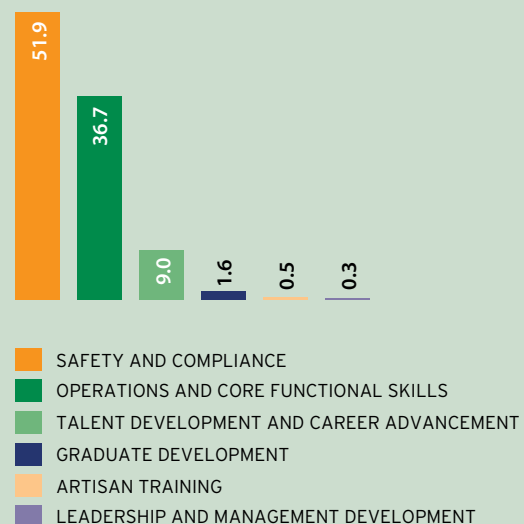
## NUMBER OF EMPLOYEES TRAINED



## NUMBER OF TRAINING PROGRAMMES



## TRAINING PROGRAMMES PER CATEGORY (%)



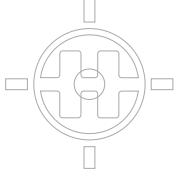


# BENEFITS

Remuneration and benefits are important components of Tongaat Hulett's employee value proposition. Benefits available to employees in our merit-based packages include on-site clinic facilities, medical aid, retirement funding, death and disability benefits, guaranteed bonuses or long-term and short-term incentives such as performance related bonuses and shares.

The focus in 2021 was to understand the benefits offering by country and quantify the monetary value of each benefit at an employee level. In parallel, opportunities were identified on benefit offerings that were not competitive against the general market in each country. The opportunities were prioritised into key projects based on their current and future impact on employee attraction, retention, engagement, and wealth creation. In 2022 recommendations will be made on each key project to enable decision making on how we can regain market competitiveness on the identified opportunities. The ultimate vision is to offer each employee flexibility and choice on their preferred benefits based on their life stage, status personal value propositions and affordability.





# ETHICS

The Tongaat Hulett Board is committed to leading the organisation ethically and effectively, and to ensuring that the ethics of the organisation are governed in a way that supports the establishment of an ethical culture. The Code of Conduct and Business Ethics (the Code) sets out the company's commitment to ethical leadership, fair dealing and integrity in the conduct of their business, based on our fundamental belief that business should be conducted honestly, fairly and legally. Governance processes and policies have been strengthened to ensure that the company's behaviours are aligned with the Code and the group has been capacitated with a particular focus on governance and compliance.

The Code sets out the company's ethical position and its expectations of employees and other stakeholders across a range of areas. This includes regulatory compliance, the company's policy on human rights, principles of ethical business practice, conflicts of interest which includes a gifts policy and managing relationships with stakeholders (including a supplier code of conduct), anti-competitive behaviour, whistle-blowing mechanisms, the company's stance against the intimidation/victimisation of whistle-blowers, anti-corruption policies, and SHE responsibility.

Compliance with the Code is mandatory for all employees and stakeholders, and applies to service providers, suppliers, and other representatives of the company across all operations and geographic areas.

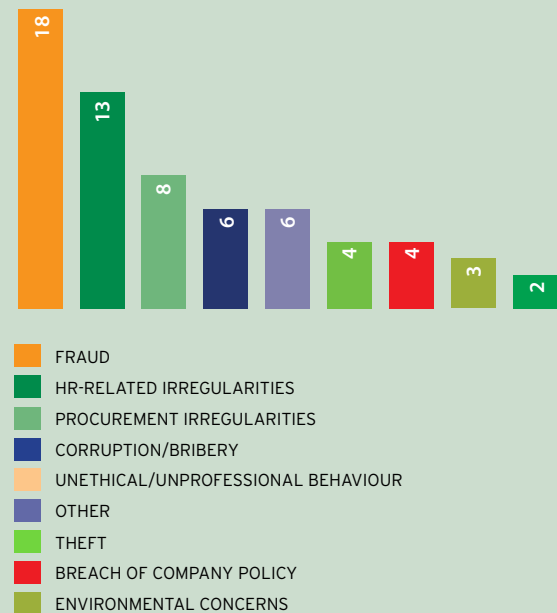
If employees become aware of, or suspect, a contravention of the Code, they must promptly and confidentially report the matter to their line manager, HR, to the executive responsible for the operation concerned, or to the Company Secretary. An anonymous 24/7 independent whistle-blower hotline is also available for employees and other stakeholders to confidentially report suspected unethical behaviour through an email, website or free-call numbers in South Africa, Zimbabwe, Mozambique and Botswana. These are available on our website at [www.tongaathulett.com/governance-and-sustainability/tip-offs](http://www.tongaathulett.com/governance-and-sustainability/tip-offs) and in the Code, which can be downloaded from [www.tongaathulett.com/governance-and-sustainability/governance](http://www.tongaathulett.com/governance-and-sustainability/governance)

Tip-offs received through the hotline are investigated and reported to the Social and Ethics Committee, who receive reports

on unethical conduct together with the investigations undertaken and action taken against employees at every meeting. Where behaviour is discovered to be in contravention of the Code, employees face the appropriate sanctions, which could include dismissal and, in some cases, civil and criminal prosecutions.

A total of 64 reports were received during the period 1 April 2020 to 31 March 2021. During the previous year a total of 67 tip-off reports were received. The prior year statistics includes seven reports that were received for the starch business, which was sold during the year. The whistle-blowing reports received have been classified into eight categories as detailed in the graph below:

## CATEGORIES OF REPORTS RECEIVED FROM ALL COUNTRIES



In line with the company's zero tolerance approach towards irregular activities the investigative team has recommended disciplinary action in several instances, thereby reinforcing the company's stance in respect of consequence management. The table on the next page sets out details of the disciplinary action instituted and the outcomes of such proceedings:



Country and details	Total employees	Warnings issued	Dismissal	Appeal lodged	In progress
<b>ZIMBABWE</b>					
Stores and stock irregularities	2	2	0	0	0
Neglect of duty and providing false information	6	6	0	0	0
Negligence, neglect of duties, falsifying information and breach of prescribed procedures	9	0	9	9	0
Failure to comply with company policies and procedures and failure to act in the best interests of Tongaat Hulett	6	0	0	0	6
Misrepresentation and failure to act in the best interests of Tongaat Hulett	1	0	0	0	1
<b>MOZAMBIQUE</b>					
Fraud	2	0	2	0	0
<b>SOUTH AFRICA</b>					
Negligence and failing to act in the best interest of Tongaat Hulett	2	2	0	0	0
Failure to comply with company policies and procedures and failure to act in the best interests of Tongaat Hulett	5	3	1	0	1
<b>Total</b>	<b>33</b>	<b>13</b>	<b>12</b>	<b>9</b>	<b>8</b>

### ANTI-BRIBERY AND CORRUPTION

Tongaat Hulett takes a zero-tolerance approach to fraud, theft and other forms of economic crime such as corruption, bribery and money laundering. The Code articulates our commitment to detecting, preventing and combating any such crimes that may affect our business. Legal proceedings are instituted against perpetrators on a consistent basis.

The company's Fraud Risk Management Strategy is supported by numerous policies that aim to address the business's approach to dealing with the risk of fraud from the perspectives of prevention, detection, response and resolution.

### FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Tongaat Hulett recognises employees' rights to freedom of association and collective bargaining, both of which are fundamental principles of human rights. A total of 16 404 (2020: 20 320) manufacturing and agricultural operations' employees form part of collective bargaining agreements with the unions listed below. There was no strike action during the year and no days were lost to industrial action during the year (2020: no strikes and 0 days lost).

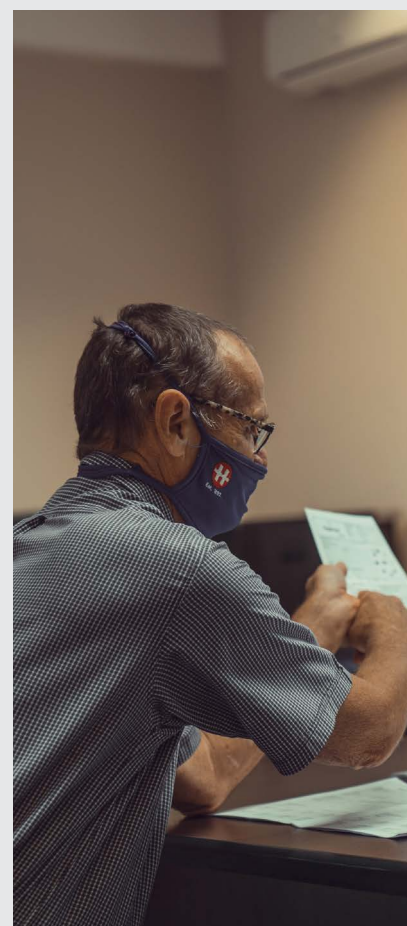
We aim to give employees appropriate notice prior to implementing significant operational changes that could substantially affect them, ranging from four to 12 weeks depending on their country of employment. The notice period is specified in some of the collective bargaining agreements in place.

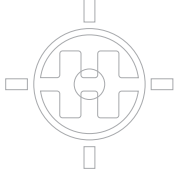
COUNTRY	RECOGNISED UNIONS
<b>South Africa</b>	AMCU AMITU FAWU UASA The Association of Mineworkers and Construction Union. African Meat Industry and Allied Trade Union. Food and Allied Workers Union. United Association of South Africa.
<b>Zimbabwe</b>	SMAWUZ SPMWUZ ZHCWU ZISMIWU Sugar Milling and Allied Workers Union of Zimbabwe. Sugar Production and Milling Workers Union of Zimbabwe. Zimbabwe Hotel and Catering Workers Union. Zimbabwe Sugar Milling Workers Union.
<b>Mozambique</b>	SINTIA Sugar Industry National Union.
<b>Botswana</b>	Currently no recognised union. Staff are represented by an employee Committee.

### DISCIPLINARY AND GRIEVANCE PROCEDURES

Every employee is expected to carry out their duties and conduct themselves in a responsible manner according to acceptable norms and legal requirements. Tongaat Hulett's disciplinary code makes provision for correcting behaviour and was created to apply discipline in a just, equitable and uniform manner, maintaining employee dignity and human rights. We have standardised our offences and sanctions, where possible across the group. In line with our success management philosophy, we believe in progressive discipline. Each case is treated on its own merits, discretion is exercised and consistency is maintained.

Established grievance procedures are in place, many of which have been agreed with recognised unions, that provide for a defined process to resolve individual employee's grievances arising out of their employment. We aim to resolve grievances within a reasonable time frame and as close to the point of origin as possible.





# HEALTH AND SAFETY

Our employees are key drivers in Tongaat Hulett's strategy to secure the long-term sustainability of the company. We are committed to ensuring a safe work environment and we strive to ensure that all employees are in the best possible health to carry out their duties. "Safely home every day" is one of our core values.

Occupational health and safety systems at all operations were historically aligned with and certified in terms of the NOSA 5 Star system, but these certifications were discontinued in 2018 due to cost constraints. In line with our core values, management has decided that SHE systems will be reinstated in our SHE programmes with a view to implementing ISO 45001 (Occupational Health and Safety) and ISO 14001 (Environmental Management). The legacy operational procedures in place aligned to the NOSA system will be adapted, improved and incorporated into the relevant clauses of the ISO 45001 system. Targeted awareness training is planned from April 2021 as the next step in implementing these systems. SANS 16001 (Wellness and Disease Management System), has been implemented at Hippo Valley Estates, Voermol Feeds® and Maidstone Sugar Mill.

## SAFETY

The safety of our employees is a top priority. Safety systems and protocols are in place to mitigate the risk of harmful workplace exposures, incidents and injuries. Enforcing safe working practices by employees, contractors and suppliers receives ongoing and continuous attention.

Our approach to safety has moved beyond a mechanistic and systems-driven framework to a focus on entrenching a culture of safety that influences behaviour change and enforces compliance. The approach centres around six key focus areas that aim to ensure the safety and health of our people while also caring for the environment within our stakeholder community. Risk control measures for Tongaat Hulett's top five safety risks have been identified and controls implemented to mitigate against these risks. These risks and controls are monitored at the highest level of the organisation.

It is with sadness that we report a total of 20 deaths during the reporting period, comprising one work-related fatality, seven non-work related and 12 third-party incidents. The loss of life is deeply concerning and the company remains committed to investigating effective ways to prevent this from happening.



FATALITIES	2021	2020	2019
<b>Work-related fatalities</b> Any work-related death resulting directly from an occupational incident.	<b>1</b>	1	5
<b>Non-work related deaths</b> Death to a Tongaat Hulett employee or contractor arising out of an activity or incident that is not related to the affected person's line of duty. In 2021 these deaths were largely due to ill health.	<b>7</b>	3	3
<b>Third-party deaths</b> Death to a person who is not an employee or contractor of Tongaat Hulett but affecting Tongaat Hulett in some way. This incident could arise out of an activity or incident involving Tongaat Hulett employees, equipment or operations. In 2021 these deaths were largely caused by poaching on company property.	<b>12</b>	5	12

## SAFETY STATISTICS

SAFETY MEASURE	2021	2020	2019	COMMENT
Lost time injuries (LTI)	<b>36</b>	42	42	LTIs reduced year-on-year.
Lost Time Injury Frequency Rate (LTIFR)*	<b>0.093</b>	0.107	0.087	The LTIFR normalises LTIs for total hours worked and the decrease in the current year represents an improved safety performance.
Total Recordable Cases Frequency Rate (TRCFR)*	<b>1.037</b>	1.136	1.226	Both TRCFR and TFIR improved year-on-year and were accompanied by a decrease in both Medical Treatment Cases (MTC) and First Aid Cases (FAC) reported.
Total Injury Frequency Rate (TFIR)*	<b>1.331</b>	1.636	2.039	

\* Frequency rates are calculated per 200 000 hours worked.

### HEALTH

We value the contribution made by our employees and the company works with them to invest in their health and well-being. Employees can access primary healthcare services at on-site clinic facilities and the company supports and manages primary healthcare clinics and hospitals, mainly in Mozambique and Zimbabwe, which benefit employees and their dependants.

### COVID-19

Tongaat Hulett’s three-pronged response to the COVID-19 pandemic emphasised the importance of Healthy People and we implemented a range of proactive and reactive initiatives to safeguard the health of employees. This included limiting exposure through social distancing and remote working, implementing physical controls, awareness and training, and taking a risk-based and individualised approach to ensuring the health of every employee. While we are proud of the extensive controls and protocols, we put in place to ensure Healthy People, Healthy Communities and a Healthy Company (see page 24), we are saddened to report 20 employee deaths due to COVID-19 in the period ending 25 June 2021.

### HIV/AIDS AND TB MANAGEMENT

We recognise HIV/AIDS as a significant business risk and the company aligns with the UN AIDS 90-90-90 target for the global community. The target aims to ensure 90% awareness of HIV status, 90% access to antiretrovirals (ARVs) for HIV positive people and 90% of those on treatment achieving viral suppression.

A comprehensive programme to manage HIV/AIDS is in place that includes voluntary HIV counselling and testing services that are available to all employees at all operations, either internally or through service providers. Employees testing positive commence anti-retroviral therapy (ART) and are monitored to ensure adequate viral suppression.

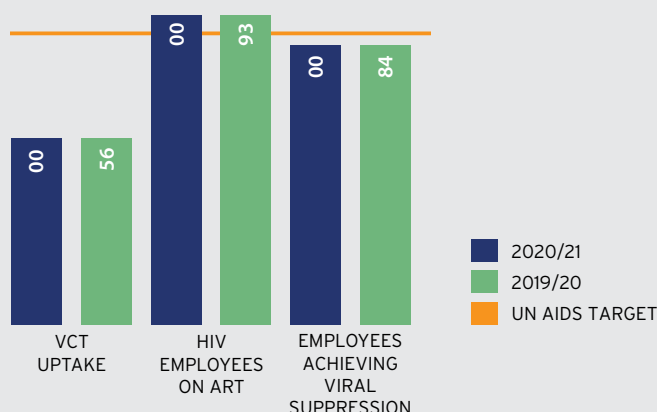
Not all operations managed to achieve all the UN AIDS targets in the past year. One of the key setbacks was the COVID-19 pandemic which derailed completion of some wellness programmes, especially in Mozambique and Zimbabwe.

Overall awareness of HIV status was 42% against the target of 90%. Of eligible employees, 98% are on ART, with 74% of these being well controlled.

The number of employees on company-sponsored ART in South Africa continues to decrease as availability of ART at state facilities- increases and employees move from company-funded to state-funded programmes, where these are available.

We continue to work with our partners to address the challenge of HIV/AIDS and drive towards achieving global goals, such as the UN AIDS targets to 2025.

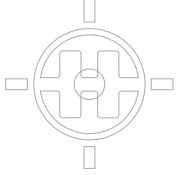
#### PERFORMANCE AGAINST THE UN AIDS 90-90-90 TARGETS (%)



#### Tongaat Hulett - Current HIV/AIDS statistics

	2021	2020	2019	2018
VCT uptake – employees (%)	28	56.0	80.5	75.0
Employees knowing their status (%)	42.1	66.0	84.4	79.8
New HIV positive employees on testing	186	147	301	460
Employees currently HIV positive	3 755	4 030	4 763	4 343
HIV prevalence (%)	24.8	24.0	23.2	21.0
Employees currently receiving company-provided ART	2 707	2 738	3 868	3 720
Cost of ART (R million)	1.2	1.4	1.8	1.6





# HEALTH AND SAFETY CONTINUED

## MALARIA

Malaria is endemic in large parts of Mozambique and Zimbabwe, and poses a significant health risk to employees and dependants. Comprehensive malaria prevention, detection and treatment programmes are in place in affected areas in the form of integrated malaria control programmes that include vector control, awareness, personal protection, diagnosis and treatment. Tongaat Hulett participates in malaria private-public partnerships in both Mozambique and Zimbabwe to strengthen the response to malaria for the benefit of employees and communities.

In 2021, malaria cases decreased to 1 237.

## WELLNESS MANAGEMENT

Unfavourable lifestyle factors can impact an employees' wellness, fitness for work and productivity, and contribute to the burden of non-communicable diseases (NCDs) such as cardiovascular disease, cancer, lung diseases, arthritis and mental illness. The high prevalence of NCDs in developing markets imposes significant social and economic costs on these countries.

Tongaat Hulett is actively engaging with employees to build understanding and help them address NCDs. Wellness and disease management systems aligned with SANS 16001 were successfully implemented at Hippo Valley Estates, Voermol Feeds and Maidstone Sugar Mill, and the learnings from this process informed the wellness programme rolled out across the company operations. NCD prevention and control is currently focused on targeting specific risk factors, as well as social and environmental determinants through information provided by health promotion initiatives and primary healthcare services.

## OCCUPATIONAL HEALTH RISK MANAGEMENT

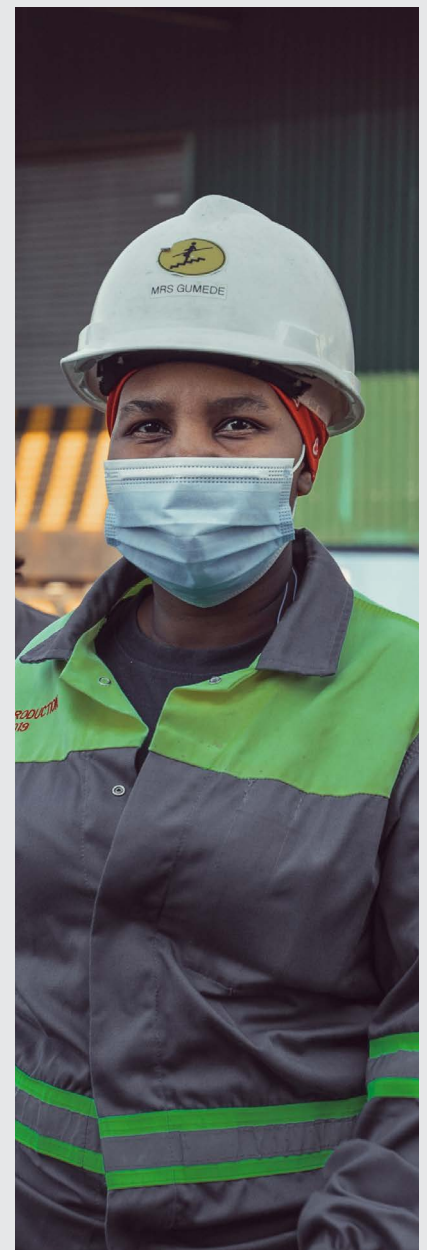
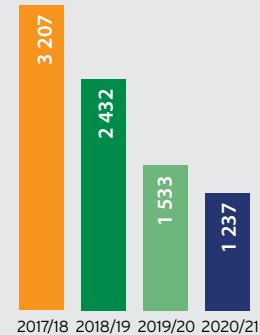
The nature of our operations and the heavy plant and machinery used expose employees to workplace hazards and risks that include musculoskeletal disorders arising from manual handling, heavy physical work, frequent bending, twisting and lifting, and repetitive work.

Tongaat Hulett's occupational health programme aims to reduce the potential for exposure to health risks through early identification of those at risk and the implementation of precautionary measures, including PPE, where relevant. Employees working in areas of high noise are issued with customised hearing protection devices that have a higher noise attenuation factor to significantly reduce the impact of noise on their hearing.

There were no occupational health-related fatalities, nor any occupational health cases with irreversible health effects in 2021 or 2020.

Botswana continues to be plagued by tenosynovitis cases that are related to repetitive strain injuries among sugar packers. Management is working to prevent similar cases through close monitoring of staff rotation and designing an appropriate supporting base to minimise weight exerted on the wrist at the time of filling the sugar bags. A total of 11 reversible cases of tenosynovitis were recorded in Botswana for the year, compared with 57 in 2020.

## MALARIA CASES





## Innovation in the fight against COVID-19

Many people hospitalised with COVID-19 need breathing support and at the start of the pandemic there was a global shortage of ventilators as patient numbers spiked. These devices are also very expensive and very few were available in Tongaat Hulett's countries of operation, particularly Zimbabwe and Mozambique.

In response, a Tongaat Hulett team, led by Dr Craig Jensen (General Manager – Refinery) and Dr Tongai Mukwewa (Tonga Hulett Chief Medical Officer), adapted an existing design to develop a low-cost High Oxygen Efficient Continuous Positive Airway Pressure (HOE-CPAP) breathing aid. CPAP-type units assist breathing by supplying a mixture of air and oxygen through a tight-fitting mask that helps the patient take deeper breaths, improving oxygenation.

The Tongaat Hulett Bucket Breathing Aid (BBA) is literally built in a bucket and provides a cheap but effective solution for patients requiring breathing support that will have benefits to healthcare facilities extending beyond COVID-19. It is currently undergoing review and certification in Zimbabwe and Mozambique.

During the second wave, the BBA was used to treat patients in Zimbabwe, both at the Colin Saunders Hospital in Triangle and at the government's main COVID-19 hospital. Feedback from medical practitioners at these facilities has been excellent and we have received requests for more units for both government and private hospitals in Zimbabwe, South Africa and Mozambique. Additional units have been supplied to facilities in Zimbabwe and Mozambique in anticipation of the third wave of COVID-19.

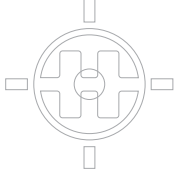
The team also produced Perspex aerosol boxes to help protect healthcare workers from infection. The aerosol box creates a barrier between the patient and the person attending to them, reducing the risk of infection for frontline health workers.



Tonga Hulett's Bucket Breathing Aid



Tonga Hulett's aerosol box



# KEY HUMAN CAPITAL METRICS

## EMPLOYEE COMPLEMENT

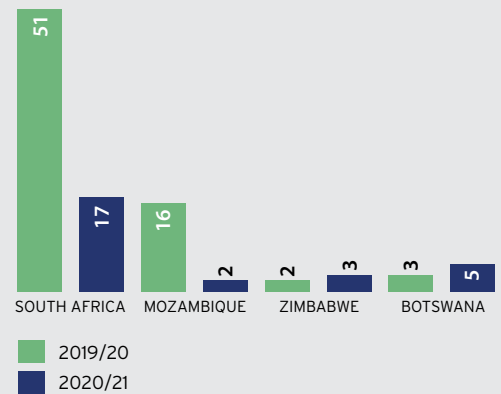
OPERATING COUNTRY	FULL TIME (PERMANENT)			FIXED TERM CONTRACTORS			SEASONAL AND CASUAL WORKERS (NON-PERMANENT)			TOTAL			Employee total at peak of sugar milling season 2021 (October 2020)	Employee total at peak of sugar milling season 2020 (October 2019)
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total		
South Africa	487	1 255	1 742	101	505	606	37	30	67	625	1 790	2 415	2 533	3 135
Mozambique	940	3 337	4 277	723	1 717	2 440	0	0	0	1 663	5 054	6 717	9 177	10 708
Zimbabwe	1 285	7 505	8 790	1 053	3 701	4 849	0	0	0	2 338	11 206	13 639	17 043	14 796
Botswana	67	76	143	0	0	0	7	6	13	74	82	156	156	155
2021 Total	2 779	12 173	14 952	1 877	5 923	7 895	44	36	80	4 700	18 132	22 927	28 909	30 173
2020 Total	3 246	13 598	16 844	885	4 499	5 384	57	1 062	1 119	4 188	19 159	23 347		

The sale of the Eswatini, Namibia and starch businesses led to changes in a number of our Human Capital metrics including a reduction in employee headcount, number of training programmes, and employee skills composition.

## EMPLOYEE TURNOVER

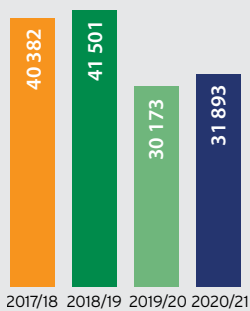
OPERATING COUNTRY	TERMINATIONS			RECRUITMENTS		
	Female	Male	Total	Female	Male	Total
South Africa	75	442	517	82	249	331
Mozambique	69	172	241	7	46	53
Zimbabwe	51	316	367	5	1	6
Botswana	2	5	7	2	2	4
2021 Total	197	935	1 132	96	298	394
2020 Total	1 599	4 568	6 167	264	43	307

## EMPLOYEE TURNOVER BY COUNTRY (%)\*

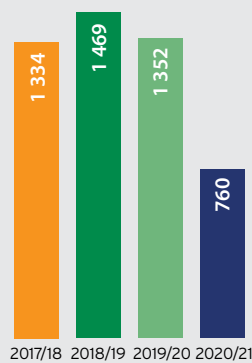


\* as a % of peak season employees

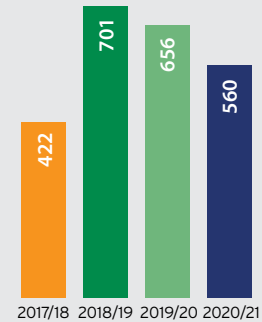
## PEAK SEASON EMPLOYEE COMPLEMENT



## GRADUATES\*



## ARTISANS

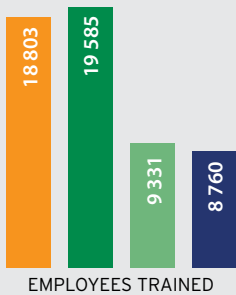


\* Includes employees with degrees and diplomas.



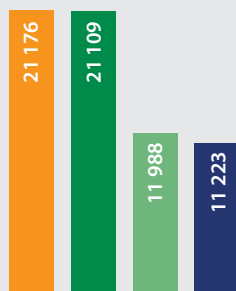


EMPLOYEES TRAINED



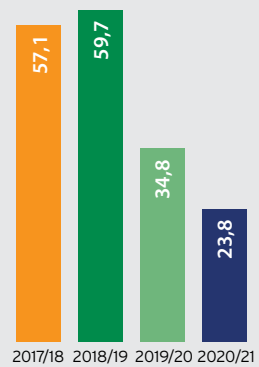
EMPLOYEES TRAINED

TRAINING PROGRAMMES



TRAINING PROGRAMMME

TRAINING SPEND (R million)



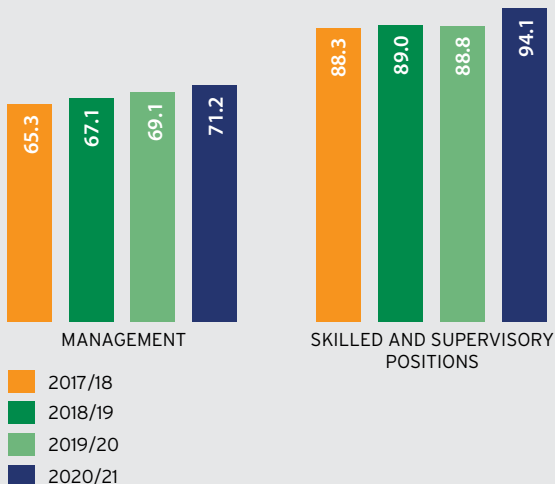
2017/18 2018/19 2019/20 2020/21

- 2017/18
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- 2020/21

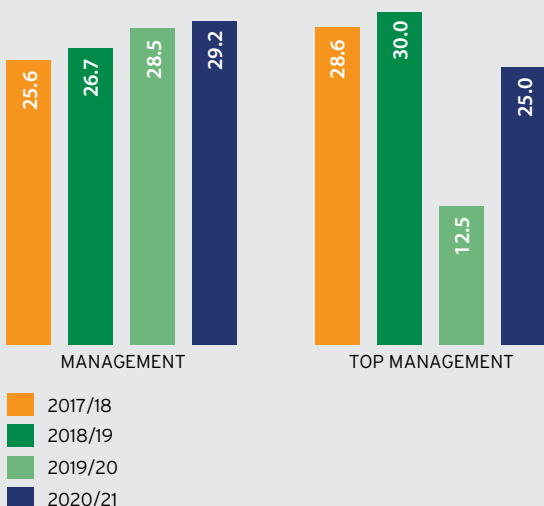


# TRANSFORMATION, LOCALISATION AND UPLIFTMENT OF WOMEN

## BLACK EMPLOYEE REPRESENTATION IN SOUTH AFRICA (%)

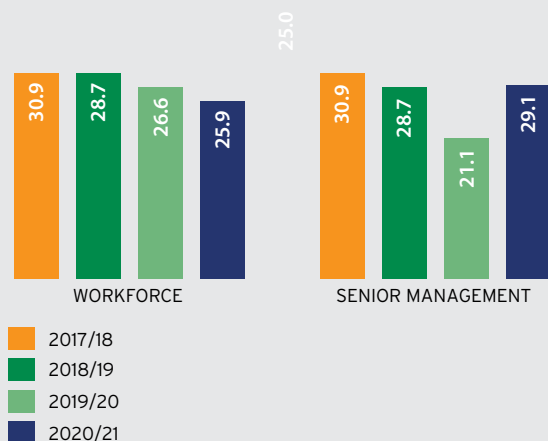


## BLACK FEMALE REPRESENTATION IN SOUTH AFRICA\* (%)



\* The definition of "top management" changed in 2020 to include only Tongaat Hulett Limited Exco members, where previously it also included Board members of operating companies.

## FEMALE REPRESENTATION IN SOUTH AFRICA (%)



Tongaat Hulett prioritises transformation in its workforce, localisation and the upliftment of women. In South Africa, the focus is on B-BBEE and employment equity, and localisation in Mozambique. The upliftment of women is a priority in all four countries of operations.

Targets are set by HR teams and performance against key metrics in these areas is monitored on, prioritising non-discrimination and equal opportunities.

In South Africa, performance is measured against the three-year employment equity plan for 2018 to 2021. Progress continues to be made in the representation of previously disadvantaged individuals at management levels and our recruitment processes and training programmes have a specific focus on designated groups.

Progress in representation of designated groups in South African operations as a percentage of the total employees in the country is shown in the graphs following.

Women in the workforce increased from 18% in 2020 to 21% in 2021. Good progress was made at senior management level in South Africa, with women in senior management improving to 28%, from 21% in 2020. Representation of African women in senior management improved from 7.0% to 8.4% during the year and women in middle management increased from 15.5% to 17.3%. Our Zimbabwe operations have a policy to fill skilled and management level vacancies with female candidates wherever possible. High-potential female employees have been identified and placed on development paths to accelerate their promotion to the executive level. At 31 March 2021, women made up 17% of the workforce in Zimbabwe, up from 14% in the previous year.

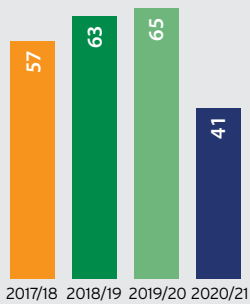
We have identified that our pay parity between men and women in South Africa and Mozambique must be addressed. We remain committed to addressing this in a systematic and affordable manner. Country Managing Directors, Finance and the HR function are working closely to address this.

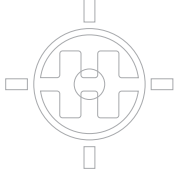
Our operations in Mozambique rely on expatriate skills in key areas. Most expatriates are on fixed-term contracts and work closely with local employees to ensure skills transfer to local Mozambicans, so that when their contracts come to an end these do not need to be renewed, reducing the number of expatriates on sites and increasing the number of appropriately skilled locals. During the current financial year, the number of expatriates reduced to 37 from 44 at the end of 2020.

**PERSONS WITH DISABILITIES**

Tongaat Hulett continues to explore opportunities to increase the number of employees with disabilities within the workforce. This process has included engaging with a South African NGO working to protect and promote the interests of people with mobility impairments. The number of employees with disabilities across all countries reduced due to the sale of the starch business and exit of the Eswatini business, both of which employ a number of employees with disabilities. As at 31 March 2021 Tongaat Hulett employs 41 employees with disabilities, compared to 65 in 2020. We are considering conducting a workplace fit-for-disability audit to identify roles that could accommodate more persons with disabilities.

**EMPLOYEES WITH DISABILITIES**





## CASE STUDY

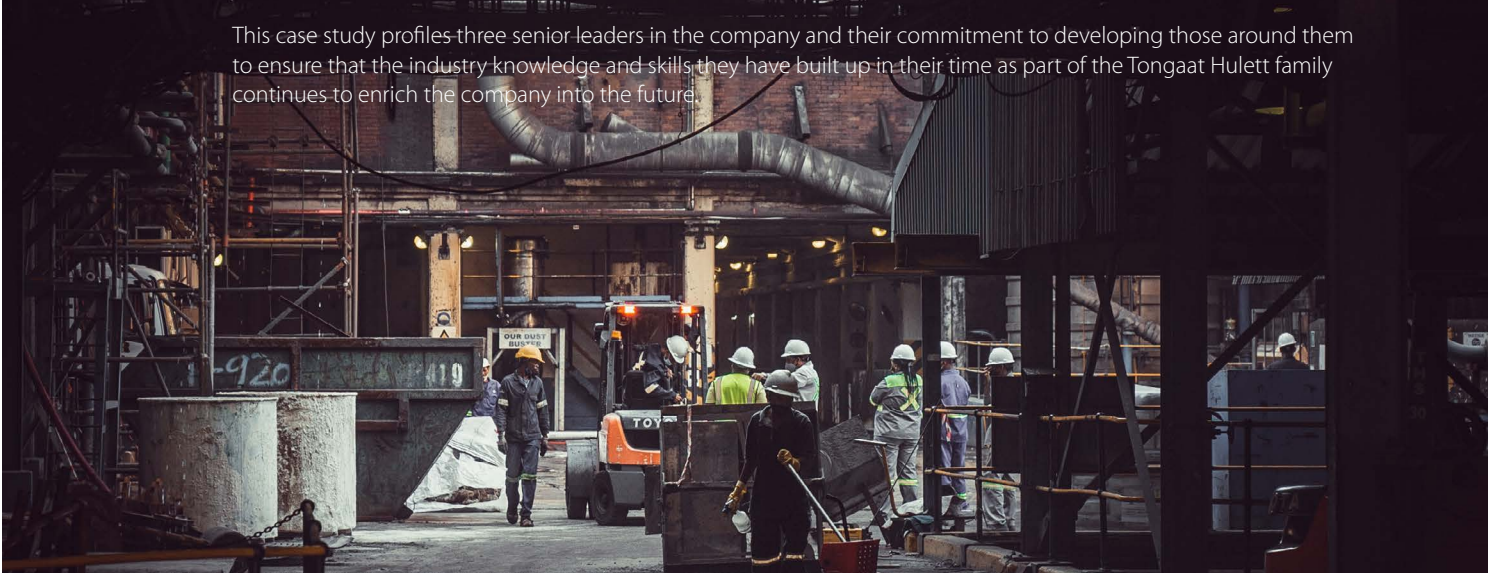
### CASE STUDY

## REDEPLOYMENT OF CRITICAL INSTITUTIONAL KNOWLEDGE

Tongaat Hulett's restructuring and rightsizing during 2019 reduced the workforce by 10 220 employees through the non-renewal of contracts, voluntary severance packages (VSPs), retrenchments, early retirements and natural attrition.

While the process resulted in significant cost savings and enabled a refresh of business leadership, it also heightened the need to ensure that institutional knowledge is retained in the organisation and passed on to the next level of leadership. While formal structured training is an important aspect of skills development, practical on the job learning from an interested and experienced mentor will play an important role in skills transfer and knowledge retention.

This case study profiles three senior leaders in the company and their commitment to developing those around them to ensure that the industry knowledge and skills they have built up in their time as part of the Tongaat Hulett family continues to enrich the company into the future.



### NEVILLE LEWIS

*Optimisation Manager*

Age 67

Neville has 29 years of experience in the sugar industry and a further seven years in the starch and glucose industries. He has been with Tongaat Hulett for nearly a decade and moved from the Xinavane refinery in Mozambique to the Hulett's Refinery in Durban in 2020.

Neville knows that there might never be a time when he feels that he has handed over absolutely everything, but he is a big believer in the power of systems and controls.

"There are things that I like doing and there are things that I dislike doing," he says. "My approach is to find ways of doing the things I dislike so well that I don't have to keep doing them over and over."

He also takes to heart the example Peter Gibson (previous Factory Manager at Xinavane), who always insisted that, "When you work in a foreign country, you must make sure you leave a legacy with the people you've worked with."

When he retires, Neville says he never wants anyone to say, "This place is such a mess because Neville is no longer here", and his goal for the next two years is to make sure that does not happen.

"Some people want the organisation to miss them when they are gone, but I want to know that the systems, controls and people that I have left behind will be able to keep the business operating without me. I believe that the people I have worked with will have learned enough from me that not only will they be able to maintain the systems and processes, they will be able to improve them."

## TENDAI MASAWI

*Managing Director of Tongaat Hulett Mozambique*

Age 59

Tendai started his career as a sugar technologist and rose through production to management, working at various locations in the sugar industry, particularly at refineries. He joined Tongaat Hulett in Zimbabwe in 2012 as the Technical Director for Hippo and Triangle (to 2019) and then moved to Tongaat Hulett in Mozambique as the Chief Operating Officer before being appointed Managing Director.

"The more you work within these environments, the more excited you get about the work that you do," he says of his more than 30 years in the sugar industry.

He sees excellent opportunities for Tongaat Hulett's Mozambican operations and has a passion for developing local skills, both in the company and in the region. "We have put in place a new management team in Mozambique that can help to put the company back in order and create a business that is not only sustainable but also increasing its contribution to the economy."

Tongaat Hulett Mozambique has been able to increase its domestic production of refined sugar to the point where the country no longer needs to import sugar for various manufacturers. Tendai's goals include commissioning an ethanol plant in Mozambique and ultimately moving to a technical consulting role to help address specific issues.

But one of his key focus areas for the next four to five years is to continue to impart knowledge to the next generation of process engineers. "While there's ultimately a desire to be able to slow down, I have developed a significant amount of knowledge and experience that I want to be able to impart to the next generations," he says. He has a particular interest in building the skills and experience of those who have been historically disadvantaged through poor access to the types of schools and career development opportunities that others may have had.

Literacy levels in Mozambique are low, particularly among women, and in terms of developmental infrastructure such as schools and health facilities, it is one of the world's poorest countries. In 2020, there was a significant reliance on expatriate skills to provide technical support for Tongaat Hulett's operations in the country. Tendai's goal is to develop the necessary skills in-country to reduce this to fewer than 40.

"We are working with universities and technical schools to identify young prospects with the necessary aptitude and potential who can be brought into the company to work with more senior people to develop critical skills. We have a formal mentorship programme that is coupled with an effort to give learners access to experience in our operations in South Africa and Zimbabwe. Our hope is that the person-to-person interactions from these visits will benefit the company through the cross-pollination of ideas to ensure that every aspect of Tongaat Hulett is a success."

By the time he retires, his goal is for Tongaat Hulett Mozambique to be a leading agri-business in the region and to improve the performance of Mafambisse so that it generates significant profit. "At the same time, I'd like to increase the number of key local skills in the company's leadership and reduce the company's reliance on expatriates. Ultimately, it would be good to see the company being run by a 100% local workforce."

## MICHELLE JEAN-LOUIS

*Business Assurance Executive*

Age: 48

Michelle started at Tongaat Hulett in Internal Audit before moving on to Investor Relations and Communications Manager. Her current portfolio covers Internal Audit, Forensics and Sustainability, including SHE. Since March 2020, Michelle has chaired the COVID-19 war room with a small team of leaders who have developed and implemented the necessary protocols.

"Having spent 20 years in the organisation, I have been involved in many aspects of the business," she says. "I have developed a lot of experience and knowledge about some of our successes and failures over that time and I need to ensure that we never repeat the mistakes that we made in the past."

One of the reasons she remains committed to Tongaat Hulett is to use her skills and experience to help develop the next generation of leaders, particularly female leaders. She approaches training and mentorship with the intention of making sure that whoever she trains becomes twice as effective as she ever was. "That way, my skills and experience will not be missed. I may be missed as an individual, but I do not want to be missed for the work that I did. As a leader, the goal must always be to ensure that those who follow you are better than you, and that just as I always aspire to be better, those who work with me should aspire for the same."

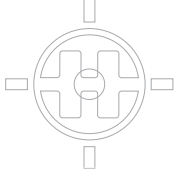
While she recognises the value of institutional processes, she has a strong belief in the importance of the individual. "Processes will only be as effective as the people working with the processes. Part of what constitutes 'effective' is ensuring that the individuals are not only skilled and capacitated, but motivated and encouraged to want to improve."

"While the challenge to balance personal and work commitments is ever present, the primary aim is to ensure that balance doesn't come at the expense of performance. One critical influencer of success in this regard comes from a real love of what I do. I feel very privileged to work for this organisation and with my colleagues."

Michelle mentors a group of women at the corporate office. She facilitates monthly meetings, most often in a relaxed off-site setting, to create opportunities to discuss challenges and opportunities, and to address these at individual level.

The results of this process are tangible. Their combined commitment has led to a significant improvement in the overall performance of the group Sustainability team.

"When you're passionate about something, you'll always find the time to do it. I'm passionate about people, and everything I do comes back to my desire to help others succeed."



# SOCIAL AND RELATIONSHIP CAPITAL



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- 74 SUPPLY CHAIN
- 76 B-BBEE IN SOUTH AFRICA
- 77 FOOD SAFETY



# SOCIAL AND RELATIONSHIP CAPITAL



Tongaat Hulett recognises the importance of constructive engagement with all stakeholders as a key driver of the long-term sustainability of the organisation.

This is reflected in the company's mission to *'build our future by creating sustainable value for all our stakeholders'*. Building and nurturing relationships with all our stakeholders are critical aspects of our commitment to good governance and an ethical culture, and essential to restore stakeholders' trust and the group's good reputation.

## KEY INITIATIVES 2021

- Comprehensive support provided to COVID-19 relief initiatives.
- Second corporate reputation survey across five key stakeholder groups.
- Ongoing support for SED initiatives.
- Adopted a Human Rights policy.
- Investor and stakeholder communication centralised to ensure consistency and alignment.
- Developed a more formalised and proactive stakeholder engagement framework that assigns stakeholder engagement responsibilities to executives and formalises reporting on engagements to the Board.

## FUTURE PRIORITIES

- Embed stakeholder engagement framework.
- Continued COVID-19 partnerships.
- Address learnings from reputation survey to further cement stakeholder relationships.

## WE CARE

GOOD IMPROVEMENTS IN STAKEHOLDER PERCEPTIONS AND TRUST YEAR-ON-YEAR

SPEND ON SED INITIATIVES

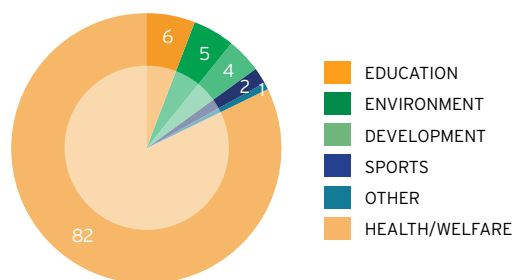
**R122.4 million**

(2020: R87.9 million)

COMMITTED TO COVID-19 RELIEF INITIATIVES IN COMMUNITIES, BOTH DIRECTLY AND IN PARTNERSHIP WITH GOVERNMENT

**R82.8 million**

SED SPEND (%)





# STAKEHOLDER RELATIONSHIPS

The Board takes a stakeholder-inclusive approach in executing its governance role and responsibilities that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time. Responsibility for the oversight of stakeholder relationships is delegated to the Social, Ethics, Health and Safety Committee (SEHSC). The Committee regularly reviews the stakeholder engagement framework and the company's methodologies for identifying and ranking the individual stakeholders. Stakeholder workshops with appropriate registers are maintained to ensure ongoing monitoring of stakeholder relationships.

Stakeholder engagement and improving internal and external communications have been a significant focus areas during the turnaround and restructuring to keep key stakeholders informed. A stakeholder engagement action plan was established at the start of the 2021 financial year and progress was reported against planned engagements. These were aligned with the changed requirements of the COVID-19 environment with most interactions shifting to remote engagements such as online meetings, webcasts, webinars and livestream remote operational site visits, as applicable. These were also informed by the results of the corporate reputation survey to address key challenges identified by stakeholders.

## OUR KEY STAKEHOLDERS



## MEASURING OUR PROGRESS

In the first quarter of 2021 Tongaat Hulett commissioned Ipsos, an independent market researcher and public opinion company to again conduct a corporate reputation survey across key focus areas. The survey sampled employees and other stakeholders, including shareholders, customers, suppliers and the media. The results of the survey provide an external assessment of our progress against the same survey conducted at the start of 2020, offering insights into our position relative to our peers and highlighting areas for improvement to further refine our engagement strategy.

The results showed improvements across most of the metrics surveyed and indicated that 89% of stakeholders and 91% of employees sampled, believe that Tongaat Hulett is going in the right direction. Areas for improvement raised by the survey are being assessed so that these can be addressed.

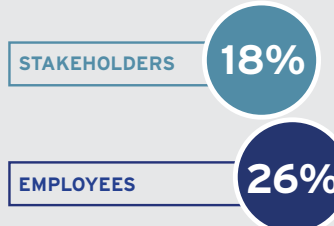
### HIGHLIGHTS OF THE 2021 CORPORATE REPUTATION SURVEY



Measuring key reputational performance areas		
<b>S</b>	<b>+12%</b>	<b>ADVOCACY</b> Conative measure of reputation Those who speak positively about the company
<b>E</b>	<b>+21%</b>	
<b>S</b>	<b>+8%</b>	<b>TRUST</b> Cognitive measure of reputation Those who believe they can trust the company
<b>E</b>	<b>+17%</b>	
<b>S</b>	<b>+20%</b>	<b>FAVOURABILITY</b> Emotive measure of reputation Those who have a positive opinion about the company
<b>E</b>	<b>+11%</b>	

E = Employees  
S = Stakeholders

### REPUTATION / TRUST INDEX Using trust to measure reputation



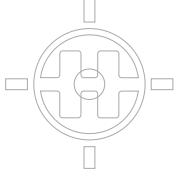
### ADVOCACY SCORE Respect and overall positive perception



**89%**

**91%**

We believe that Tongaat Hulett is moving in the right direction



# STAKEHOLDER RELATIONSHIPS CONTINUED

## MATERIAL ENGAGEMENTS WITH KEY STAKEHOLDERS DURING THE 2021 FINANCIAL YEAR INCLUDE:

### SHAREHOLDERS

The Board engages with shareholders directly at the annual general meeting (AGM). The CEO, CFO, executives and the Investor Relations manager interface regularly with institutional investors through various presentations and scheduled meetings as part of the company's investor relations programme to keep them appraised regarding developments in key strategic themes.

In addition to results presentations and virtual roadshows, this year we also presented a COVID-19 webinar on the company's response plan, business progress update meetings and one-on-one remote meetings with investors.

The HR and Business Assurance executives have had structured engagements with shareholders on evolving dynamics in the remuneration and environmental, social and governance spaces respectively.


### CURRENT SHAREHOLDERS, FUND MANAGERS AND ANALYSTS

Following the 2020 annual results presentation, we engaged an external service provider to conduct an independent assessment of the views of shareholders, fund managers and analysts. The survey gathered feedback regarding the company's progress to date, what the market likes about the company, their concerns and what the market expects Tongaat Hulett to deliver going forward.

Positive feedback was received regarding the transparency and visibility of the executive team, as well as the progress made to date. Concerns expressed included debt levels and the uncertainty at the time regarding the disposal of the starch business (subsequently concluded).


### COVID-19

Tongaat Hulett's COVID-19 response included extensive engagements with employees, communities, non-governmental organisation (NGOs) and government to understand the needs of key stakeholders, ensure compliance with the rapidly developing legal frameworks, plan an effective response and coordinate relief efforts.

 More information regarding our COVID-19 response is available on page 24.

### THE SUGAR INDUSTRY MASTERPLAN


Tongaat Hulett has been participating in the development of the Sugar Industry Masterplan together with industry peers and key stakeholders, under the guidance of the dti. The Masterplan aims to increase the sustainability of the South African sugar industry. Regulations for the implementation of the plan were approved in June 2020 and the final plan was signed by all participants in November 2020.

 Refer to the Operating Context section of the 2021 Integrated Annual Report for further detail.

### PROVIDERS OF CAPITAL

Reducing the company's unsustainable debt burden is a critical aspect of Tongaat Hulett's turnaround strategy. The company engages with its funders on an ongoing basis to keep them informed regarding material transactions to free up capital and our progress towards meeting debt reduction milestones.

A second restructure of the company's existing debt facilities was concluded with our South African lenders in November 2020. While Tongaat Hulett achieved the debt reduction proceeds milestone at 31 March 2021, the debt reduction transactions agreements target was not met, and we engaged with lenders to amend these agreements.

 More detail on the transactions underlying these engagements is available in the 2021 Integrated Report.

### GOVERNMENT

Meetings were held with the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) and the Darnall community to create a structure for the community and Tongaat Hulett following the mothballing of the Darnall Mill.

Tongaat Hulett Property interacted on an ongoing basis with the eThekweni and KwaDukuza municipalities, as well as the Office of the Premier of the KZN province, regarding planning and infrastructure.

These engagements aim to create strong partnerships and improve collaboration on infrastructure solutions. They will also improve understanding and alignment of the key issues within the communities in which we operate.

**LOCAL BUSINESSES** **EMPLOYEES**

Entrepreneurship and business skills workshops for small businesses were held for Small, Medium and Micro Enterprises (SMMEs) in the Maidstone Area.

Similar workshops at the other mills unfortunately had to be postponed due to the second wave of COVID-19.

Tongaat Hullett collaborated with business communities to provide support and skills transfer to SSGs and build relationships with all growers.

The company’s new values were launched and rolled out, supported by a values recognition campaign that commenced in January 2021.

The new success management (performance management) was rolled out and is being implemented. We instituted the Senior Executive Forum and held workshops around the forum.

A dipstick survey was conducted with representatives from SHE, HR, Communications and the operations in our four countries in preparation for an internal communications planning session. The survey showed improvements on areas identified as gaps on the Ipsos reputation survey.

COVID-19 communications, campaigns and initiatives were an ongoing focus including the certificate of fitness, “My COVID-19 Story”, and an “Are you a champion?” campaign. We conducted a COVID-19 survey of 2 600 employees that showed good understanding of the COVID-19 virus, prevention and company policies.

**SUPPLIERS** **COMMUNITIES**

Various communications were issued to suppliers regarding COVID-19 related information, business updates including the sale of the starch business, and fraud and fraud prevention.

Meetings were held with Tongaat-based business forums on upcoming procurement opportunities within Tongaat Hulett and the identification of barriers to entry for new businesses.

These engagements improved our understanding of the key issues of local businesses and created platforms to share economic opportunities with forum members.

**DARNALL COMMUNITY ENGAGEMENTS ESG**

Tongaat Hulett is engaging with members of the Darnall community following the mothballing of the Darnall Sugar Mill. The mill was established in 1846 and people in the surrounding area have a strong multi-generational connection with the operation, as many worked in the mill as full-time employees or fixed-term contractors.

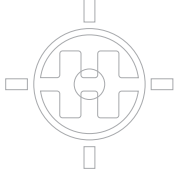
The mill’s low capacity utilisation and high production costs made it necessary to mothball the operation to improve efficiency, reduce debt and secure the financial sustainability of the company and thereby protect jobs across the group.

The company engaged with employees and community representatives since the decision was announced in February 2020.

In August 2020, protests began in the Darnall community and further engagements commenced amid COVID-19 restrictions. Over time, the unrest developed and culminated in various incidents including intimidation of company employees, obstruction of operations and theft of company property.

Tongaat Hulett continues to engage with community representatives directly and through a multiple stakeholder forum including municipal and provincial government to find mutually beneficial outcomes while taking a firm stand against lawless behaviour. Complaints from former employees are being investigated and opportunities to stimulate job creation, skills development and SMME development were discussed.

The table that follows provides more information on Tongaat Hulett’s key stakeholder groups, engagement channels, stakeholder priorities and the company’s response.



# STAKEHOLDER RELATIONSHIPS CONTINUED

## SHAREHOLDERS, INVESTORS, BANKS AND ANALYSTS

### How we engage

- Multiple regular interactions with the CEO, CFO, Board and key executives managed by the Tongaat Hulett Investor Relations team.
- Roadshows, locally and abroad.
- Annual and interim results presentations and publications.
- AGM and special general meetings when required.
- Email and telephone calls.
- Company website.

### Why this relationship is important

- Our shareholders, investors and lenders provide the financial capital that enables the continuity and growth of the business.
- Improving our relationship with these stakeholders ensures their continued support and improves the company's ability to raise capital and/or secure funding where required.

### Stakeholder priorities

- Clear communication of the company's strategy and prospects going forward.
- Understanding of the company's debt reduction plan and progress towards achieving it.
- Profitability and sustainability during COVID-19.
- Initiatives to improve cash flows.
- Return on investment and growth in valuation.
- Appropriate capital allocation between equity and debt.
- Balance in equity holder and lender's risk.

### Our response

- Strong and well-understood business strategy that ensures the future sustainability of the company.
- Improved understanding of the business's ability to create long-term value for shareholders, investors, lenders and analysts.
- Generate positive cash flows to be applied to repayment of debt and dividends.
- Ongoing updates and communication on the turnaround strategy and progress against these initiatives.
- Continued focus on improving communications.
- The COVID-19 response strategy included a key focus on supporting a "Healthy Company" by ensuring that operations could continue during the pandemic.

### Risks

- High debt levels and challenges in meeting debt reduction targets.
- Increasing cost of capital.
- Damage to our reputation.

### Opportunities

- Improved trust in the company and better understanding of Tongaat Hulett's strategy and investment case.
- Ability to raise capital as and when required.



**How we engage**

- Regular collaboration on topics of employee protection, diversity and performance management.
- A variety of internal communication channels, including the company intranet, emails, newsletters, notice boards and briefings.
- Additional engagements as part of the restructuring and retrenchment process.
- Increased communications and virtual engagements during COVID-19.

**Stakeholder priorities**

- Health, wellbeing and job security during COVID-19.
- Fair and growing remuneration.
- Training and development.
- Stable employment relationships and job security.
- A working environment that guarantees health, safety, fairness and equal opportunity.
- Opportunities for upward and sideways movement within the organisation.
- Freedom of association and the right to collective bargaining.

**Risks**

- The company is dependent on the cumulative drive, loyalty and dedication of employees to prosper.
- Unhappy employees may cause disruption of operations.
- Further developments in the COVID-19 pandemic could disrupt operations.

**Why this relationship is important**

- Loyal and engaged employees actively work towards the company meeting its strategic objectives.
- Satisfied employees become brand ambassadors of the company.
- Retaining skilled employees embeds institutional knowledge and reduces costs associated with identifying, employing and on-boarding new staff.
- Constructive relationship with unions representing our employees' interests reduces the likelihood of strikes and unrest.

**Our response**

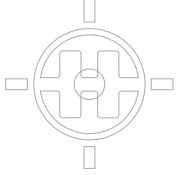
- The response to COVID-19 had a primary focus on securing the health of employees through understanding their individual risks arising from their personal situation and job situation as well as the controls, equipment and infrastructure required to keep them safe (see page 24).
- Sound corporate governance practices aligning remuneration with performance.
- Managers across operations interact with trade unions in an open and constructive manner.
- Ongoing healthcare and wellness programmes across rural operations, particularly in Mozambique, Eswatini and Zimbabwe.
- Retention of managers through long-term incentives.



**Opportunities**

- Loyal and engaged employees support efficiencies and growth in the business.
- Fully engaged and involved staff can add significant value and momentum to the turnaround plans.
- Employees who buy into the new strategy and ethos promote the company as an employer of choice.





# STAKEHOLDER RELATIONSHIPS CONTINUED

## GOVERNMENT AUTHORITIES AND REGULATORY BODIES

### How we engage

- Strategic partnerships on joint projects.
- Forums discussing existing and emerging initiatives.
- Periodic ad hoc meetings with various company representatives.
- Compliance monitoring.
- Regulatory submissions.

### Why this relationship is important

- Collaboration and strategic goal alignment and partnerships with government assist both parties in improving the economy of the country of operation.
- Ensure regulatory bodies understand the business's ethical compass.

### Stakeholder priorities

- Compliance with local, provincial and national regulations across operations.
- Effective partnerships towards achieving articulated mutually beneficial goals, objectives, projects and policies.
- Demonstrable company support towards sustainable socio-economic growth in the region.
- Economic stability.
- Support for and alignment with government priorities in addressing the challenges arising from COVID-19.
- Constructive collaboration to advance broader country and industry priorities such as the Sugar Masterplan, small-scale farming and B-BBEE/indigenisation.

### Our response

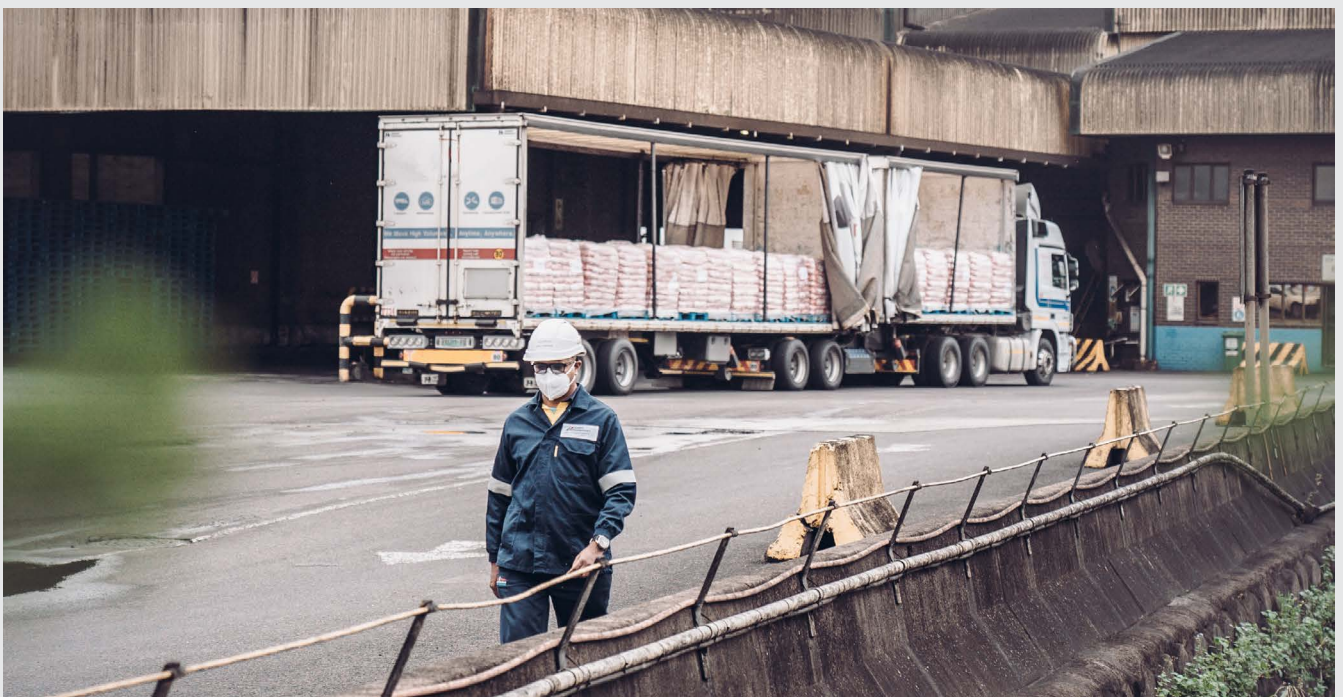
- Tongaat Hulett has strict compliance oversight and systems in place to ensure compliance with regulatory frameworks.
- Active participation in ongoing partnerships with relevant government agencies on various initiatives, including sugar expansion in rural communities, contributing to the increase in small and medium-scale indigenous farmers in both sugarcane and maize, as well as land conversion activities.
- Tongaat Hulett's proposed partnership initiatives support transformation and empowerment.
- Ongoing discussions on Tongaat Hulett's cash flow requirements and the need to manage these within the context of development, employment and other needs.
- The company's COVID-19 response provided support to communities and government facilities and our operations worked closely with government to address the most pressing needs in their surrounding areas.

### Risks

- Non-compliance with regulations or a deterioration in relationships with regulators might put Tongaat Hulett's licence to operate in danger or make it more challenging to gain relevant approvals or partnerships.
- Misalignment of business and government priorities could weaken execution and support for Tongaat Hulett programmes.

### Opportunities

- Our focus on developing the communities we operate within, as well as our track record as a sustainable business allows us access to the relevant regulators and a willingness to partner.
- Our proposed developmental partnerships provide exciting opportunities for real and measurable transformation.
- Constructive and effective partnerships to address key government priorities supports regional development and entrenches the company's reputation as a responsible corporate citizen.



## PRIVATE FARMERS

**How we engage**

- Structured periodic engagement with growers individually and through forums organised per geographic farming regions.

**Why this relationship is important**

- Strong farmer relationships support mutually beneficial outcomes and a reliable source of sugarcane and food security.
- The new partnerships could provide effective and sustainable transformation and increase direct B-BBEE ownership in milling.
- Sugarcane received from farmers and growers can improve production throughput and jobs within the communities.

**Stakeholder priorities**

- Maximise return in terms of revenue received for sugarcane.
- Support from the company towards the long-term sustainability of private sugarcane farmers.
- Sustainable growth and development of indigenous farmers and equitable participation in the agriculture value chain.

**Our response**

- Access to maximum quality seed cane and cost savings on key inputs, such as fertiliser and herbicides.
- Tongaat Hulett works to unlock grant funding from relevant authorities.
- Sustainable integrated farming model for staple foods implemented across the SADC region.

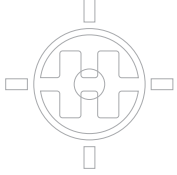
**Risks**

- Negative perceptions in the grower communities where we operate could harm the company's reputation and ability to source sufficient quantities of sugarcane and maize.
- Substitution of sugarcane with other commodities.
- Lack of access and security of tenure could discourage investment in farming.

**Opportunities**

- Improve confidence in the long-term viability of the sugar industry and opportunities for diversification, ensuring sufficient land remains under sugarcane.
- Increase successful indigenous farmers and youth participation in farming.





# STAKEHOLDER RELATIONSHIPS CONTINUED

## LOCAL COMMUNITIES

### How we engage

- Structured periodic engagement forums with community organisations and traditional authorities neighbouring business operations.
- Regular and ad hoc engagements with traditional community leaders and Councillors.
- Development of small-scale private farmers in the communal areas identified for sugarcane expansion.
- Regular interaction at local level through SED, provision of basic needs and services.
- Regular interaction at local level through the ED initiatives implemented in partnership with community.

### Why this relationship is important

- Strengthens mutual understanding and relationship.
- The company generally has strong relationships which are mutually beneficial to the company and the communities we operate in.
- Strong relationships support beneficial outcomes for community development, as well as staff loyalty.
- Shared emotional ownership of local business units and operations.

### Stakeholder priorities

- Support during COVID-19.
- Access to sustainable jobs and economic opportunities.
- Affordable education, training and access to healthcare and basic amenities.
- The conservation of the community's way of life, culture and environment.
- Provision of access to opportunities through ED initiatives.

### Our response

- Our COVID-19 response included a key focus on "Healthy Communities" in recognition of the integral relationship between our operations, employees and local communities (see page 25).
- Tongaat Hulett's ongoing investment in SED addresses a broad range of needs in Mozambique, South Africa and Zimbabwe.
- Health programmes for employees extend to communities, including counselling, screening and treatment for HIV/AIDS, COVID-19 and malaria.
- Ongoing schooling and infrastructure development projects involving local communities.
- Working with communities to identify opportunities for ED that facilitates development of relevant and sustainable businesses in rural communities.

### Risks

- A breakdown in relationships in a community could harm the company's reputation, disrupt operations and affect its recruitment processes.
- Cash flow restrictions may reduce the support that Tongaat Hulett can offer to its surrounding communities in the short-term.

### Opportunities

- Strong relationships with the communities we operate in support beneficial outcomes for community development and staff loyalty, and demonstrate the company's commitment to ethical and responsible business practices.





CUSTOMERS, SUPPLIERS AND SERVICE PROVIDERS

**How we engage**

- Regular interaction on procurement processes, responsible sourcing standards and supply chain management.
- Regular interactions with customers on various matters.
- Targeted engagements with key property developers and/or investors and local authorities on development approvals and bulk infrastructure.

**Why this relationship is important**

- The company has a loyal customer base and strong relationships with suppliers.
- The development of property partnerships has the potential to deliver fully transformed development activities that could speed up land conversion and provide growing annuity income to the partners.

**Stakeholder priorities**

- Local procurement.
- High-quality products at competitive prices that attract consumers and encourage brand loyalty.
- Access to quality housing and property solutions.
- Product innovation and growth of the business.
- Professional and mutually beneficial trade relationships and robust supply chain mechanisms.
- Product responsibility and food safety.

**Our response**

- Tongaat Hulett continuously improves the quality, taste and innovative features of products at reasonable prices.
- Support for “Buy Local” initiatives.
- The land developments undertaken by Tongaat Hulett have catered for all levels of society with housing solutions being developed for low, middle and high-end income earners, while taking cognisance of emerging market developments e.g. retirement sector.
- Land developments undertaken take cognisance of the evolving needs of society i.e. business, recreation, leisure etc.
- The company operates under the relevant regulations, standards and laws to ensure the quality and safety of all its products.
- Management systems in place at our operations align with and are certified in terms of ISO 45001 as well as FSSC 22000 and ISO 22000.

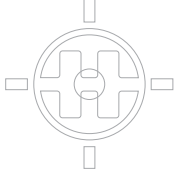
**Risks**

- Negative perceptions may affect suppliers and service providers willingness to engage with Tongaat Hulett.
- Public infrastructure funding constraints could limit property development.

**Opportunities**

- Brand loyalty will increase market share and growth.
- Diversification opportunities allows the company to show innovation and diversification.





# SOCIO-ECONOMIC DEVELOPMENT

## SED spend increased to R122.4 million in 2021

Tongaat Hulett is committed to the well-being and sustainable development of the communities in which we operate. Our investment in SED supports projects that aim to drive sustainable rural and local economic development and work in collaboration with our communities, governments and other stakeholders.

Programmes are designed to meet the needs of the unique dynamics of local communities and align with the societal and national development priorities of the areas in which we operate. They also incorporate and contribute towards the achievement of the priority issues contained in the SDGs.

## The principles we embrace in our approach to SED include:

**Corporate governance** – we adhere to legal and accepted business practices.

**Social sustainability and innovation** – we develop innovative, practical approaches to transform society and the environment thereby uplifting communities.

**Corporate social responsibility** – we demonstrate responsibility to society by minimising any negative impacts and extending philanthropic and charitable inputs to the communities that we operate in.

Tongaat Hulett's current focus on securing the sustainability of the company by curtailing costs and paying down debt constrains capital availability across the business. SED, however, remains a priority and in 2021 R122.4 million was invested across our operations (2020: R87.9 million), with more than 90% of this allocated to initiatives in Zimbabwe and Mozambique, where there is significant need for support.

## KEY ELEMENTS OF SED SPEND FOR 2021

### Healthcare

- We make a significant investment in running local healthcare facilities for our employees and local communities as most operations are based in rural areas.
- R99.9 million (2020: R51.5 million) was invested in health-related activities.

### Education

- We invested R6.8 million (2020: R6.2 million) in education initiatives, including the ongoing provision of water and electricity to several schools, transport, maintenance, school books, furniture and bursaries.

### Environment

- R5.5 million was invested in various programmes including bilharzia and malaria control and other environmental health initiatives.

Projects supported during the year included:

- A rice production and fish project run in partnership between our Mafambisse operation and the Mozambican government that made more than 600 hectares of fallow land available to 239 beneficiaries, 140 of whom are women. Tongaat Hulett also provided certified rice seed as well as land preparation, as most of the farmers lack funding. To date, 136 hectares have been ploughed and graded for associations and 51 hectares have been seeded.

- A fish project on the banks of the Púngue River involves 15 farming associations benefitting 239 families. The Mozambican government provided cages, animal feed, training as well as technical assistance, and Tongaat Hulett contributed land (a lagoon) in which to breed tilapia. We also provided 1 350 fingerlings that are expected to yield a harvest of 9 000kg worth of adult fish over a period of six months in the first phase of the project. The project has created four direct jobs and as it grows, will extend to the cities of Dondo, Beira and Nhamatanda. It also provides food security to our local community.
- Tongaat Hulett has for many years supported PROTEC in the town of Tongaat, South Africa, as part of our SED Education initiatives. PROTEC is a leading South African NGO, operating nationally in the field of science, technology, engineering and mathematics (STEM) that runs an excellence programme for disadvantaged learners who have the potential and the right attitude to change the course of their lives. Their 10-year programme starts in Grade 10 and continues until after students have completed university, and their graduates have gone on to become engineers, doctors and entrepreneurs. While the focus is on STEM education, they also provide soft skills training and provide mentorship and support to students who come from poor and sometimes very difficult home situations. In 2020 the programme had to be adapted for COVID-19, limiting face-to-face engagements and increasing the use of online lessons and WhatsApp groups.
- Tongaat Hulett partnered with the Southern Lodestar Foundation to donate 60 tons of high energy porridge to children in local communities in Zimbabwe, Mozambique, South Africa and Eswatini at the start of the COVID-19 outbreak. The instant porridge was also supplied to primary schools and hospitals, using our infrastructure, logistic network and stakeholder relationships to accelerate the distribution. Through the partnership, 400 000 meals were made available to children and individuals who were experiencing hardship because of the pandemic.

# SUSTAINABLE AGRICULTURE

# HUMAN RIGHTS AND CHILD LABOUR

**As part of our inclusive growth objective, Tongaat Hulett continues to support small-scale farmers in partnership with governments and other stakeholders.**

Small-scale farming is an integral part of our supply chain and an important enhancer of local economies that provides employment, income and poverty eradication in rural communities, and represents an important opportunity to draw women and youth into the economy.

Tongaat Hulett's partnership with the Jobs Fund, which ran from 2014 to 2018 established 10 972 hectares of sugarcane, creating more than 3 000 jobs. Through the project, 1 286 local community members received training in a range of qualifications, from multi-year tertiary qualifications and certificate courses in farm management to on-the-job training.

The partnership continues to benefit rural communities with 5 800 current beneficiaries. In the past four production seasons, about R82 million has been distributed directly to beneficiaries – a significant amount given that it excludes the wage earnings generated by the project.

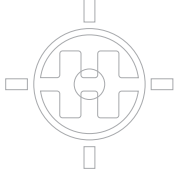
**As a signatory of the Universal Declaration of Human Rights and a member of the UNGC, Tongaat Hulett is committed to respecting internationally recognised human rights standards.**

This includes avoiding causing or contributing towards adverse human rights impacts through company activities, and seeking to prevent or mitigate adverse human rights impacts directly linked to Tongaat Hulett operations, products or services by business relationships. We aim to prevent human rights infringements such as child labour, forced and compulsory labour, unsafe and unhealthy working environments, and constraints to an employee's freedom of association, both within our company and in our supply chain.

This commitment to human rights is emphasised in our Human Rights policy, Code of Conduct and Business Ethics and our Sustainable Sugar policy, and incorporated into our SHE policies and procedures. The company's strategic sourcing approach includes a human rights provision in all new supplier contracts and human rights are an integral part of the Supplier Code of Conduct. We recognise that there are areas where complicity in human rights abuses may arise, particularly by some suppliers of sugarcane, and we proactively engage with our sugarcane suppliers with a particular focus on the non-adherence to the Supplier Code of Conduct. We work with various industry groups to monitor sustainable and ethical practices in our supply chain and are periodically peer reviewed. The company is assessed annually on human rights by institutions including the American Sugar Refining Group and ProTerra Ethical Sourcing policy.

In the 2020 financial year, the company conducted an investigation of small-to medium-scale outgrower sugarcane farmers in Zimbabwe to ensure that they do not make use of child labour. The investigation found that sugarcane farmers are aware of laws and policies that prohibit the employment of children and the Zimbabwean farmers sampled in the investigation signed pledges that they will not practice child labour, failure of which will result in all Tongaat Hulett services offered to them being withdrawn. All sugarcane farmers are required to maintain detailed employment records of all their employees. Community education and engagements are ongoing to combat child labour and a monitoring mechanism is being implemented.





# SUPPLY CHAIN

**Tongaat Hulett's procurement practices support and accelerate the execution of the business goals and strategy by emphasising achieving best value while also advancing social sustainability and ethical practices.**

Local procurement resources at the business operations across the organisation are complemented by the small Strategic Sourcing team that engages with suppliers to identify and realise cost benefits. This collaborative and focused cost curtailment approach resulted in savings of R103 million in the current year (2020: R181 million).

Stringent compliance measures and contracts management controls are in place to drive adherence to the Procurement Policy and Supplier Code of Conduct as well as the governance principles espoused in the Tongaat Hulett Code of Ethics. The Sustainable Sugar policy confirms the expectation we have of ourselves, our third-party supplying farmers, contractors and key suppliers to meet and commit to the standards we have set for sustainable sugar production. The policy covers ESG considerations, including human rights and labour conditions.

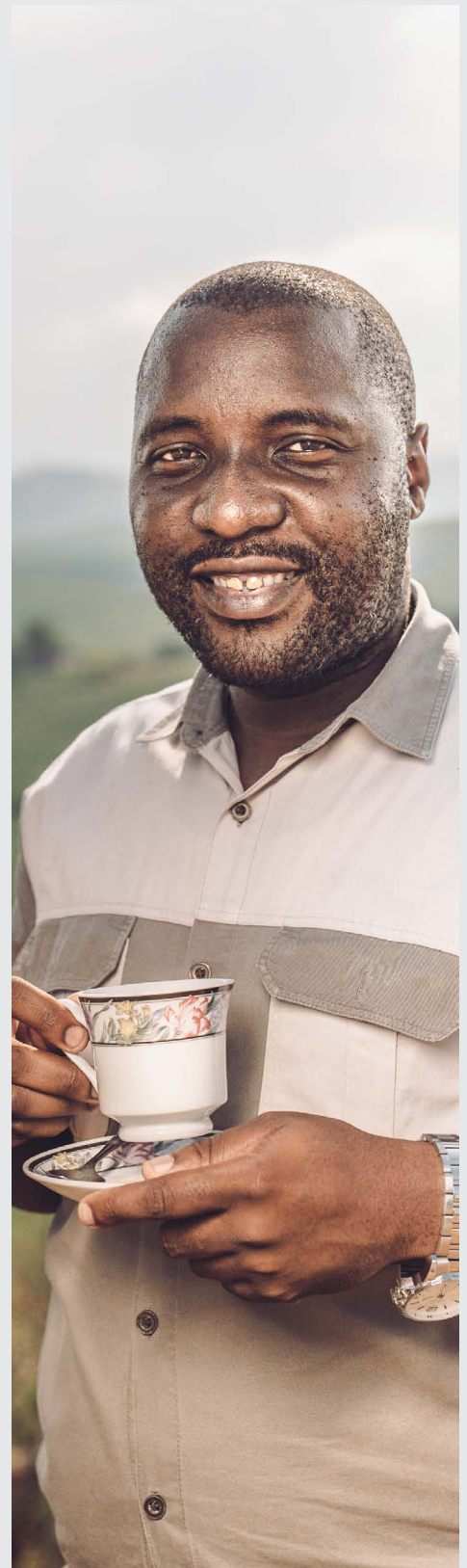
Tongaat Hulett works closely with the various government agencies and stakeholders in all the countries where it operates to ensure that, wherever possible, procurement is responsive to the needs of the community and supportive of the regional indigenisation and localisation efforts.

Preferential procurement in terms of B-BBEE is a particular focus in South Africa and the business continues to prioritise opportunities to increase spend with SMMEs, including local suppliers, and introducing additional Black Owned (BO) and Black Women Owned (BWO) enterprises into the supply chain.

We continue to focus on improving access to supply chain opportunities through preferential procurement initiatives, including reserving certain contracts either partially or totally for designated groups. We also provide training and workshops for potential suppliers. In Mozambique and Zimbabwe, we advance indigenisation through flexible procurement policies and practices that are responsive to the needs of communities and promote preferential local procurement and supplier development. We are standardising procurement governance throughout the business with improved focus on contract management and supplier performance management.

Enterprise development initiatives aim to promote access to the sugar industry supply chain by SMMEs. During the year, Tongaat Hulett's ED initiatives included:

- Small business workshops were held for SMMEs in the Maidstone area in December 2020 to promote entrepreneurship and business skills. Planned workshops in areas around the other mills were suspended due to COVID-19 concerns. Virtual personalised business empowerment sessions with Maidstone beneficiaries began in March 2021.
- Tongaat Hulett provided discounted rental, fencing, security, water connection and property maintenance to the Blackburn Waterloo Business Support Centre, a township business support centre set up in partnership with eThekweni Municipality.
- Tongaat Hulett is providing funding to sink a borehole for water access, install an electricity meter and provide security for the Black Climate Smart Urban Agriculture project. The project arose from the conversion of the Blackburn Estate Hostel and housing into a 20 000 bird poultry egg farm in FY2020. The project was successfully piloted and is now being commercialised through third-party funding.
- Support and assistance including fencing, irrigation materials and seedlings was provided to two local BWO cooperatives in the Felixton area to produce vegetables.



## CASE STUDY

### Creating opportunities through access to affordable mobile data

Njabulo Maphumulo is a budding entrepreneur who has worked hard to expand his information and communications technology business, Mobit. His ambition is to transform people's lives by building a network that allows people to access information affordably.

"Once people have information, they can innovate. They can grow, and that's transformation," says Maphumulo.

The start-up was born after Maphumulo realised that residents of his local Hambanathi township in Tongaat were far removed from the digital world. He wants to see everyone in Hambanathi connected to the digital world and opportunities, which he believes will also build their dignity and self-worth.

Maphumulo said Tongaat Hulett's assistance since 2018 has been invaluable as it enabled his business to grow its capacity. "The main reason I sought assistance from the start was to get access to fibre internet as that would enable the business to provide faster internet access," said Maphumulo. Tongaat Hulett also provided non-financial support by giving Maphumulo's business access to one of the towers which connects the Tongaat area to the fibre source in Ballito.

Tongaat Hulett funded the material needed to make the mobile network tower which Maphumulo designed. Then, helped by locals, he welded the tower together in the Hambanathi before using a wheelbarrow to carry the tower and cement to the Tongaat Hulett premises where he installed the tower.



Since receiving financial assistance from Tongaat Hulett, the business has been able to sustain and add new customers. Maphumulo said that the business has also grown in terms of service quality. "This has meant that we can retain existing customers. The current and future plan is to reinvest revenue back into the business by purchasing new hardware and establish new sites in other areas."

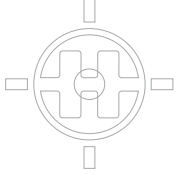
Maphumulo has been working with local spaza shops as distribution channels for the data bundles. He does not have a fixed number of customers since the service is prepaid and not contract based but he is currently operating at capacity and in the next three to five years Maphumulo wants to have many more active users on the network, targeting 100 000 active users every month.

"During school holidays, through the assistance of PROTEC, I was placed in an electronics repair shop which was in line with my love for technology says Maphumulo". This helped propel him to starting his business many years later.

PROTEC is a national non-profit organisation that runs excellence programme for learners from socially and economically disadvantaged backgrounds that have aptitude in maths and science. The Tongaat branch provides support to 91 students from Hambanathi, Magwaveni and Tongaat Central in KZN. Tongaat Hulett is one of PROTEC Tongaat's main sponsors.

PROTEC is now one of Maphumulo's clients. From the financial support received from Tongaat Hulett, network hardware was purchased and installed at PROTEC and an uncapped internet is now provided to the NPO.

While Maphumulo has not yet achieved all his dreams, he is taking all the necessary steps to reach them. His advice to up and coming entrepreneurs is to have a vision and to action it every day, no matter how long it takes.



# B-BBEE IN SOUTH AFRICA

## Transformation in the company is monitored and overseen by the SEHSC.

The company has a strong track record of actively contributing to building a more prosperous society and, while the previous Tongaat Hulett B-BBEE structure collapsed recently, the group continues to actively look for alternative ways to make a meaningful impact with the goal of reinstating the B-BBEE position of the group in the foreseeable future. We have set ourselves appropriate targets to make visible progress in the makeup of our people, leadership, shareholders and those actively involved in Tongaat Hulett. The improvements in representation of black employees and black women employees

at management and skilled and supervisory levels in the South African workforce in the current year (see page 56) demonstrate progress in this regard.



The restructuring strategy included the creation of partnerships with a strong emphasis on maximising the company's transformational impact while simultaneously improving the group's financial sustainability. While progress on these initiatives was slowed by COVID-19, they nevertheless remain important priorities for the company.

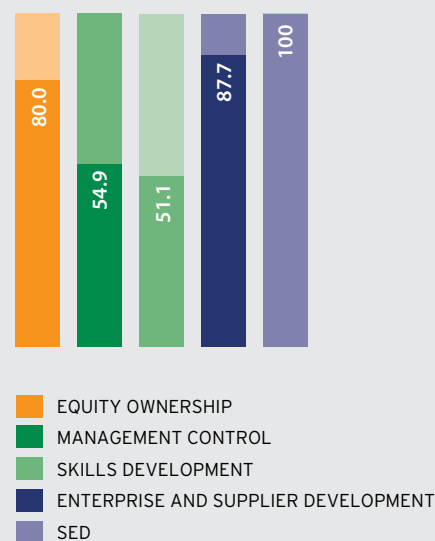
<b>FARMCO</b>	A transformative agricultural initiative launched in September 2019 to optimise the company's direct sugarcane farming activities in South Africa. Tongaat Hulett exited a significant portion of its direct sugarcane farming activities by leasing company-owned farmland to Uzinzo Sugar Farming (Uzinzo) and other third-party growers, establishing Uzinzo as the largest black grower in the South African sugar industry.
<b>MILLING PARTNERSHIPS</b>	Tongaat Hulett continues to explore opportunities to create transformation within the sugar milling business.
<b>PROPERTY PARTNERSHIPS</b>	While the initial PropCo business model may not have materialised as hoped, the company continues to review opportunities for smaller property partnerships. The objective would be to establish transformational entities for portions of our property portfolio in partnership with other co-investors and developers.
<b>KILIMANJARO</b>	A project in Zimbabwe that aims to increase the productivity of land through the development of 4 000 hectares of virgin land for sugarcane farming for the benefit of 200 local farmers while creating 2 000 new jobs. The project is well under way with more than 2 657 hectares already cleared to date, with the first 562 hectares of sugarcane having been planted. The finalisation of the remainder of the project will be dependent on obtaining suitable funding and various options are being explored.

The empowerment participation of SSGs in the South African sugar business, in line with the South African Sugar Masterplan, continues to be developed. The company is also exploring various alternatives in respect of specific assets of the South African sugar milling business, e.g. the refinery and Voermol Feeds®.

Tongaat Hulett is aligned with the B-BBEE Codes of Good Practice and in the 2020 annual verification, a Level 4 Status was achieved (2019: Level 4). Tongaat Hulett's transformation efforts are closely aligned with national imperatives with an aim of contributing towards the creation of a more diverse and inclusive, socio-economically active society.

The Board has set a target of achieving a Level 2 status in the next assessment and a gap analysis was performed to identify areas for improvement to achieve this goal. The group's ownership score is anticipated to benefit from the sale of the starch business and our recruitment processes promote improvement in management representation. Our training programmes are being aligned to gaps identified against the B-BBEE scorecard and the skills development score will be supported by the management development programme.

**B-BBEE SCORECARD PERFORMANCE 2020 (%)**



## FOOD SAFETY

**Tongaat Hulett's longstanding reputation as a producer of high-quality food products is underpinned by the high brand awareness and acceptance that our market-leading brands enjoy in all our areas of operation.**

This reputation and the value of our brands are protected and strengthened through strict adherence to structured food safety processes that include managing sugarcane requirements on a non-genetically modified basis and applying a sophisticated identity preservation system.

Our food safety management system is based on a supply chain risk approach that manages vendors of materials and services, plant operations and facility compliance, distribution services and customer requirements. The system integrates related risks and opportunities into the company's business continuity plan.

Three of our key operations comply with and are certified in terms of FSSC 22000, a Food Safety System Certification used by food manufacturers which is aligned with ISO 22000 and includes Good Manufacturing Practices, in terms of quality and food safety standards. FSSC 22000 is a globally recognised food safety certification programme and its requirements continue to evolve and further align with international best practices with respect to food safety. Compliance with these systems and processes is monitored through several annual customer audits that apply global audit protocols.

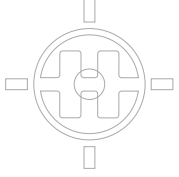
All our production facilities comply with the principles of ISO 9001 quality management system, but are currently not certified. Plans to certify operations that require this are currently underway. In South Africa, the operations have adopted Hazard Analysis Critical Control Points (HACCP), where appropriate. Downstream products supplied to the pharmaceutical industry are required to meet the standards of the Food and Drugs Act.

The need to continually upgrade operational facilities and equipment in our plants to ensure ongoing compliance with best practice in food safety is a focus when justifying capital expenditure and a part of management's long-term focus on continual improvement. Key project areas include bulk storage facility improvements, additional foreign body arrest equipment, and enclosure of operational structures.

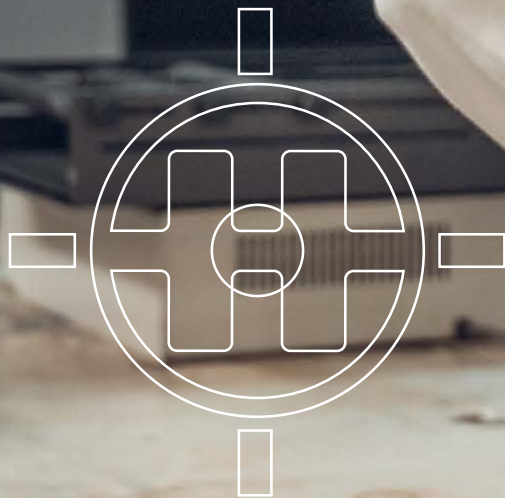
Our approach to food safety encompasses a focus on improving food safety compliance along our supply chain, including ensuring that there are rigorous programmes in place for our suppliers and distribution networks. Our engagements with key service providers and auditing programmes encourage certification to quality and food safety standards. There is also regular evaluation of risks in terms of food safety threats and vulnerabilities both within the operations and along the supply chain.

In line with escalating consumer rights protection awareness, the company has implemented food defence management plans in collaboration with outsourced service providers that raise awareness and improve security systems on product monitoring and traceability.





# INTELLECTUAL CAPITAL







- 81 INTELLECTUAL PROPERTY
- 81 THIRD-PARTY CERTIFICATION
- 81 PRODUCT RESPONSIBILITY
- 82 BRANDS



# INTELLECTUAL CAPITAL



Continuous innovation is an important driver of value and strategic focus for the company. Tongaat Hulett's intellectual capital includes patents, trademarks and domains, as well as our market-leading brands.

Our intellectual property (IP) is protected by employment contracts and confidentiality agreements and/or licence agreements with external parties that establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any dealings with the company. The sugar operation's portfolio of patents is managed by a knowledge management specialist in consultation with patent attorneys. Protection of patentable ideas is achieved by immediately obtaining provisional patents, with targeted national and international patenting.



WE SUCCEED THROUGH  
EXCELLENCE AND INNOVATION

REGISTERED PATENTS

2

REGISTERED TRADEMARKS

704

DOMAINS

44

## KEY INITIATIVES 2021

- Effective engagement with governments on policies and partnerships.
- Robust communication with investors and funders to protect the financial capital base.
- Retention of third-party certification.
- Growing market share responsibly through innovation and the development of high-quality products.
- Rebranding of Voermol®.

## FUTURE PRIORITIES

- Brand refresh for Hulett's Sunsweet® in Zimbabwe.
- Develop a Intellectual Property Management Framework.

## INTELLECTUAL PROPERTY

Tongaat Hulett holds two patents registered in Australia, Brazil, China, Colombia, Indonesia, India, Mauritius, Mexico, South Africa and the USA. It is a proprietor of 704 registered trademarks (with 73 pending) in Australia, Botswana, Lesotho, Namibia, New Zealand, Philippines, South Africa, South Korea, Eswatini, Taiwan and the United Arab Emirates. The company has 44 domain names registered to it.

Tongaat Hulett is transitioning from a decentralised to a centralised IP management approach. This was previously managed by four different law firms under the direction of different business units within the group, with trademarks registered in the name of various Tongaat Hulett entities. Towards the end of 2020 Tongaat Hulett appointed a single firm to handle the entire IP portfolio which included listing all the trademarks on a consolidated IT platform and initiating a process of consolidating

ownership of all trademarks into the name of Tongaat Hulett Limited. As trademarks come up for renewal, we will confirm use and interest in order to rationalise the portfolio, where appropriate.

Most of the registered patents related to the starch business and subsequent to the sale in 2020, Tongaat Hulett now has two patent registrations. Similarly, the number of registered domains reduced to 44 from 89 previously, with the balance transferring to Barloworld with the sale of the starch business.

Given the establishment of an in-house group Legal Department during 2020, we will in time issue an Intellectual Property Management Framework which will provide information and practical guidance to the business when engaging on IP-related matters.

## THIRD-PARTY CERTIFICATION

Quality, SHE and food safety performance is benchmarked against global best practices to promote continuous improvement and stakeholder satisfaction. Operations subscribe to and are certificated in terms of various internationally-recognised management systems and/or specifications.

Third-party certifications include:



## PRODUCT RESPONSIBILITY

**Sugar or sucrose is a natural plant product derived from the sugarcane plant that is a natural and healthy contributor to the enjoyment of food as part of a balanced diet. Neither white nor brown sugar contains additives or preservatives of any kind.**

Tongaat Hulett complies with the relevant SHE legislation and quality in each of the countries in which it operates, while striving to implement industry best practice.

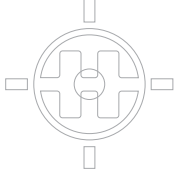
Tongaat Hulett's operations in Mozambique and Zimbabwe have partnered with government and other stakeholders to improve access to nutrition by fortifying sugar produced for local consumption with vitamin A, which is important for visual health, immune function and foetal growth and development.

As with any foodstuff, excessive consumption is not conducive to good health and over-consumption of sugar can lead to obesity, including child obesity. We ensure that appropriate information is provided to our customers and all product labels contain

information about the product in compliance with the respective country legislation and labelling regulations.

Responsible sugar consumption is a critical element of Tongaat Hulett's Sustainable Sugar policy, which emphasises the company's support for relevant awareness campaigns and for government initiatives to promote responsible consumption by consumers.






In early 2021, Tongaat Hulett published its Responsible Sugar Consumption policy in accordance with the company's commitment to supporting government and society, that will guide the company's related initiatives going forward.



# BRANDS

Tongaat Hulett's brands hold leading positions in their respective markets in different product categories and geographic locations.

The company's objective is to grow its market share responsibly through innovation and the development of high-quality products. The business's major food and animal feed brands are highlighted below:

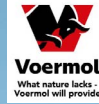
	<p><b>HULETT'S® WHITE SUGAR BROWN SUGAR</b></p>	<p>Market leader in South Africa over 125 years in the market</p>
	<p><b>NON-NUTRITIVE SWEETENERS</b></p>	<p>One of the top non-nutritive sweetener brands in South Africa</p>
	<p><b>HULETT'S SUNSWEET® WHITE SUGAR BROWN SUGAR</b></p>	<p>Market leader in Zimbabwe</p>
	<p><b>VOERMOL FEEDS® ANIMAL FEEDS</b></p>	<p>Market leader in the molasses and pith-based animal feeds industry in South Africa</p>
	<p><b>BLUE CRYSTAL® WHITE SUGAR BROWN SUGAR</b></p>	<p>Market leader in Botswana</p>

The Hulett's® Sugar brand in South Africa was re-energised last year to reflect its proudly South African heritage and partnered with Proudly South Africa. New packaging was launched in the current financial year across our core brown and white sugar portfolios as well as adjacent portfolios. The comprehensive marketing campaign that accompanied the brand refresh included an improved focus on telling the story of how Hulett's gives back through our SED initiatives, and, despite the challenging South African consumer market, sales showed a significant, double-digit improvement.

In August and September 2020, we ran our #Hulett'sNationalHumthem campaign, a simple yet effective way to unite and spread hope in the midst of the global pandemic, while promoting Hulett's® Sugar as a proudly South African brand. We invited South Africans to hum the South African National Anthem through their masks and share their national pride, with the added incentive of cash prizes that could be won through digital and in-store competitions.

The #Hulett'sNationalHumthem campaign was recently considered best in class, winning gold in the Mobile Video category at this year's Smarties Awards by the Mobile Marketing Association. The Smarties Awards are one of the world's premier marketing showcases, and are held to honour the best and most innovative mobile campaigns.

## CASE STUDY



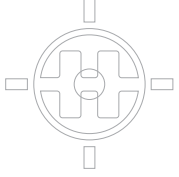
## Voermol® brand refresh: *beefing up our bull*

For nearly 60 years, Voermol® Feeds has been at the forefront of scientific success in the animal feeds sector and is the market leader in the molasses and pith-based animal feeds industry in South Africa. The company is a proud part of the Tongaat Hulett family and recently undertook to evolve and refresh its corporate brand and packaging to better reflect our high-quality brand.

We consulted widely with key stakeholders including co-operative leadership, commercial and new era farming partners, as well as our sales team to gather input on our new look. The feedback received was very positive and influenced our design as we transitioned to “Beefing up our Bull”.

The evolution of our brand imagery includes a new logo that remains very recognisable and retains our underpin line of “What nature lacks, Voermol® will provide”. The new branding has been rolled out into new packaging and upgraded core sales and marketing assets to communicate our approach.





# NATURAL CAPITAL



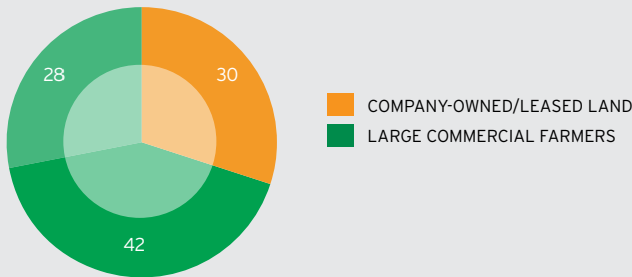


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# NATURAL CAPITAL



## SOURCE OF CANE TO TONGAAT HULETT MILLS (%)



## KEY INITIATIVES 2021

- Improve quality of data management systems for the reporting of key environmental indicators.
- Progress on planning for effluent plant at Maidstone facility.
- Improved processes to manage carbon tax payment.
- Identified the business's key climate change risks.
- Develop and implement an electronic incident reporting and investigation management system.
- Implement ISO 45001 at all operations.
- Progressing the implementation of technical initiatives to reduce the air quality impacts at the milling operations.
- Continual identification and diversion of re-usable waste from land fill.

## FUTURE PRIORITIES

- Complete construction of effluent treatment facilities at all mills.
- Improve water efficiency by 5% by 2025.
- Improve energy efficiency by 5% by 2025.
- Improve carbon efficiency by 5% by 2025.
- Improve waste efficiency by 5% by 2025.
- Maximise alternatives available to reduce carbon tax payment including use of alternative fuels.
- Implement additional mitigation plans to further reduce the impact of climate change risks.
- Reduce the number of LTI's and number of days lost due to LTI's by 10% by 2025.
- Conversion of existing lawful authorisations to integrated water use licences at Felixton, Amatikulu and Refinery.

To comply with the requirements of TCFD, the environmental data in the Natural Capital section of this report excludes the data from operations that were sold in 2021. A separate data table (including the operations that were sold) is presented at the end of the section.

# LAND

## CANE GROWING PROCESS

Sugarcane has been cultivated since ancient times and is thought to have come from tropical South and Southeast Asia, with the likely origin northern India. Sugar production is a diverse industry that combines the agricultural activities of sugarcane cultivation with the industrial factory production of raw and refined sugar, syrups, and a range of other products, such as ethanol.

Tongaat Hulett has been growing and milling cane since 1892.

The cultivation of sugarcane can involve a high degree of mechanisation in large commercial growers, but is more frequently a largely manual process for small- or medium-scale growers, or in countries where socio-economic conditions require access to employment for large populations of lower skilled labourers.

The principal component sought from sugarcane is sucrose, or the disaccharide combination of two monosaccharides – glucose and fructose – which makes up around 13% of the weight of raw sugarcane.

The actual sucrose level is influenced by a combination of factors, such as soil quality, access to water, temperatures (average temperatures as well as temperature cycles), and the overall length of the growth cycle. Although most cane is grown over a period of eight to 16 months, some varieties of cane can be managed over a period of up to two years, allowing the density of sucrose within the cane to mature more slowly for a variety of crop management reasons.

While the growing of sugarcane requires a number of critical inputs, the processes employed to mill and refine sugar can have a number of impacts on the natural environment within which the cane is grown.

It is the responsibility of growers such as Tongaat Hulett to monitor its activities to ensure limited negative impacts on water sources, land and air. These could potentially include the degradation of land quality through over-farming and/or excessive use of agri-chemicals (fertilisers, herbicides and pesticides), the contamination of water sources through discharges of insufficiently treated effluent, and the pollution of air through discharges of particulate matter, or even via inadequate suppression of dust emanating from stockpiles of bagasse (the fibrous material that is left over after sucrose has been extracted from cane in the milling process).

Without access to land that is of sufficient nutrient value for the growing of cane, in areas where growers have access to substantial volumes of water, either through high rainfall levels or access to rivers, streams or underground aquifers, the production of sugar would not be possible.

In South Africa, cane is grown mostly along the coastal regions of KZN, where irrigation is almost entirely the result of rain, whereas irrigation from rivers, streams and boreholes is required at the company's agricultural operations in both Mozambique and Zimbabwe.





## About ethanol

Ethanol's first use was to power an engine in 1826, and in 1876, Nicolaus Otto, the inventor of the modern four-cycle internal combustion engine, used ethanol to power an early model.

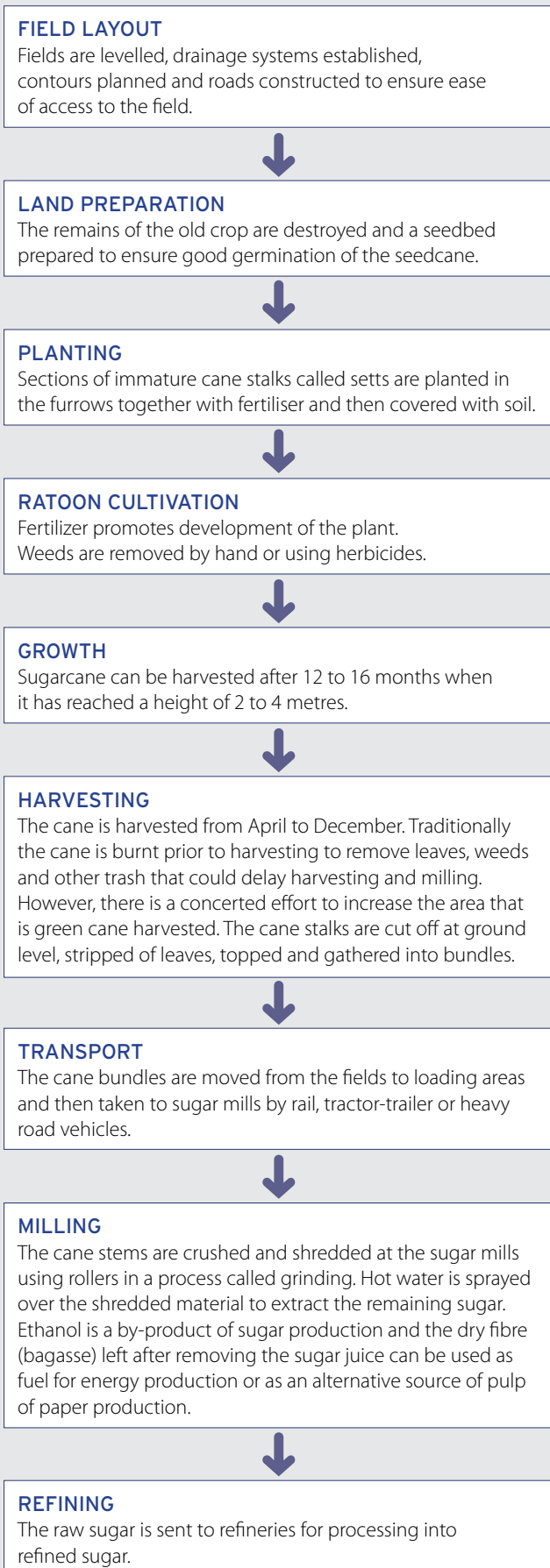
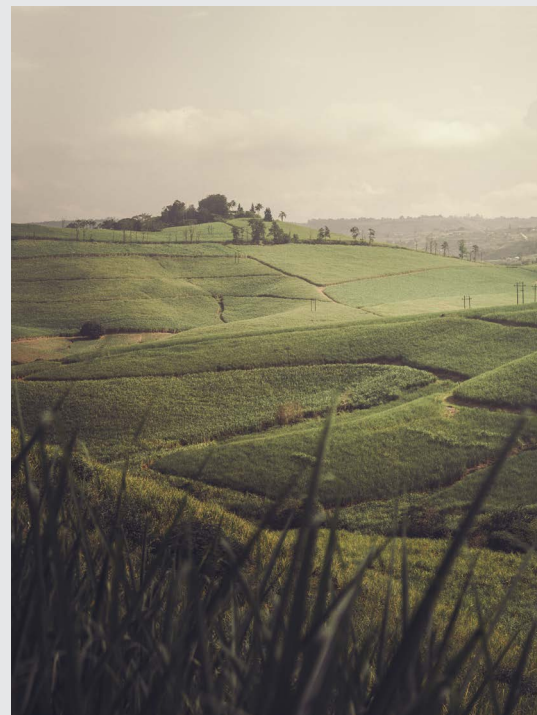
Although millets (corn) became the predominant feedstock for ethanol production because of its abundance and ease of transformation into alcohol, sugarcane is also used as a key source.

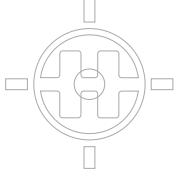
Ethanol results from the fermentation of starches extracted from sugarcane into sugar and then into alcohol.

Although used as a fuel source for early combustion engines, including the first automobiles, ethanol was all but ignored as a fuel despite its more favourable air quality properties, such as lower carbon emissions.

Used also for the production of alcoholic beverages, ethanol played a key role during the COVID-19 pandemic as a critical input to the production of sanitisers used to protect people from touch transmission of the virus.

In 2021, Tongaat Hulett produced over 30.6 million litres of ethanol, a more than 10% increase over the 27.7 million litres produced in 2020.





# LAND CONTINUED

## The most material issues associated with land include

Degradation of nutritional land value from natural causes such as increased salinity (salt levels) due to the encroachment of ocean coastlines resulting from storm-initiated erosion and/or climate-related rises in sea level.

Degradation of nutritional land value through over-farming and/or insufficient periods of fallow, or rest periods, allowing land to "relax" without being required to produce cane.

Degradation of natural nutritional levels resulting from the over-application of agri-chemicals.

Decreased cane growing potential due to location-specific impacts of agricultural pests and diseases.

Habitat contamination from cane debris, dust and other particulate matter.

Tongaat Hulett has long held the view that the appropriate management of land is a critical requirement for the ongoing sustainability of the company. It is not, nor ever has been, in the best interests of the company, its shareholders, or the communities around which cane is grown to ignore the need to manage cane growing land with a sustainability-rooted forever mindset.

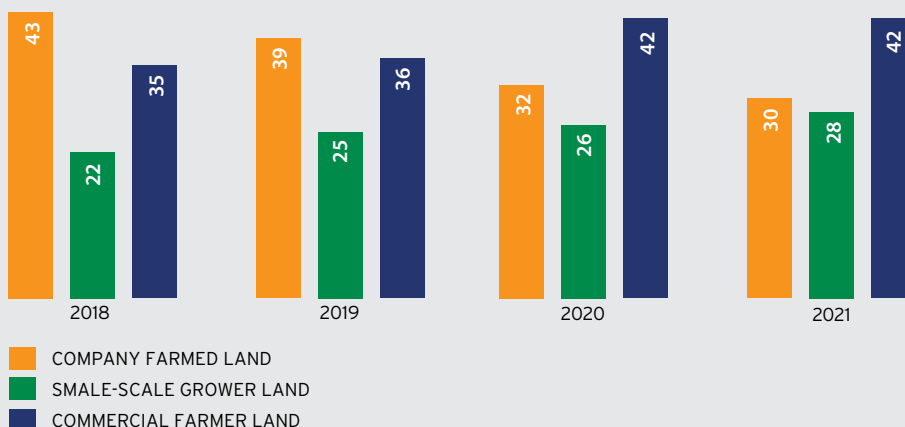
This forever attitude is shared by Tongaat Hulett and its many cane growing partners, noting that of the 175 043 hectares of land farmed in 2021, only 30% was farmed by the company itself, while 42% was farmed by large-scale commercial growers and 28% was farmed by company-supported small-scale growers.

During the 2021 period, Tongaat Hulett grew cane on a total of 52 883 hectares, while 2 847 was left to fallow, and an additional 4 475 hectares is deemed of insufficient quality to continue cane farming.

Fallowing land is an age-old natural recovery method used to give soil a break from the stresses of producing crops. Within Tongaat Hulett, the amount of land set aside for fallowing can be as high as 10%, whereas in 2021 only 5.6% of the total land available for cane growing was deemed of a reduced productive quality necessary for it to be left to fallow.

Other measures employed to improve the density of sucrose per hectare of land farmed include the planting of as much as 10% of cane land with new root stock on an annual basis, and the responsible application of fertilisers to enhance the natural levels of soil chemicals such as nitrogen and potassium to encourage healthy sucrose production within the cane.

### SOURCE OF CANE TO COMPANY MILLS (%)



## CASE STUDY

## Operation Sakhinzuzo: Propelling small-scale farmers to success

Operation Sakhinzuzo is a R74 million development partnership co-funded by the EDTEA and Tongaat Hulett. The partnership was established in 2017 and is being implemented and supported over six years to 2023 to support small-scale sugarcane farmers in the province by developing 3 000 hectares of land in freehold and communal areas.

The main objective of the programme is to stimulate economic activity and sustainable agricultural production for rural communities and the broader sugar value chain on the KZN North Coast. This will be achieved through ED that provides technical and financial support for established individual SSGs in rural communities, freehold growers and newly formed cooperatives to capitalise on economies of scale.

The land under development supplies sugarcane to Tongaat Hulett mills in Maidstone, Amatikulu and Felixton. Individual grower planting comprises 2 250 hectares and to date, 287 individual growers have benefitted from the programme, each owning between 5 and 30 hectares after participating in the programme.

The remaining 750 hectares is planted under cooperatives, with the goal of helping the newly formed cooperatives to enter the sugar industry and farm for themselves as small businesses. The grant funding in this category is fully funded, covering all the costs of planting and sugarcane maintenance until the crop has canopied, at which point it is handed over to the members of the cooperative to run themselves. The planting of sugarcane is done by selecting contractors who are appointed through an open tender process.

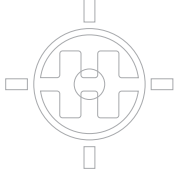
Tongaat Hulett provides training, technical and mentorship support to the cooperative beneficiaries and 29 primary agricultural cooperatives have been formed in the Amatikulu and Felixton mill areas.

The programme creates jobs and helps to alleviate poverty in local communities. Job and contracting opportunities, such as cutting sugarcane, managing sugarcane fields after harvest and transporting harvested cane to the mills, are being created over the crop cycle – on average about eight years after the sugarcane is initially planted. Preferential choice for employment is given to those living within the communal area where the project is implemented. Local communities benefit from increased economic activity, improved health, reduce crime and improve road infrastructure.

The project aims to support programme beneficiaries with small businesses to become sustainable over time and migrate them to becoming medium established enterprises.

Planting started in late summer of the 2018 cane planting season and was completed by 31 March 2021. The EDTEA contributed R51.8 million and Tongaat Hulett R22.2 million to the partnership. The EDTEA's contribution covers inputs such as fertiliser, lime and chemicals for weed control, Tongaat Hulett paid for the seed cane costs and the approved growers contribute labour.





# WATER

Sucrose is produced via photosynthesis, which is a natural process through which green plants, in the presence of an abundance of energy in the form of sunlight, convert water, carbon dioxide and organic minerals into oxygen and sugar. In the absence of water, photosynthesis cannot occur and sugar cannot be produced.

Wherever possible, sugarcane is grown in areas with an abundance of rain so as to reduce agricultural demand for water abstracted from sources such as rivers, streams and boreholes. This is particularly the case at the company's South African and Mozambican operations, especially at Mafambisse, due to the close proximity to the coast, and therefore coastal rainfall patterns that tend to outperform more inland conditions, such as in Zimbabwe and at Xinavane (also in Mozambique).

## The most material issues associated with water include

Periods of significantly reduced rainfall and an increasing reliance on supplemental water sources.

Increased water salinity due to coastal encroachments from storm erosion and/or rising sea levels.

Increased competition for water resources and/or stakeholder opposition to water use for cane irrigation, particularly during periods of water scarcity.

Contamination of water sources through the over-application of agri-chemicals that then seep out of cane fields.

Contamination of water sources through controlled and/or uncontrolled discharges of insufficiently treated effluent from milling and/or refining processes (including ethanol and animal feed production).

Wherever possible, Tongaat Hulett sources its water from rainfall. In 2021, only 77 858 hectares of land (44.4% of the 175 043 hectares of land used for growing cane) required irrigation from various water sources such as rivers, streams and boreholes. A variety of methods are used, such as irrigation canals and ditches, overhead irrigation, pivot irrigation and drip lines, the last of which being the most efficient means of irrigation, but also an extremely expensive alternative, both in terms of money and time.

In most cases, all water abstracted from sources enters a close-looped system that increases the overall efficiency of the water use process. Water that is not consumed by the cane, plus excess rainwater, is captured in canals and redirected back into the irrigation process. There are specific cases where water may be diverted for uses other than cane irrigation, such as to supply communities with access to water for their own use. In other cases, water may be lost due to evaporation, overflows, or system failures such as the collapse of a canal or ditch wall. Where possible, all water discharges for third-party use are measured and subtracted from the total volume of water imported, to calculate a net water consumption value.



Sugar mills, by their nature, should theoretically be “net producers of water”, with the total volume of water entering the mill not being consumed, resulting in water being exported from the mill for other uses (including reuse in the mill at a later date). However, several factors lead to this not being possible.

About 70% of sugarcane is water, when the cane first enters a mill, it is crushed and “sugar water” is separated from the fibrous pulp material (bagasse) and the liquid is then sent through a series of processes to separate the sugar from the water. This “sugar water” is used in the milling process for a variety of purposes, ultimately being boiled to produce steam for sugar processing and/or to turn turbines that generate electricity.

When processes, for whatever reason, are unable to operate at maximum efficiency, for example, where the water density in the supplied cane is low, the volume of water extracted from the cane must be supplemented. This water is sourced from rivers, streams, boreholes, or in rare circumstances (only within Tongaat Hulett’s Durban refinery) from municipal sources.

In many cases, water in the form of effluent is treated and reused within the milling and refining processes, or for irrigating cane fields. However, there are other instances in which treated, and in some cases untreated water, is discharged back into the environment. In all controlled circumstances, the volume of water discharged is measured and subtracted from water inputs to calculate a net volume of water consumed.

In summary, the total volume of water consumed by the company is the sum of all water used to irrigate fields where rainfall is insufficient to meet cane demand for water, together with all water used in processing or production. This includes processing and refining sugar, ethanol production at Triangle in Zimbabwe and the production of animal feed at Voermol® in South Africa.

During the 2021 period, a net total of 834 868 megalitres (ML) of water was consumed within the company, against a total of 1 689 655 tons of sugar produced. This calculates as 494 m<sup>3</sup> of water per ton of sugar produced.

Two water-related environmental non-compliance incidents occurred during the year (zero fines), the most significant of which being a discharge of untreated effluent from a storage dam at the Maidstone Mill. This incident led to an intensive investigation by both the group SHE team, and members of Exco, as well as an investigation by the South African Department of Water and Sanitation (DWS) and the eThekweni Municipality.

The DWS issued a directive, while the municipality issued a non-compliance letter, but neither issued a fine. Nonetheless, Tongaat Hulett identified the need to fast-track a previously identified plan to improve the scope and capacity of effluent treatment at Maidstone. A new treatment plant will be constructed commencing in 2022.

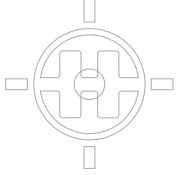
In Zimbabwe, an order was issued to Hippo Valley Estates by the Environmental Management Agency to improve the efficiency of the Chishamiso Sewage Ponds to improve the quality of sewage treatment serving one of our central villages.

In addition to these non-compliances, five Level 2 Environmental Incidents were recorded at Maidstone (3), Amatikulu (1) and Felixton (1).

Two of the three Maidstone incidents were related to the overflow of effluent from the holding dam due to inadequate management of effluent volumes going into the holding dam, leading to the above-mentioned non-compliances. The third Maidstone incident was the result of a leak in an underground effluent pipe that runs along the site perimeter fence. The failure resulted into effluent spillage and surface runoff into thick vegetation along the Tongaat River.

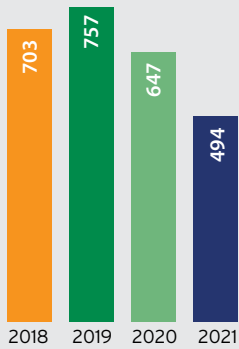
While the efficiency of water used relative to sugar produced is the most reliable of metrics for water consumption, several factors can lead to significant variances in year-on-year comparisons, such as adverse weather (e.g. floods and droughts). Thus, water efficiency isn’t always an effective indicator of water management performance.





## WATER CONTINUED

### WATER EFFICIENCY: WATER USED PER TON OF SUGAR PRODUCED (m<sup>3</sup>)



The Amatikulu incident occurred when an irrigation pump failure resulted in a temporal effluent holding tank overflowing to the bunded area and subsequently to the nearby road and the Amatikulu River. The site was using a temporal holding dam as a point of effluent transfer to irrigation due to the main effluent dam undergoing modifications. The effluent dam modifications have since been completed and use of the dam has been reinstated.

The Felixton incident occurred when the mill experienced operational challenges that resulted in the isolation of clarifier A, requiring a start-up of the B effluent system as a back-up. In contravention to site designs, the B effluent system was discharging to the Umhlatuze River which consequently resulted in river contamination. The B system was immediately isolated and will be reinstated when the monitoring processes are installed.

Through these events, the entire team was reminded that even in the presence of effective policies, procedures and controls, unforeseeable incidents can still occur in the absence of regular and objective scenario planning and stress testing of overall business continuity plans for potential environmental incidents. The company used these incidents to question the potential for similar outcomes at all other operations, leading to additional modifications to water storage and treatment facilities.

Wherever possible, Tongaat Hulett manages its impacts on water quality through monitoring and testing procedures, inclusive of testing specific boreholes, effluent discharge monitoring, visual inspection, and the active engagement of interested and/or affected stakeholders surrounding our operations.



# MANAGING WASTE

Aside from the use of land to grow cane, the management of hazardous and non-hazardous waste at all operations is an ongoing specific management focus area. While the company maintains a zero tolerance policy for improper management of hazardous waste, and is in full compliance to this commitment, the management of non-hazardous waste still presents potential for further improvements.

## The ultimate goal is "zero waste to landfill".

During 2021, a total of 184 tons of hazardous waste was disposed of through appropriately designated and regulated facilities serving our operations. This equates to a hazardous waste efficiency of only 0.109kg of hazardous waste per ton of sugar produced (0.144 in 2020).

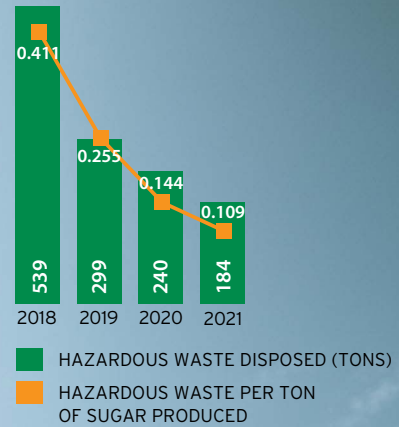
Over the past few years, improvements in data systems and controls has allowed our SHE teams to not only improve their ability to identify ways to further reduce the volume of hazardous waste to be disposed of, but also improve the quality and reliability of data submitted to the group for collation and reporting to our stakeholders.

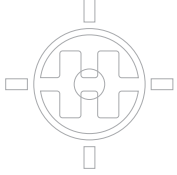
In 2021, a total of 6 717 tons of non-hazardous waste was sent to landfills, while 297 050 tons of waste were recycled. This calculates to a non-hazardous waste efficiency of 98.0%.

**NON-HAZARDOUS WASTE EFFICIENCY**



**HAZARDOUS WASTE EFFICIENCY**





# AIR: INCLUDING CARBON EMISSIONS

As a consumer of carbon dioxide (CO<sub>2</sub>), sugarcane and other green plants tend to be less sensitive to air quality issues than animals (including humans), and therefore the company does not look to control the use and/or consumption of air, but rather what it sends into the atmosphere, particularly via smoke stacks at our mills, refineries and our ethanol plant.

## The most material issues associated with air include

Elevated levels of noxious compounds and other airborne pollutants such as Nitrogen Oxides (NO<sub>x</sub>) and Sulfur Oxides (SO<sub>x</sub>) from smoke stacks.

Elevated carbon emissions resulting from insufficiently managed carbon-based fuel consumption at mills, refineries, the ethanol plant and in mobile machinery such as cane haulage trucks.

Reduced air quality in areas surrounding mills as a result of dust emanating from bagasse stockpiles.

Reduced air quality in areas surrounding mills, and along roads leading to/from mills and agricultural operations as a result of dust emanating from vehicles.

Wherever possible, Tongaat Hulett manages its impacts on air quality through a variety of monitoring tools such as visual inspections, sample testing of smoke stacks, testing for particulate matter in materials captured within dust buckets placed strategically around our operations, and through the active engagement of interested and/or affected stakeholders surrounding our operations.

During the reporting period, zero Level 2 or Level 3 environmental incidents were related to air quality complaints and/or non-conformances. However, the company continues to monitor the quality of air emissions in all of our stacks, noting that improvements to existing, or the installation of new scrubbers, are required at some of our operations. These issues are in the process of being addressed on a risk-rated basis.

The single most effective way in which our impacts on air quality is monitored and managed is through the measurement and management of our energy consumption and associated carbon emissions.

While an increasing number of JSE-listed companies have set ambitious “Net Zero” targets, Tongaat Hulett is not yet in a position to make such a bold commitment. However, the company’s commitment to reducing carbon emissions is not new, and now encompasses the following elements:

### Switch, wherever possible, to green (or “greener”) fuels

- Continue to switch from coal to an improved mix of coal and wood for the purposes of priming boilers during start-up procedures.
- Where necessary, purchase fossil fuels with higher thermic/caloric values to reduce the amount of fuel required to generate the same amount of heat.
- Continue to shift from non-renewable fuels (e.g. coal and diesel) to renewables (e.g. bagasse and wood) for the purposes of fuelling boilers.

### Reduce demand for energy consumption per ton of sugar produced through improvements to plant and machinery

- Identify and repair weaknesses in boilers and steam pipes, for example, to reduce heat and/or steam losses.
- Replace older stationary equipment with more fuel-efficient equipment as and when possible.
- Purchase vehicles with improved fuel efficiency when replacing fleet.

### Improve overall operational efficiency by reducing planned shutdowns through improved shift scheduling of employees

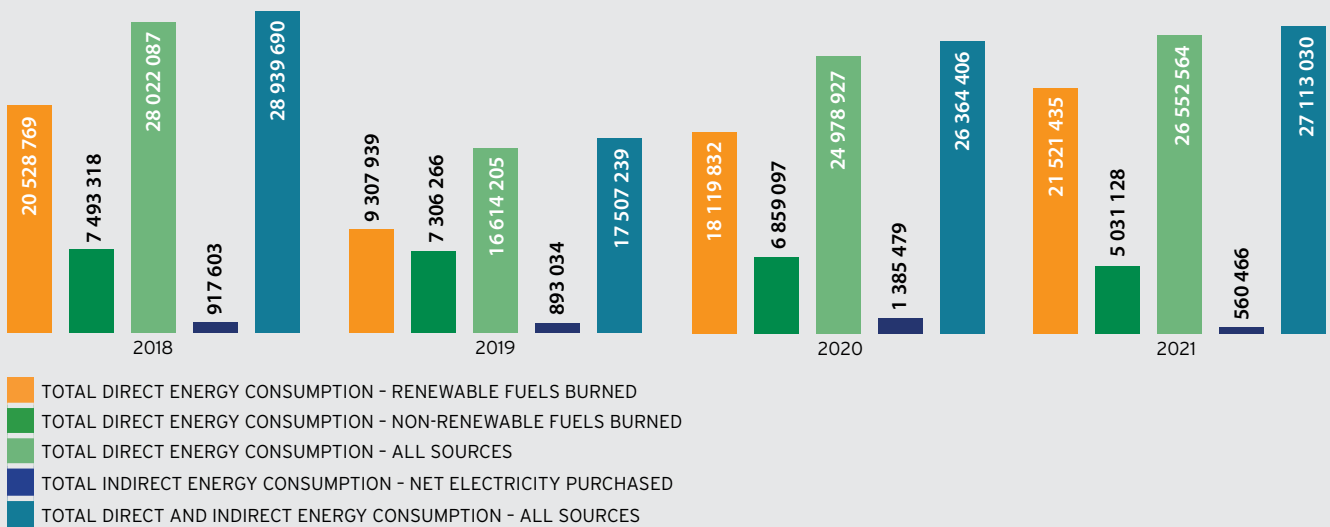
- Continue to engage with employees and unions to extend the length and/or number of shifts to reduce demand for fuel consumption.



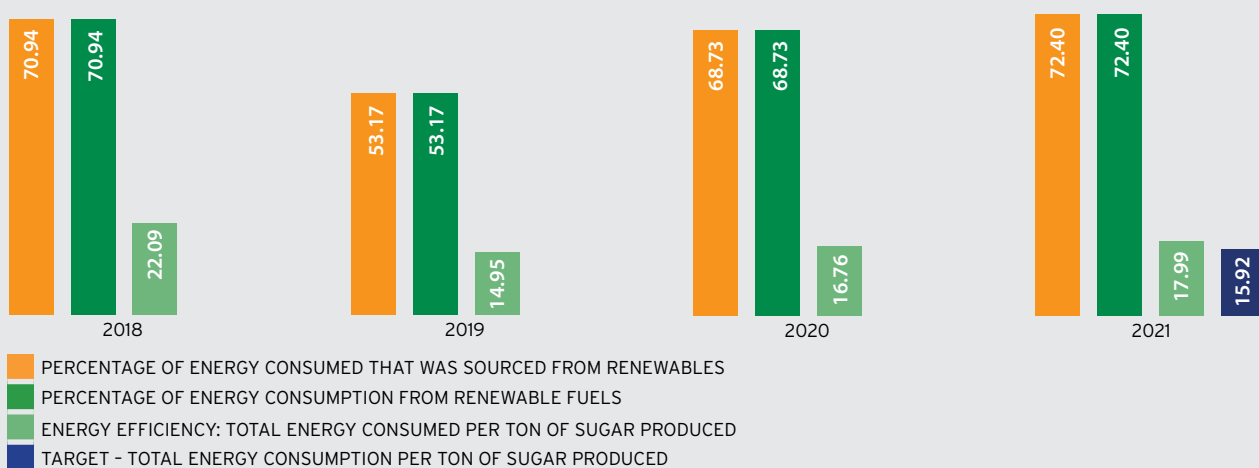
During the year, the total volume of fuels consumed (“direct energy”) increased from the prior year (2020). Meanwhile electricity consumed (“indirect energy”) significantly decreased from the prior year, with only a slight decrease in the amount of electricity self-generated, coupled with an increase in the amount of electricity exported to national grids and/or third parties (e.g. communities). This resulted in a net positive impact on the amount of electricity the company had to purchase, and therefore the amount of electricity-related energy consumption, and a significant improvement in the company’s electricity efficiency (amount of electricity consumed per ton of sugar produced).

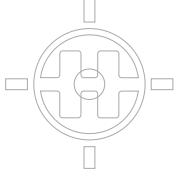
Overall energy efficiency decreased, with every ton of sugar produced requiring an average of 16.63 GJ of energy, whereas only 16.18 GJ were required per ton of sugar produced in 2020. However, it is estimated that due to the number of significant changes in the company over the course of the year, inclusive of improved data collection, collation and reporting of fuel consumption data, coupled with the sales of the starch business and operations in both Eswatini and Namibia, energy efficiency rates will only become truly comparable as from 2022. The most significant direct outcome of energy consumption is the impact this has on carbon emissions. During the year, total carbon emissions across the group decreased from 1.105 million tons to 557 144 tons.

GIGAJOULES OF ENERGY CONSUMED, PRODUCED AND EXPORTED



GIGAJOULES OF ENERGY CONSUMED, PRODUCED AND EXPORTED (%)





## AIR: INCLUDING CARBON EMISSIONS CONTINUED



### OUR APPROACH TO CARBON TAXATION IN SOUTH AFRICA

The Carbon Tax Act (2019) was designed and implemented by government to hold not only itself accountable to the ambitious de-carbonisation goals South Africa declared at the United Nations Conference of Parties (COP 21) in December of 2015, but also to encourage South African companies to assist in this regard.

The “Paris Agreement” was adopted by 196 parties on 12 December 2015 with the primary objective being to limit global warming to below two degrees Celsius above a pre-industrial baseline. To achieve this, all countries had to commit to finding ways to significantly reduce the amount of greenhouse gas emissions, in the measurable form of CO<sub>2</sub>e, and all countries ultimately had to push this commitment down to the business sector, farmers, private citizens and all other carbon emitting stakeholders.

For South African companies, carbon tax essentially means that in the absence of making no effort to reduce and/or offset emissions, a levy of R120 per ton of CO<sub>2</sub>e would have to be paid to government for the purposes of raising funds to reduce carbon emissions at a national level.

For many companies, knowledge of a forthcoming carbon tax accelerated a process of identifying a viable approach to managing their carbon tax exposure. They could:

- invest in ways to reduce their emissions, primarily through improved energy efficiencies;
- develop company owned and operated projects to offset carbon emissions;
- purchase carbon credits by investing in carbon offset projects started by others; or
- budget to pay the R120 per ton of carbon emitted.

In the case of Tongaat Hulett, South Africa’s carbon tax merely amplified the company’s long-standing commitment to protecting the environment, while reaping financial rewards, by reducing the company’s carbon footprint through a combination of process efficiencies and a conversion to lower carbon sources of energy. This process has been in place for decades, and the strategy has always been pegged to reducing emissions as much as possible, mostly through shifting away from the company’s largest contributor to carbon emissions, coal.

Bagasse, the fibre content of sugarcane that’s left over after the water and sugar has been extracted, has been used for many decades as a significant fuel source for heating water to produce steam used in the sugar milling process. However, the calorific value (ability to generate heat) of bagasse is not as high as either coal, which has been a critical input to reignite boilers on a weekly basis during the cane cutting season. To combat this, process and equipment improvements have been developed to reduce mill

dependence on coal as a primary fuel source, including a shift to lower carbon fuels such as wood and liquid petroleum gas (LPG).

While a goal of “Zero Carbon” is not possible in the context of sugar production, an alternate objective of “Carbon Neutrality” (or “Net Neutrality”) has been targeted within Tongaat Hulett for more than a decade.

Tongaat Hulett began reporting on its carbon footprint in 2010, with the release of the company’s first carbon emission data within the Sustainability Report. Over the past 11 years, the company’s ability to collect, collate and report carbon emission data has consistently evolved, often at the expense of year-on-year comparability of reported data. As of this report, Tongaat Hulett is confident that the systems employed to measure carbon emissions have improved to a point where all future reporting can be benchmarked against our calculated emissions for the 2021 reporting period.

### For the year under review, total scope 1 and 2 emissions for the entire group was 557 114 tons.

Due to significant changes in the group’s operations, including the disposal of operations in Eswatini and Namibia, as well as the sale of the company’s starch operations, the data for carbon emissions is not truly comparable from a year-on-year perspective. However, the table on the next page serves to help reinforce our assertion that the company is committed to understanding where future investment in energy efficiencies, coupled with the ongoing conversion from non-renewable fuels to renewables, may help the company meet its current and future goals.

### Our target for carbon reduction is to achieve a minimum of a 5.0% reduction against our 2021 emissions by 2025.

In the meantime, Tongaat Hulett has taken the decision to reduce the company’s carbon tax exposure by purchasing carbon credits from a registered carbon credit supplier via Nedbank.

Through a contract with the City of Cape Town, Reliance collects “green waste” from various locations and composts it at its farm location near Stellenbosch in the Western Cape. By composting yard and landscaping waste (e.g. grass cuttings, tree branches, leaves, etc.), Reliance is able to significantly reduce the amount of methane (CH<sub>4</sub>) that would otherwise be generated as the waste decomposes, while producing an organic source of compost for farmers and gardeners, while producing only CO<sub>2</sub>, which is roughly 25 times less harmful to the atmosphere than CH<sub>4</sub>. The resulting “carbon reductions” are therefore deemed “carbon credits” that companies can purchase to reduce their net carbon emissions.

A truck arriving on site with "green waste" collected from a City of Cape Town collection site



Unfortunately for carbon taxpayers, there's a limit to how much carbon tax exposure can be reduced via offsets (10%). Therefore, the strategy for Tongaat Hulett is to continue to directly reduce carbon emissions through improved energy efficiencies and a move away from coal as a primary source of energy, with plans to identify and/or develop non-core projects that will help generate carbon offsets to move towards Net Neutrality.

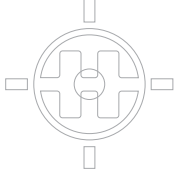
Mulching of locally supplied "green waste"



Turning/aerating and watering of composting windrows, allowing the waste to convert to compost



CARBON EMISSIONS (TONS OF CARBON DIOXIDE EQUIVALENTS, CO <sub>2</sub> -e)	2021	2020	2019	2018
<b>Fuel consumption – renewables</b>				
Wood used for fuelling boilers	467	326	230	89
Bagasse consumed for power and/or steam generation	39 864	33 630	17 213	38 382
<b>Fuel consumption – non-renewables</b>				
Coal used for steam and/or power generation	28 925	577 363	624 871	635 761
Diesel used by company-owned vehicles	237	35 244	35 602	35 391
Diesel used by company-owned equipment	12 244	0	0	0
Diesel used by contractors vehicles	110	19 007	14 619	20 015
Diesel used by contractor equipment	421 750	0	0	0
Petrol used by company-owned vehicles	1 699	2 153	2 042	2 140
Petrol used by company-owned equipment	15	0	0	0
Petrol used by contractors vehicles	82	78	30	112
Petrol used by contractor equipment	2	0	0	0
LPG used in stationary combustion equipment	95	0	0	0
Acetylene used in workshops and laboratories	80	0	0	0
Natural gas used in stationary combustion	0	37 188	1 306	1 249
Total scope 1 emissions	505 575	704 989	695 914	733 138
<b>Total indirect energy consumption: net electricity purchased – all countries</b>	<b>51 539</b>	400 249	257 988	265 085
Total scope 2 emissions	51 539	400 249	257 988	265 085
Total scope 1 and 2 emissions	557 114	1 105 238	953 901	998 223



# CLIMATE CHANGE

**Tongaat Hulett has been mindful of its need to reduce harmful emissions into the air we breathe, the water we use for irrigation, and the land we use to grow sugarcane and other agriculture produce.**

Wherever possible, systems and processes have been developed to reduce our reliance on fossil fuels such as coal and diesel in the boilers required to produce sugar, while additional efforts have been made to reduce the amount of water we require to irrigate cane on our farms, or to be used in cane milling and refining. In many cases, these efforts have been underpinned by performance incentives, particularly at mills and refineries, either directly or indirectly, most notably through cost containment incentives in an operational environment where energy inputs (fuels and electricity) are critical components to financial viability.

These efforts have resulted in attempts to maximise the use of bagasse as a renewable energy source in lieu of non-renewable coal and diesel. Bagasse is burned not only to produce the steam required to process sugar, but also to self-generate electricity that reduces our reliance on electricity generated by national suppliers primarily through the burning of coal. This has helped Tongaat Hulett minimise its carbon footprint by producing fewer tons of CO<sub>2</sub>e per GJ of energy required to produce an equivalent, or even greater, volume of both raw and refined sugar.

While the practice of burning bagasse dates back to almost the company's beginnings, the tracking of its impacts on the company's carbon footprint only dates back to 2009. At the start, information was relatively scant, and not particularly reliable due to inadequate systems to consistently capture energy consumption data across all of the group's operations. However, comparable quantitative data for carbon emissions has been reported annually since 2010, not long after the company started disclosing other key sustainability metrics (e.g. water consumption).

Over the past decade, as the impacts of climate change have become more immediate and costly, nearly every operation within the group has had to mitigate what we would now consider a climate change impact through site-specific responses. However, the issue of climate change as a group issue started to develop as key customers began seeking information about carbon and water efficiencies per ton of sugar produced, and as the government of South Africa embarked on its process to impose a carbon tax (which commenced in 2020).



## OUR CLIMATE CHANGE STRATEGY

The ongoing sustainability of Tongaat Hulett is predicated on understanding the company's interplay between risks and opportunities, while acknowledging that the success of the company cannot occur in the absence of our stakeholders, and the various environments we operate in. The management of climate change is no different.

In order to remain a going concern in a world that can no longer ignore the impacts of climate change on weather patterns and changing geographies, Tongaat Hulett must continuously educate itself on how climate change impacts our people, our communities, the land upon which we grow our sugarcane, the water we use to irrigate farms and process sugar, and the impacts we have on the air we breathe.

Taken to extremes, we must consider the potential impact climate change will have on the movement of people from areas severely impacted by floods, droughts, or land erosion, to areas we have designated for not only the growing and processing of sugarcane, but also for housing the communities that are core to our success. Climate refugees from areas of significant climate impact are expected to disrupt areas deemed more climate resilient. This would include areas away from risks of coastal erosion and flooding as sea levels rise, areas with high volumes of accessible water to sufficiently irrigate crops as temperatures rise towards, or perhaps even beyond, the critical threshold of two degrees warmer than preindustrialised averages, and areas that are able to adapt to longer summers and shorter winters or vice-versa.

Historically, our approach to climate change has been one of addressing needs at the site-specific level. For example, land has been abandoned along the coast in Mozambique where increased salinity has relegated hundreds of hectares of company-owned land unfarmable, while other areas in multiple locations have required the construction of dykes designed to hold back flood waters during periods of increasingly frequent and severe flooding. In some instances, measures have been put in place to mitigate increased risk of heat stress on employees during prolonged periods of intense heat. Through all of this, Tongaat Hulett has learned that mitigating climate change risks will require the involvement of every aspect of the business, from engineering and HR, through to our clinic and hospital staff.

## IDENTIFICATION AND PRIORITISATION OF CLIMATE CHANGE RISKS

In the past year, Tongaat Hulett set about gaining a clearer understanding of our most material climate-related risks. Through an engagement process across all operations, with key leaders and staff already addressing climate-related impacts, 35 company-specific risks were identified. These risks were then presented to members of Exco for comment and prioritised into what is now the group's list of 16 key climate change risks. The risks consider three critical elements:

- Probability of occurrence;
- level of potential impact; and,
- ability to avoid and/or resolve.

Note: The following risks are at the group level, noting that the situation is likely to differ at the operation-specific level.

## ENGAGING STAKEHOLDERS ON CLIMATE CHANGE MATTERS

While the process of materiality determination was limited to the engagement of internal stakeholders, many respondents specifically mentioned considerations raised by one or more of the company's stakeholders. For example, in Zimbabwe, where Tongaat Hulett owns and manages cattle, individuals mentioned a need to consider adjacent farmers when addressing the company's livestock challenges, at least in part to maintain healthy relationships with those farmers, but also to reduce the potential for conflict.

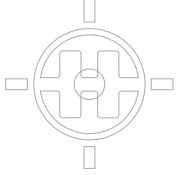
In addition, the issue of key customer enquiries about carbon and water efficiencies, and how these efficiencies might be hindered by climate-related impacts, influenced at least some participants to reflect not only on Tongaat Hulett's preparedness for potential impacts, but on what others believe are probable outcomes in various scenarios that the company has not yet considered. For example, if global temperature averages are expected to rise by 2% over preindustrialised levels, and if Africa is projected to be subjected to even greater increases in average temperature, how will these new temperatures affect the sugar content of cane per hectare, and perhaps when sugarcane can be harvested?

Investors too have started to ask climate-related questions, although many are still limited to merely asking about the presence of a climate change strategy, possibly due to residual uncertainty regarding how climate change is expected to impact investments in agriculture. This, however, appears to be changing. A growing number of analysts, particularly among the longer-term pension fund investors, appear to be becoming more aware of climate-related risk, and consequently of how they need to adapt their portfolios to limit potential losses.

Moving forward, Tongaat Hulett has recognised a need to provide many stakeholders with information regarding how the company is planning to manage its core businesses regardless of climate change. In doing so, the engagement of stakeholders via increased annual reporting (such as this, the company's first *ESG and Climate Change Report*) and regular meetings will be expected to include increased ESG transparency.

# Tongaat Hulett's climate change risks (in order of determined materiality)

1. Damage to owned assets and built infrastructure due to extreme weather events.
2. Crop and livestock varieties performing poorly under changing climate conditions.
3. Uncontrollable soil erosion.
4. High intensity, frequent droughts, floods and inclement weather.
5. Long-term water scarcity and growing competition with industry players.
6. Increase in novel crop pests and livestock disease.
7. Investor distrust in the group's ability to respond to climate change.
8. Increases in post-harvest losses and waste due to extreme weather events.
9. Shifting climatic conditions rendering process sites partially or fully redundant.
10. Declining pasture productivity and increases in livestock mortality.
11. Unsustainable use of fossil fuels.
12. Social unrest due to increasing unemployment and climate-related migration.
13. Loss of diversity, ecosystem disruption and habitat loss.
14. Increasing pressure from government to lower carbon footprint.
15. More onerous climate-related legislation, permits and insurance costs.
16. Heat stress and other climate-related occupational incidents.



# CLIMATE CHANGE CONTINUED

## MITIGATION OF CLIMATE CHANGE RISKS

Although not always explicitly designed to mitigate “climate change”, per se, several initiatives have already been completed throughout the group to mitigate chronic environmental risks that are expected to expand as the influence of climate change increase.

Within our agricultural operations, no less than the following has already occurred:

- Dykes have been constructed around cane growing land to protect against flooding during periods of extreme rainfall, as well as to protect against soil erosion;
- canals have been deepened, are regularly maintained to reduce build-up and/or risk of collapse, and weirs have been constructed to control the flow of water during periods of both drought and flood;
- dams have been constructed to store raw water at a level equivalent to between 2 and 3 years of use; and
- cane varieties have been selected to manage significant fluctuations in rainfall.

Within our milling operations, no less than the following has already occurred:

- Raw water storage dam capacities have been expanded to ensure that all operations have sufficient water to manage up to three years of reduced rainfall and/or drought conditions;
- closed-loop water management systems have been improved, and will continue to improve, to ultimately achieve a target of “Net Producer of Water” status, inclusive of effluent treatment plants to increase the percentage of water consumption that is recycled for re-use on site; and
- process efficiency improvements have been made, and will continue to occur, to reduce each mill’s demand for fossil fuels in the critical boiler start-up phase.

Within our property development operations, no less than the following has already occurred:

- Bulk infrastructure planning for the provision of water and sewerage treatment in residential and commercial developments have been designed with 1 in 50 conditions considered, inclusive of current predictions of potential climate change impacts; and
- all roads and bridges have been duly designed to consider current predictions for climate change impacts on rivers, streams, rainfall drainage, soil erosion and other potential issues.

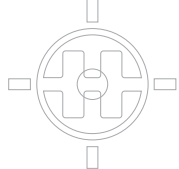
Within all areas of the business, no less than the following has already occurred, and further improvement is being planned for:

- Reductions in the use of fossil fuels to reduce our carbon emissions;
- identification and support for carbon sequestration activities to offset uncontrollable carbon emissions;
- updating of health monitoring to improve preparedness to address the rising risk of heat stress among employees; and
- improved climate change disclosure to government, regulators, investors and all other interested and affected stakeholders.

In addition, the group ensures that stakeholder engagement practices include regular interaction on the risks likely to escalate as/when periods of prolonged droughts or flooding, and/or extreme weather events occur. The engagement is geared not only to raise awareness of potential risks, such as predictable social unrest, but also to identify ways in which Tongaat Hulett can partner with peer companies, government agencies and NGOs to create long-term sustainable ways in which the negative impacts of predicted climate change conditions can be proactively mitigated.

## TCFD APPLICATION TABLE

TCFD RECOMMENDATION	LOCATION OF DISCLOSURE	PAGE
<b>Governance</b>	<b>Organisational governance on climate-related risks and opportunities disclosures</b>	
a. Detail the Board's oversight of climate-related risks and opportunities.	ESG and Climate Change Governance	19
b. Detail management's role in managing and assessing climate-related risks and opportunities.	ESG and Climate Change Governance	20
<b>Strategy</b>	<b>The potential and actual impacts of climate-related risks and opportunities on the business, financial planning and strategy of the organisation if/and when such information is material</b>	
a. Short-, medium- and long-term climate-related risks and opportunities identified by the organisation.	Identification and prioritisation of climate change risks	99
b. Detail the impacts of the identified climate-related risks and opportunities on the business, strategy and financial planning of the organisation.	Our Climate Change Strategy	98
c. Detail the flexibility of the strategies set by the organisation, considering variable climate-related scenarios (including a 2°C and lower scenario).	Our Climate Change Strategy	98
<b>Risk Management</b>	<b>Organisational governance on climate-related risks and opportunities disclosures</b>	
a. Detail the organisational processes for identifying and assessing climate-related risks.	Mitigation of climate change risks	98
b. Detail organisational processes for managing climate-related risks.	Mitigation of climate change risks	98
c. Detail how the processes for identifying, assessing and managing climate-related risks are incorporated into the overall risk management of the organisation.	Mitigation of climate change risks	100
<b>Metrics and Targets</b>	<b>Detail the metrics and targets used to manage and assess applicable climate-related risks and opportunities, if/and when such information is material</b>	
a. Outline the metrics used to assess climate-related risks and opportunities that are in line with the organisation's risk management process and strategy.	Identification and prioritisation of climate change risks	99
b. Disclosure of Scope 1, Scope 2 and if available Scope 3 GHG emissions and their related risks.	Carbon Emissions table	97
c. Detail targets used by the organisation to manage climate-related risks and opportunities as well as performance against targets.	Our approach to carbon taxation in South Africa	96



# CLIMATE CHANGE CONTINUED

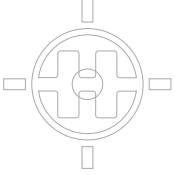
## SUPPLEMENTAL ENVIRONMENTAL DATA TABLE (INCLUSIVE OF DATA FROM OPERATIONS SOLD OFF, AND NOT DISPOSED OF IN FINANCIAL YEAR 2021)

	Unit of measure	2021	2020	2019	2018
<b>FUEL CONSUMPTION - RENEWABLES</b>					
Wood used for fuelling boilers	tons	<b>15 975</b>	11 162	7 870	3 050
Bagasse produced	tons	<b>3 230 783</b>	3 271 018	3 251 591	3 043 610
Bagasse consumed for power generation	tons	<b>3 161 176</b>	2 666 824	1 364 963	
<b>FUEL CONSUMPTION - NON-RENEWABLES</b>					
Diesel used by company owned vehicles (e.g. mobile internal combustion equipment)	litres	<b>11 353 782</b>	13 243 339	13 378 137	13 298 848
Diesel used by company owned equipment (e.g. generators and pumps)	litres	<b>87 935</b>			
Diesel used by contractors vehicles (e.g. product transportation contractors)	litres	<b>4 977 396</b>	7 142 065	5 493 465	7 520 810
Diesel used by contractor equipment (e.g. generators and pumps)	litres	<b>40 609</b>			
Coal used for steam and/or power generation	Tons	<b>248 911</b>	249 927	270 492	275 206
Petrol used by company owned vehicles (e.g. mobile internal combustion equipment)	litres	<b>826 337</b>	911 844	864 894	906 283
Petrol used by company owned equipment (e.g. generators and pumps)	litres	<b>10 008</b>			
Petrol used by contractors vehicles (e.g. product transportation contractors)	litres	<b>35 364</b>	32 831	12 539	47 225
Petrol used by contractor equipment (e.g. generators and pumps)	litres	<b>1 075</b>			
LPG used in stationary equipment (including LPG used in workshops and labs)	kg	<b>41 062</b>			
Acetylene used in stationary equipment (including workshops and labs)	kg	<b>24 234</b>			
Oxygen used in stationary equipment (including workshops and labs)	kg	<b>100</b>			
Natural gas used in stationary equipment (including workshops and labs)	m <sup>3</sup>	<b>211 292</b>	361 595	484 474	463 246
Steam produced	Tons	<b>7 077 349</b>	7 954 339	8 481 981	7 865 196
<b>ELECTRICITY</b>					
Volume of electricity purchased	MWh	<b>311 877</b>	422 398	484 224	430 428
Electricity purchased and exported to national or local grid (or to external parties)	MWh	<b>46 767</b>	37 543	38 034	23 811
Net electricity consumed – purchased	MWh	<b>265 110</b>	384 855	446 190	406 617
Volume of electricity self-generated	MWh	<b>450 722</b>	468 565	465 786	425 136
Electricity exported (to agriculture, other services departments outside the mill/factory)	MWh	<b>162 946</b>	156 338	177 697	155 632
Volume of electricity consumed – self-generated	MWh	<b>715 832</b>	853 420	911 976	831 753
Percentage of electricity consumed that was self-generated	%	<b>63.0%</b>	54.9%	51.1%	51.1%
Net electricity used	MWh	<b>980 942</b>	1 238 275	1 358 166	1 238 370
Electricity efficiency: electricity consumed per ton of sugar produced	MWh/t	<b>0.000</b>	0.000	0.000	0.000
Target – electricity efficiency: electricity consumed per ton of sugar produced – by 2025 (based on all sources of sugar and electricity consumption)	MWh/t	<b>0.000</b>			
<b>ENERGY</b>					
Total direct energy consumption – renewable fuels burned (e.g., wood, bagasse)	GJ	<b>21 521 523</b>	18 119 830	9 307 939	20 528 769
Total direct energy consumption – non-renewable fuels burned (e.g., petrol, diesel, coal)	GJ	<b>6 686 760</b>	6 859 097	7 306 266	7 493 318
Total direct energy consumption – all sources	GJ	<b>28 208 283</b>	24 978 927	16 614 205	28 022 087
Total indirect energy consumption from net electricity purchased	GJ	<b>954 396</b>	1 385 479	893 034	917 603
Total direct and indirect energy consumption	GJ	<b>29 162 679</b>	26 364 406	17 507 239	28 939 690
Percentage of energy consumption sourced from renewable fuels	%	<b>73.80%</b>	68.73%	53.17%	70.94%
Energy efficiency: total direct and indirect energy consumed per ton of sugar produced	GJ/t	<b>17.90</b>	16.76	14.95	22.09
Target – total energy consumption per ton of sugar produced – by 2025	GJ/t	<b>15.92</b>			



	Unit of measure	2021	2020	2019	2018
<b>CARBON EMISSIONS</b>					
Carbon emissions – Scope 1	tCO <sub>2</sub> -e	<b>673 285</b>	668 775	695 914	733 138
Carbon emissions – Scope 2	tCO <sub>2</sub> -e	<b>159 806</b>	400 249	257 988	265 085
Total carbon emissions – Scope 1 and 2	tCO <sub>2</sub> -e	<b>833 091</b>	1 069 025	953 901	998 223
Carbon efficiency –					
carbon emissions per ton of sugar produced	tCO <sub>2</sub> -e/t	<b>0.511</b>	0.679	0.815	0.762
Target – carbon emissions per ton of sugar produced – by 2025	tCO <sub>2</sub> -e/t				
<b>WATER MANAGEMENT</b>					
Water abstracted – mills/factory	m <sup>3</sup>	<b>6 668 223</b>	7 228 899	5 691 921	10 257 723
Water purchased – mills/factory	m <sup>3</sup>	<b>1 579 449</b>	2 700 508	2 731 589	3 133 456
Water produced – mills/factory	m <sup>3</sup>	<b>7 136 027</b>	7 253 000	7 350 000	6 399 000
Total volume of water input	m <sup>3</sup>	<b>15 383 699</b>	17 182 407	15 773 510	19 790 179
Water exported (sold or provided for free) – mills/factory	m <sup>3</sup>	<b>139 112</b>	76 343	245 553	487 756
Water discharged (scheduled/non-scheduled effluent/overflows) – mills/factory	m <sup>3</sup>	<b>6 635 422</b>	8 090 901	7 252 266	8 080 488
Total volume of water output	m <sup>3</sup>	<b>6 774 534</b>	8 167 244	7 497 819	8 568 244
Net water consumption – mills/factory (excluding water produced in process)	m <sup>3</sup>	<b>1 940 942</b>	1 786 264		
Volume of effluent treated – mills/factory	m <sup>3</sup>	<b>945 858</b>			
Water abstracted – Agric	m <sup>3</sup>	<b>598 352 072</b>	714 896 206	555 943 216	705 118 744
Water purchased – Agric	m <sup>3</sup>	<b>335 070 273</b>	426 132 328	395 260 650	342 275 840
Water exported (sold or provided for free) – Agric	m <sup>3</sup>	<b>7 742 598</b>	3 009 000	8 165 812	6 306 889
Water used for irrigation – Agric	m <sup>3</sup>	<b>561 471 939</b>	718 562 064	779 544 750	692 618 351
Water discharged (scheduled/non-scheduled effluent/overflows) – Agric	m <sup>3</sup>	<b>66 993 353</b>	68 312 150	57 029 962	119 575 369
Net water consumption – Agric	m <sup>3</sup>	<b>858 686 394</b>	1 069 707 384	886 008 092	921 512 326
Water abstracted – Total	m <sup>3</sup>	<b>605 020 295</b>	722 125 105	561 635 137	715 376 467
Water purchased – Total	m <sup>3</sup>	<b>336 649 722</b>	428 832 836	397 992 239	345 409 296
Water exported (sold or provided for free) – Total	m <sup>3</sup>	<b>7 881 710</b>	3 085 343	8 411 365	2 863 000
Water discharged (scheduled/non-scheduled effluent/overflows) – Total	m <sup>3</sup>	<b>73 628 775</b>	76 403 051	64 282 228	127 655 857
Net volume of water consumed	m <sup>3</sup>	<b>860 627 336</b>	1 071 493 648	886 008 092	921 512 326
Water efficiency – water consumed per ton of sugar produced	m <sup>3</sup> /t	<b>528</b>	681	757	703
Target – water efficiency – water consumed per ton of sugar produced – by 2025	m <sup>3</sup> /t	<b>487</b>			
<b>WASTE</b>					
Hazardous waste disposed of at appropriate facilities	Tons	<b>186</b>	240	299	539
Hazardous waste efficiency – hazardous waste per ton of sugar produced	kg/t	<b>0.1142</b>	0.1525	0.2553	0.4115
Non-hazardous waste sent to landfill	Tons	<b>7 681</b>	9 606	9 371	11 579
Non-hazardous waste efficiency – non-hazardous waste per ton of sugar	kg/t	<b>4.714</b>	6.106	8.003	8.839
Scrap metal	Tons	<b>2 353</b>	2 639	4 608	5 616
Used tyres	Tons	<b>29</b>	57	55	67
Used oil	Tons	<b>566</b>	192	4 530	442
Dam sludge	Tons	<b>8 786</b>			
Empty containers	Tons	<b>58</b>	168	31	42
Pallets	Tons	<b>474</b>	2 860	999	249
Plastic	Tons	<b>906</b>	789	644	694
Rubber	Tons	<b>1 001</b>	0	0	0
Paper	Tons	<b>167</b>	201	267	417
Cane riddling	Tons	<b>8 657</b>	10 911	8 650	12 792
Boiler ash/filter cake, maila, smuts	Tons	<b>255 522</b>	315 225	320 059	326 926
Fibre exported (sold to third-parties for re-use or recycling)	Tons	<b>38 450</b>	52 732	25 633	
Recycled waste – other	Tons	<b>6 018</b>	12 055	14 460	12 433
Total volume of waste recycled (or re-used)	Tons	<b>322 986</b>	397 829	356 712	360 841
Percentage of waste disposed of that is sent for recycling (or re-use)	%	<b>97.6%</b>	97.6%	97.4%	96.8%
Target – percentage of waste disposed of that is sent for recycling (or re-use) – by 2025	%	<b>100.0%</b>			

Certain indicators in the above tables are being presented for the first time to ensure improved reporting on carbon emissions data.



# CLIMATE CHANGE CONTINUED

## ENVIRONMENTAL LEGAL AND REGULATORY COMPLIANCE

Tongaat Hulett has an integrated SHE policy that commits the company to compliance with all applicable legislation in the various countries in which we operate.

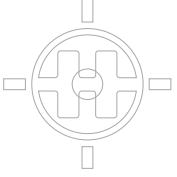
At present, Tongaat Hulett is in the process of upgrading safety systems from OHSAS 18001 to ISO 45001 throughout the group, while improving upon and recertifying all operations against the ISO 14001 environmental management system. These systems require the implementation of legal obligation procedures to ensure that all applicable legislation is identified and complied to. This is done through the identification of business aspects and impacts and aligning applicable legislation in respect of operational site legal registers.

To further support the group's legal and regulatory compliance, Tongaat Hulett contracts a specialised service provider to identify legal updates on a monthly basis, and undergoes legal compliance audits by Shepstone & Wylie, Marsh (a business risk insurance firm) and KPMG (internal auditors) on a risk-based frequency.

The company also participates in various multi-stakeholder forums, such as the National Business Initiative (NBI), where existing, updated and/or new legislation is discussed.

# GLOSSARY OF TERMS

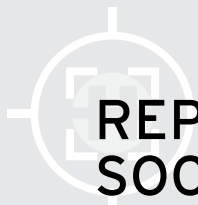
Bagasse	The dry fibres that remain after crushing sugarcane stalks to extract their juice.
BCP	Business Continuity Plans
B-BBEE	Broad-based Black Economic Empowerment
Bulk infrastructure	Represents the higher order engineering services (e.g. water, electricity, sewerage, road access) that are required to be installed at a regional level (typically outside the boundary of the land to be developed) to support the development of the land.
CO <sub>2</sub> -e	Carbon dioxide equivalent (metric tons of carbon dioxide emissions)
EDTEA	Economic Development, Tourism and Environmental Affairs
EIA approved land	Portion of the land portfolio that has an approved environmental impact assessment in place for development.
Ethanol	Pure alcohol, produced through the fermentation of sugar.
Environmental incidents – Level 1	Incidents resulting in a minor impact on the physical or biological environment with no significant or long-term impairment of ecosystem function or surface/ground water resource.
Environmental incidents – Level 2	Incidents resulting in a moderate impact on the physical or biological environment with limited impairment of ecosystem function or surface/ground water resource. A minor impact to fauna or flora in a statutory designated area.
Environmental incidents – Level 3	Incidents resulting in a significant impact on the physical or biological environment with extensive or long-term impairment of ecosystem function or surface/ground water resource. An impact to unique or protected species or habitats. A release of material which causes chronic illness, permanent disabling injury, fatality or extensive property damage to the public.
ESG	Environmental, social and governance
dti	The Department of Trade, Industry and Competition
Glucose	A simple sugar found in plants
KZN	KwaZulu-Natal, South Africa
HDSA	Historically disadvantaged South Africans
ISO	International Organisation for Standardisation
Land conversion	The activity, consciously and proactively undertaken by Tongaat Hulett, of moving appropriate components of its land holdings from an agricultural land use to other uses in order to create and realise value for a range of its stakeholders.
Land development	An activity within the land conversion process that includes establishing townships, and installing bulk infrastructure and basic services to a land holding to enable its establishment as a township and the sale of individual sub-divisional stands to property developers.
Level 1 complaints	Number of times during the reporting period that the operations' activities resulted in isolated public complaints.
Level 2 complaints	Number of times during the reporting period that the operations' activities resulted in widespread public complaints or attention from the media.
Level 3 complaints	Number of times during the reporting period that a public or national/international media outcry resulted from the operation's activities.
MAC	Material adverse change
Molasses	Molasses is a viscous co-product of the process of refining sugarcane.
MWh	Megawatt-Hour
NGO	Non-Governmental Organisation
OHSA	Occupational Health and Safety Act
PEP	Politically exposed persons
PPE	Personal protective equipment
Renewable energy	Energy that comes from natural resources which are organically replenished, such as bagasse.
SADC	Southern African Development Community, whose membership includes 15 countries in Southern Africa.
SDGs	The United Nations Sustainable Development Goals
SED	Socio-economic development
SSGs	Small-scale growers
Sucrose	Occurs naturally in plants, in particular sugarcane, and is extracted during the milling process to produce table sugar.
TCFD	Task Force on Climate-related Financial Disclosures.
UNGC	United Nations Global Compact
WHO	World Health Organisation



# REPORT OF THE SOCIAL, ETHICS HEALTH AND SAFETY COMMITTEE








# REPORT OF THE SOCIAL, ETHICS, HEALTH AND SAFETY COMMITTEE

The SEHSC has been established to provide enhanced focus to:

- Ensuring and monitoring the culture of ethical leadership;
- Monitoring the company's activities relating to social and economic development, good corporate citizenship, impact on the environment, health and public safety, consumer relationships and labour and employment; and
- Ensuring that appropriate strategy, coupled with effective performance metrics and targets, is in place to monitor and manage current and/or potential sustainability impacts.

The SEHSC has monitoring, oversight and decision-making responsibilities for all matters pertaining to safety, health and environmental risks, inclusive of potential climate change impacts and opportunities.

 SHESC's terms of reference, is available at [SocialEthicsHealth-Safety-Committee-Terms-of-Reference.pdf](https://www.tongaat.com/SocialEthicsHealth-Safety-Committee-Terms-of-Reference.pdf) (tongaat.com)


**Key focus areas in the year under review:**

## TERMS OF REFERENCE

The Committee operates within formal terms of reference that have been reviewed by the Committee and approved by the Board during the period under review. The Committee confirms that for the period, it discharged its duties and responsibilities per these terms of reference.

## ETHICS MANAGEMENT

The company is fully committed to ethical business practices and abides by a policy of fair dealing, honesty and integrity in the conduct of its business. Our Code of Business Conduct and Ethics (the Code) embody the strategic ethical mindset of the organisation and highlights key principles and values.

 The Code is available on the website and is referenced in employee and supplier contracts.

## COMPOSITION

### CHAIRMAN

**D NOKO\***

TWO MEETINGS ATTENDED OUT OF THREE

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### MEMBERS

**AH SANGQU**

THREE MEETINGS ATTENDED OUT OF THREE

**DL MAROKANE**

THREE MEETINGS ATTENDED OUT OF THREE

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\* Mr D Noko was appointed Chairman of this committee on 1 July 2020. Before his appointment, Mr L von Zeuner fulfilled the role of acting Chairman.

As a responsible and ethical corporate citizen, the company entrenches a culture of organisational integrity that supports an ethical corporate environment. The SEHSC assists the Board in overseeing the consistent application of and compliance with the Code through reports compiled by the Corporate Security Manager and reported to the committee by internal audit. These reports detail the nature of the violation of the Code, any financial loss if applicable, the root cause of the violation, the disciplinary action taken, and whether any criminal or civil action will be undertaken, as well as any possible recovery.

Incidents of fraud, corruption, or unethical practices that are reported or detected through management controls are formally investigated, followed by formal disciplinary processes. All serious cases lead to criminal proceedings. Stringent implementation of the Code is adhered to across all operations daily. Compliance by directors, all employees and suppliers to the high moral, ethical and legal standards of the Code is mandatory, and if employees become aware of, or suspect, a contravention of the Code, they are urged to promptly and confidentially report it through the independent whistleblowing system, Company Secretary or senior officials at management level. The anonymous independent whistle-blowing service is operational in South Africa, Zimbabwe, Botswana and Mozambique. During the year under review, a reduction had been noted in the number of reports received, compared to the previous year. The whistle-blowing reports had been classified into seven categories and focussed investigations conducted into each.

Recent key focus areas in the management of ethics include:


- Ongoing oversight of activities to ensure that an ethical culture is embedded in the organisation, such as monitoring the roll-out of a set of new values and actions to entrench these values in the organisation, as well as consideration of policies, practices and processes to instil ethics.
- Stringent application of the zero tolerance policy for unethical behaviour and addressing any instances of unethical behaviour, where necessary.
- Approval and oversight of the roll-out of the Fraud Risk Management strategy and an Anti-Bribery and Corruption programme. Fraud investigation protocol guidelines were also tabled and noted by the committee.
- The company maintains a comprehensive annual awareness programme aimed at embedding a culture of sound governance and zero tolerance for misconduct/fraud. The programme also looks to revitalise the whistle-blowing service and highlight its benefits to both the company and its employees.
- Instigating and considering the corporate reputation survey which tested stakeholders' views on whether Tongaat Hulett has made progress in its efforts to be more ethical.
- Consideration and approval of the GRC electronic platform project, to automate certain governance processes in different areas of the business. The areas included on the platform are Enterprise Risk Management, Business Continuity Management, Incident Management, Policy Management, Legal Compliance, Regulatory Compliance and Internal Audit.

## CONFLICT OF INTERESTS

The Code incorporates a formal procedure to regulate conflicts of interest. Directors or employees who encounter such conflicts are required to formally declare such conflicts of interests for these to be considered by the appropriate forum, which in turn guides as to how such conflicts are to be resolved and to be recorded.

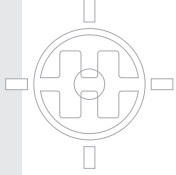
## HEALTH AND SAFETY

- Overseeing Tongaat Hulett's response to the COVID-19 pandemic. Tongaat Hulett invested over R78 million in COVID-19 preparedness and response initiatives. As part of its COVID-19 initiatives, more than 20 000 employees were screened for various illnesses within a Certificate of Fitness programme, which identified more than 100 employees as at-risk health cases to be further monitored. The exercise has been so successful that the intention is to ensure that all employees in Zimbabwe and Mozambique (where local health facilities do not exist in sufficient capacity) be screened for Certificate of Fitness testing on an annual basis so that risk cases can be monitored continuously. The company is also presently rolling out a vaccination programme to employees in Zimbabwe. We tragically lost 20 colleagues to COVID-19, with 1 049 infections reported by the business (viewed in the context of between 23 000 and 28 000 employees peak and off-peak seasons). We believe that our efforts to keep our employees safe were effective in minimising the number of infections and mortalities since the start of the pandemic. The Committee guided these efforts, as well as other health management programmes including HIV/AIDS and malaria management, which are closely aligned with the WHO in its approach and performance monitoring.

 The companies' comprehensive COVID-19 response is more fully described in the Integrated Annual Report.

 and on page 24 of this *ESG and Climate Change Report*.

- During the period under review, the Committee also performed its responsibility of overseeing the performance of the company against its set SHE targets and objectives, as well as considered various reports relating to SHE risks and opportunities facing the company. The Committee was encouraged that the focused efforts and improvements in our safety culture have resulted in a 14% reduction in the lost time injury frequency rate (LTIFR) and lost time injury (LTI), was profoundly saddened by two work-related fatalities at the operations. The loss of life is deeply concerning and unacceptable. Of further concern are six non-work-related fatalities and 12 related to third-party operators. The Committee reviewed in detail all the fatality reports presented before it. SHE initiatives and risk management protocols receive stringent focus through leadership at an executive level and programmes that extend beyond just Tongaat Hulett's operations to include contractors, service providers and, where applicable, surrounding communities. Further fatality risk control interventions were identified and will be implemented as a priority in the year ahead and safety metrics are being embedded in the performance targets of employees and management.



# REPORT OF THE SOCIAL, ETHICS, HEALTH AND SAFETY COMMITTEE CONTINUED

- The company continues to monitor the safety aspects of its sustainability performance including the management of air quality, water, effluent and waste and as discussed elsewhere, is in the process of significantly strengthening its data capturing and management processes in this regard. We are pleased to report an 8.8% decrease in the company's carbon emissions and a 23% improvement in water efficiency, aided to some extent by good rains in some of our regions.
- The company's comprehensive safety programmes, employee and community-focused health initiatives and environmental stewardship are covered in detail in the social capital and natural capital elements of this report.

## SUSTAINABILITY MANAGEMENT AND REPORTING

Significant effort went into the improvement of ESG management in Tongaat Hulett in the past year. This included the development and implementation of a new Sustainability Management framework, a review of all SHE policies, procedures, systems and controls, driving the development of a sustainability data management system which will include the training and development for the SHE teams at each operation to manage the increasingly complex nature of ESG management and reporting. To improve upon the reliability and comparability of Tongaat Hulett's sustainability data, internal audit reviews of site-specific information will be conducted. The group's sustainability data is also certified by an independent third-party assurance provider on an annual basis.


In the context of these changes:

- The Committee considered and approved a group Sustainability Management framework as the cornerstone of the company's approach to ESG management and reporting.
- The Committee considered and approved a range of ESG policies including the Responsible Sugar Consumption policy. A Responsible Agri-Chemical Use policy and Sustainable Property policy are also in the process of being developed and approved.
- The Climate Change policy, Land Use policy and Sustainable Sugar policy were considered by the Committee and recommended to the Board for approval.
- Tongaat Hulett published its first Climate Change Report to articulate progress made towards improving carbon and water efficiencies. The Committee reviewed and approved the group's first set of comprehensive efficiency targets.
- The Committee, as part of its role of assisting the Board to achieve better performance on sustainability matters, reviewed and accepted the 2021 *ESG and Climate Change Report*. To ensure the reliability and consistency of information, the Committee considered the sustainability and governance information as disclosed in the company's Integrated Annual Report and *ESG and Climate Change Report* as well as applicable reports from the external assurance providers, BDO. The independence of the *ESG and Climate Change Report* assurance provider was also assessed and confirmed.


## GOOD CORPORATE CITIZENSHIP

Tongaat Hulett has a proud history of partnering with surrounding communities, governments and other stakeholders to support the sustainable development of the communities within which we operate. The company's SED programmes incorporate and contribute towards the achievement of the SDGs and are customised for each of the locality, based on the unique need of those communities.

- The Committee monitored the company's commitment to being a responsible corporate citizen. The company continues to demonstrate responsibility to society by extending philanthropic and charitable initiatives to communities surrounding our operations. Despite the urgent need to reduce costs and repay debt, SED spend was increased by 39% to R122.4 million in 2021, with c. R100 million of that directed at health-related activities, given current pressing needs.
- The strategic importance of the company's SED contribution and examples of recent achievements are described in the Social and Relationship Capital section of the report.
- The Committee approved the company's proposal to re-join the UNGC.
- The Stakeholder Relationship Management policy was considered by the Committee and recommended to the Board for approval. The Committee also monitored the company's standing and assessed its proactive stakeholder engagement interface to ensure the maintenance of strong and effective stakeholder relationships. This included a comprehensive stakeholder reputation survey to gauge perceptions from our stakeholders concerning our efforts to rebuild trust. The Committee is pleased with the significantly improved reputational scores across all stakeholders in the Reputational survey.
- The company is committed to economic sustainability and continues to assess its business approach to responsible strategic sourcing, empowerment and preferential procurement, considering employment equity, skills development and B-BBEE within the Southern African context. The company is committed to meeting B-BBEE requirements in South Africa and annually conducts a B-BBEE audit assessment through 1st Verification Network, an accredited institution. Significant strides have been made to ensure that a Level 2 B-BBEE rating was achieved in the coming period.

 The company's B-BBEE rating scorecard and certificate are available on the website.

- Tongaat Hulett adheres to the ten principles articulated in the UNGC to promote sustainable development and good corporate citizenship, through a set of values based on universally accepted principles. The Committee is satisfied that the principles continue to receive appropriate attention from the company.

 A full report of the stakeholder relationships, various initiatives led by the company and the positive impact on stakeholder engagement can be found under the Social and Relationship Capital section of this report.




## ZERO TOLERANCE IN RESPECT OF CHILD LABOUR, FORCED AND COMPULSORY LABOUR

- As a signatory to the Universal Declaration of Human Rights, the company is committed to supporting freedom of association and collective bargaining at its various operations, and to seek to prevent or mitigate any adverse human rights impacts that are linked to Tongaat Hulett operations, products, or services by business relationships.
- The company also has a zero tolerance approach to child labour and inhumane treatment of employees, including any form of forced labour or physical punishment of employees.
- Tongaat Hulett confirms its commitment to ongoing transparent engagement with stakeholders in response to specific human rights concerns that may be raised from time-to-time.

## RELATIONSHIP WITH OTHER BOARD COMMITTEES

The Committee acknowledges the link between certain of its responsibilities and those of other Committees of the Board, with specific reference to the Audit and Compliance Committee in respect of risk management and fraud and the Human Resources and Remuneration Committee in terms of complying with the Employment Equity Act and upholding the principle of creating equal opportunity for all within a diverse workforce.

 A detailed report on the company's HR approach, including the company's efforts in accelerating employee transformation is covered in the Human Capital section of this report.

## EFFECTIVENESS OF COMMITTEE AND ATTENDANCE

The Committee had three meetings during the period under review. The Committee fulfilled its mandate as prescribed by the Companies Regulations to the Companies Act and that there are no instances of material non-compliance to disclose. The Committee conducted a self-evaluation to review its effectiveness. The Committee concluded that while it was still evolving in its role with a low level of optimal maturity, agenda items were covered in-depth and that the Committee was operating effectively.

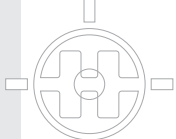
The Board is satisfied with the leadership provided by the Committee Chairman and the diligence of its members.

On behalf of the Social and Ethics, Health and Safety Committee

**D Noko**

*Committee Chairman*





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Houghton, 2041  
South Africa

To: The Stakeholders of Tongaat Hulett Limited

20 August 2021

## OBJECTIVES AND RESPONSIBILITIES

BDO South Africa Inc ("BDO") has been engaged by Tongaat Hulett Limited to provide moderate assurance of non-financial information contained in their 2021 Environmental, Social and Governance (ESG) and Climate Change Report (the Report). This assurance statement applies to the related information included within the scope of work described below.

This information and its presentation in the Report are the sole responsibility of the management of Tongaat Hulett. BDO was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the selected indicators below.

### Scope of work

The scope of work included assurance of the following (Subject Matter):

1. Person hours worked
2. Lost Time Injury Frequency Rate (LTIFR)
3. Days lost due to LTIs
4. Number of fatalities
5. Number of COVID-19 lost time cases
6. Number of COVID-19 deaths
7. Water consumption – All sources
8. Electricity purchased
9. Electricity self-generated
10. Electricity exported
11. Coal consumption
12. Woodchips consumption
13. Bagasse consumption
14. Diesel consumption
15. Total Scope 1 Emissions
16. Total Scope 2 Emissions

Evaluation of the nature and extent of Tongaat Hulett's adherence to the general principles of the AA1000 Assurance Standard (AA1000AS, 2018)

- Inclusivity
- Materiality
- Responsiveness
- Impact

### Limitations and exclusions

Excluded from the scope of our work is any assurance of information relating to:

- activities outside the defined assurance period;
- material outside the scope of work;
- financial disclosures; and
- positional statements (expressions of opinion, belief, aim or future intention by Tongaat Hulett) and statements of future commitment.

BDO South Africa Incorporated  
Registration number: 1995/002310/21  
Practice number: 905526  
VAT number: 4910148685

Chief Executive Officer: ME Stewart

A full list of all company directors is available on [www.bdo.co.za](http://www.bdo.co.za)

The company's principal place of business is at The Wanderers Office Park, 52 Corlett Drive, Illovo, Johannesburg where a list of directors' names is available for inspection. BDO South Africa Incorporated, a South African personal liability company, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

### Assessment Standard

The assurance process was conducted in line with the requirements of AccountAbility's AA1000 Assurance Standard (AA1000AS, 2008) Type 1 assurance.

The work was planned and carried out to provide moderate, rather than absolute/high assurance.

### Summary of work performed

As part of its independent assurance, BDO undertook the following activities:

- Interviews with relevant personnel at different sites of Tongaat Hulett.
- Review of documentary evidence produced by Tongaat Hulett.
- Audit of data on a sample basis, the data was traced back to the source using data analytics and manual review.
- Review of Tongaat Hulett's data and information systems for collection, aggregation, analysis, and review.

### Conclusions

Based on our methodology and the activities described above, it is our opinion that:

- The subject matter information included in the report are accurate and free from material mistake or misstatement to the group.
- The subject matter information provides a fair representation of Tongaat Hulett's activities over the reporting period.
- The information is presented in a clear and accessible manner and allows readers to form a balanced opinion over Tongaat Hulett's performance and status during the 2020/2021 financial year.
- The Report properly reflects the organisation's alignment to and implementation of the AA1000 Assurance Standard (2018) principles of inclusivity, materiality, and responsiveness in its operations.

### Alignment with the principles of AA1000AS (2018)

#### Inclusivity

Tongaat Hulett has processes in place for engaging with a range of key stakeholders, including employees, members, suppliers, providers, and community partners.

Through discussion and review of reports, we can conclude that Tongaat Hulett conducted several formal stakeholder engagement activities in 2020 covering a range of topics of which some are included in the indicators being assured.

Covid-19 testing, provision of PPE and counselling were some of the engagements provided by Tongaat Hulett regarding the pandemic and ensuring health and safety of its employees.

#### Materiality

The report addresses the range of social, environmental, and economic issues of concern that Tongaat Hulett has identified as being of highest material importance.

BDO was not part of the materiality assessment, however, discussions with management indicated that the indicators assured were part of the risk and opportunities identified by the business. The identification of material issues considered both internal assessments of risks and opportunities to the business, as well as stakeholders views and concerns.

#### Responsiveness

Tongaat Hulett is responding to the issues it has identified as material and these are validated in the organisational objectives, indicators, and performance targets that are reported in a transparent manner. The reported information can be used by the organisation and its stakeholders as a reasonable basis for their opinions and decision-making.

#### Impact

Tongaat Hulett monitors and measures its activities that affect the social, economic, and environmental aspects. These are reported and assured independently and in a transparent manner. The report also indicates the impact that Tongaat Hulett activities have on the broader ecosystem and mitigation plans on how to improve processes and reduce their impact.

### Note of independence, impartiality, and competence

BDO is an independent professional services company that specialises in audit, tax and advisory services including assurance of non-financial and financial information.

No member of the assurance team has a business relationship with Tongaat Hulett, its Directors or Managers beyond that required of this assignment. We conducted this assurance assignment independently and to our knowledge, there has been no conflict of interest.

The assurance team has experience in conducting assurance over non-financial information, systems, and processes. The team understands the standard methodology for the assurance of sustainability reporting required by Tongaat Hulett.

*BDO South Africa Inc.*

**BDO South Africa Inc**  
Theunis Schoeman



  
Est. 1892  
**TongaatHulett**

[www.tongaat.com](http://www.tongaat.com)

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