TSEBO

SUSTAINABILITY REPORT

2025





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OVERVIEW









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Welcome

Tsebo Solutions Group is pleased to present its 2025 Sustainability Report. This report provides an account of our continued advancements in our Environmental, Social and Governance (ESG) journey.

A purpose-led ESG journey

At Tsebo, sustainability is embedded in how we operate, lead and grow. Guided by our purpose — **WE DEVELOP PEOPLE, TO SERVE PEOPLE, TO UPLIFT SOCIETY**—we have spent over five decades building a legacy of purpose-led impact.

From our roots in Contract Catering to becoming a pan-African leader in Integrated Workplace Management Solutions, our ESG journey is measurable, people-focused and deeply human.

Whether reducing emissions, championing ethical supply chains, empowering communities or strengthening governance, **we aim to create meaningful value for our business, our stakeholders and the continent we call home.**

Navigating this report

To make the report easier to navigate and explore, it is structured around the **six focus areas of Tsebo's sustainability framework.** These are aligned to our Vision 30 strategy and global ESG standards, and serve as navigation markers throughout the ESG sections. You can find out more about our sustainability framework **here**.

ENVIRONMENT	SOCIAL				GOVERNANCE
Managing Environmental Impact	Positive People Experience	Engaging Customer Experience	Commitment to Sustainable Partnerships	Corporate Social Responsibility	Good Corporate Governance and Ethics

How we report

We follow globally recognised frameworks to ensure transparency and consistency:

- Global Reporting Initiative (GRI) Standards
- United Nations SDGs and the Ten Principles of the UN Global Compact
- King V™ Report on Corporate Governance for South Africa, 2025

Tsebo is honoured to have submitted our 2025 Communication on Progress as a **signatory of the UN Global Compact** — reinforcing our commitment to responsible, ethical business.



Holding ourselves accountable

Our Sustainability Committee provides biannual oversight to the Executive Committee and the Social, Ethics and Transformation Committee of the Board.

We also benchmark performance using **EcoVadis**, supporting continuous improvement through credible, independent ratings.

FOREWORD FROM OUR CEOs



> Our people continue to be the reason clients stay with us. Tsebo was certified a Top Employer in Africa for the second time, with a fourth consecutive certification in South Africa, where we ranked 13th out of 154 participating organisations, and repeat certifications in Kenya, Zimbabwe and Zambia.
>
> ***– Tim Walters and Dr Chris Jardine, Group CEOs, Tsebo Solutions Group***

Sustainability at Tsebo has never been a reporting exercise. It is how a business that employs more than 36,100 people across Africa earns the right to operate. Our purpose - **we develop people, to serve people, to uplift society** - is the standard against which we measure the year behind us, and 2025 was a year in which the measurement itself matured as much as the performance.

The clearest evidence of our maturity is in our environmental data. Tsebo's total CO_2 emissions are 305 158.39 metric tonnes. This includes Scope 1, 2 and 3 emissions. Our Scope 1 and 2 emissions fell to 7,273.8 against our restated 2022 baseline of 9 128.8, resulting in a 20.3% improvement. This was primarily driven by improvements in fleet emissions. We have established our Scope 3 emissions for the first time in 2025. We diverted 395.9 tonnes of waste from landfill, more than three times the baseline volume, and 82.5% of our procurement spend across selected high-impact categories was responsibly sourced, comfortably ahead of our 75% target.

Our people continue to be the reason clients stay with us. Tsebo was certified a Top Employer in Africa for the second time, with a fourth consecutive certification in South Africa, where we ranked 13th out of 154 participating organisations. We earned repeat certifications in Kenya, Zimbabwe and Zambia. Our B-BBEE score improved to 105.88 points, and more than 103,700 online courses were completed through our Learning and Development Academy. On safety, the All-Injury Frequency Rate improved to 3.13 and, most importantly, we recorded no fatalities during the year. That is a result worth stating clearly, and one we intend to repeat.

Governance was strengthened in ways that will matter for years rather than months. We modernised our Code of Ethics, Anti-Bribery and Anti-Corruption Policy and Gifts and Entertainment Policy, launched a Group-wide POPIA Refresh and Remediation Programme, formalised third-party screening for prospective partners, and built a roadmap for King V implementation. Our IT leadership achieved ISO 27001 Foundation certification, and we retained every one of our ISO certifications.

There is work ahead. Incident volumes rose alongside a growing workforce and higher exposure hours. We would rather report those gaps than present a tidier picture than the one our data supports.

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

Tim & Chris

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KEY ACHIEVEMENTS

Managing Environmental Impact

82.5%
High-impact products are sustainably sourced and eco-friendly

Scope 3
Emissions baseline **established** in **2025**

395.9 tonnes
of plastic, used cooking oil, e-waste and paper **diverted from landfill**

20.3%
Reduction in established **Scope 1 and Scope 2** emissions

206 million
Litres of water saved by changing **ONE** cleaning SOP

Positive People Experience

96.1%
Top Employer Africa benchmark score achieved, ranked among the **Top 15 employers** in South Africa and Top 3 in Kenya

Level 1
B-BBEE certification retained in South Africa

56%
Female-strong workforce

30.1
Years of **average leadership experience** in the industry

103,738
Online course completions through the Tsebo Learning and Development Academy

Engaging Customer Experience

85%
Average **Client Satisfaction** score

1,173
Client surveys completed

88%
Service Experience and **Account Management** scores

95%
Average **Client Retention** rate

11 years
Average **Contract Tenure**

Commitment to Sustainable Partnerships

R1.2 billion
Local-to-local procurement spend

R13.3 million
Invested in **ED** and **SD** initiatives

30%
Group's total procurement spend on **EMEs** and **QSEs**

10,653
Small business initiatives supported

282 Local SMEs
Delivering **on-site services**

Corporate Social Responsibility

R52.9 million
Total **Group CSR spend**

410
Host communities impacted

183
CSR projects

196
Women-owned beneficiaries

182 tonnes
Fruit and vegetables produced in Market Gardens

Good Corporate Governance and Ethics

80%
Black directorship at board level, with **40%** being female

19.1%
Reduction in the **All-Injury Frequency Rate (AIFR)**

226,000
OHSE training interventions

45,129
Compliance topic training interventions

ISO 27001
Certification achieved by IT leaders – the international standard for Information Security Management Systems

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THE GROUP AT A GLANCE

Who we are

As a leading African provider of Integrated Workplace Management Solutions (IWMS), we partner with clients to create thriving, safe, and innovative environments. For over 55 years, we have remained committed to excellence — uplifting communities, championing sustainability and creating spaces that drive productivity, enhance well-being and deliver lasting success.

What we do

Tsebo delivers tailored solutions across various sectors — transforming environments into thriving spaces, whether it's an office, hospital, school, mine, event, factory or retirement facility. We provide a broad spectrum of services, including facilities management, catering, security, cleaning, hygiene, remote site services and more — allowing our clients to focus on what they do best: their core business. As workplaces evolve, so do our solutions – redefining **'A WORKPLACE THAT WORKS FOR YOU'.**

WE CUSTOMISE SEAMLESS INTEGRATED WORKPLACE MANAGEMENT SOLUTIONS

HARD SERVICES

- Engineering
- Planned repairs and maintenance
- Reactive repairs and maintenance





SOFT SERVICES

- Industry-specific catering across all segments
- Beverage & Vending Solutions
- Contract Cleaning, Specialised Cleaning, Hygiene & Pest Control
- Vacant Property Solutions
- Security including Technology & Risk Management
- Business Support Services, e.g. reception & concierge
- Waste Management
- Event Solutions

PROJECTS

- Move management
- Project management
- Construction supervision





SPACE MANAGEMENT

- Workplace design
- Workplace change
- Desk/Office bookings





ENERGY, WATER & UTILITY MANAGEMENT

- Energy management
- Water management
- Consumption analytics





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Footprint

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



27+ Countries

32+ Offices

36,000+ Employees

55+ Years' experience

5,100+ Client sites

TSEBO 50+ YEARS SINCE 1971

top EMPLOYER Africa 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER Zambia 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER Zimbabwe 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER Kenya 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER South Africa 2026 FOR A BETTER WORLD OF WORK

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Brand family

EXPLORE OUR BRANDS



TSEBO
CLEANING, HYGIENE AND PEST CONTROL



THORBURN SECURITY SOLUTIONS
SECURITY



TSEBO
FACILITIES MANAGEMENT



TSEBO
CATERING



ATS
REMOTE SITES

TSEBO WORKPLACE DESIGN



FEDICS









TSAFRIKA CATERING EST 2003



TSS
TSEBO SITE SOLUTIONS





TSEBO BEVERAGES
COFFEE | WATER | VENDING





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Vision

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

Mission

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

Purpose

Our greatest asset is our people. By developing their skills and empowering them to deliver exceptional client service, we create ripple effects of positive change in the communities we serve. Our strength lies in our unity — **One Tsebo** — where collaboration drives impact.

The three building blocks in our logo reflect our shared purpose:

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

Distinct value creation



Values

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



Leadership team



GROUP CHIEF EXECUTIVE OFFICER, Dr. Chris Jardine



GROUP CHIEF EXECUTIVE OFFICER, Tim Walters



GROUP CHIEF SALES AND MARKETING OFFICER, Nokwanda Shabalala



GROUP CHIEF HUMAN RESOURCES OFFICER, Elanie Kruger



GROUP CHIEF KEY ACCOUNTS OFFICER, Monwabisi Kalawe



GROUP CHIEF INFORMATION OFFICER, Vinesh Gramny



CHIEF EXECUTIVE OFFICER – TSEBO CATERING SOLUTIONS, Wynand Louw



CHIEF EXECUTIVE OFFICER – TSEBO FACILITIES SOLUTIONS, Aubrey Mc Elnea



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



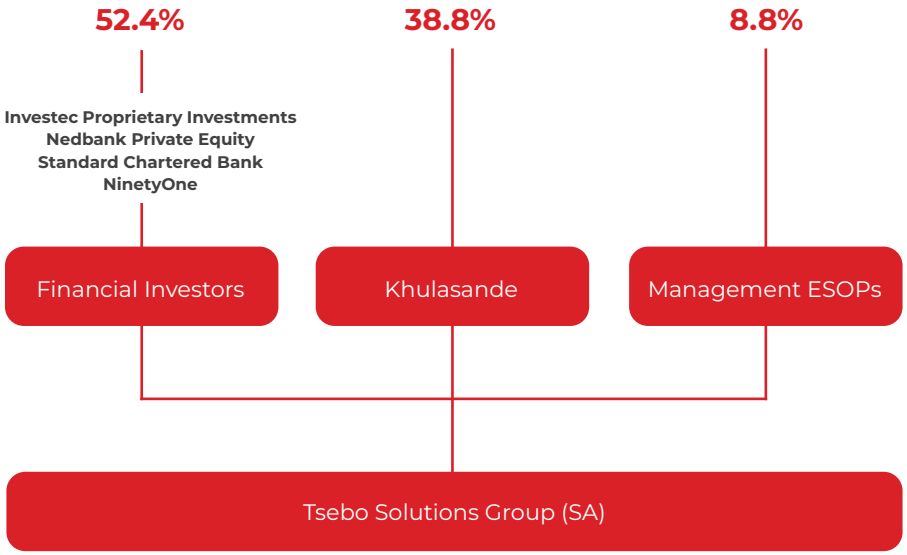
CHIEF EXECUTIVE OFFICER – TSEBO PROTECTION SOLUTIONS, Stephan Botha



CHIEF EXECUTIVE OFFICER – TSEBO INTERNATIONAL, Eddie Ueckermann

Shareholders

Shareholder ownership structure



LEVEL 1
B-BBEE
CONTRIBUTOR

sanas
South African National Accreditation System

56.37% Black Ownership

33.26% Black Woman Ownership

Our clients in South Africa benefit from 135% procurement recognition

Stakeholder engagement

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



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Strategy and business approach

Our Group strategy continues to be underpinned by Vision 2030, and reflects both the progress we have made and how our markets, clients and technology are evolving. It is increasingly embedded across our business, shaping where we grow, how we operate and how we create sustainable value.

Our Vision 2030 strategic priorities have all recorded traction over the year against our key objectives, which include:

- **Growing organically** through continual innovation in our solutions and services, informed by deeper client research, feedback and data-led insight into changing client needs.
- **Deepening our strategic client relationships through Key Account Management**, identifying opportunities to increase our share of wallet through cross-selling, upselling and integrated solutions, while expanding into underrepresented sectors and geographies.
- **Expanding our Integrated Workplace Management Solutions** capability, bringing together our services, technology and operational expertise to solve increasingly complex workplace and facilities challenges.
- **Using selective mergers, acquisitions and partnerships to accelerate growth,** extend our capabilities and enter attractive adjacent markets, supported by disciplined integration through our Programme Management Office.
- **Building a high-performance, client-focused organisation,** with the right structure, leadership, skills and service culture to deliver consistently across our markets.
- **Using digital technology, data, AI and automation** as enablers across the strategy, improving productivity and decision-making, strengthening client and operational insights, automating routine work and creating new opportunities to improve the services and experiences we provide.



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SUSTAINABILITY STRATEGY

Framework

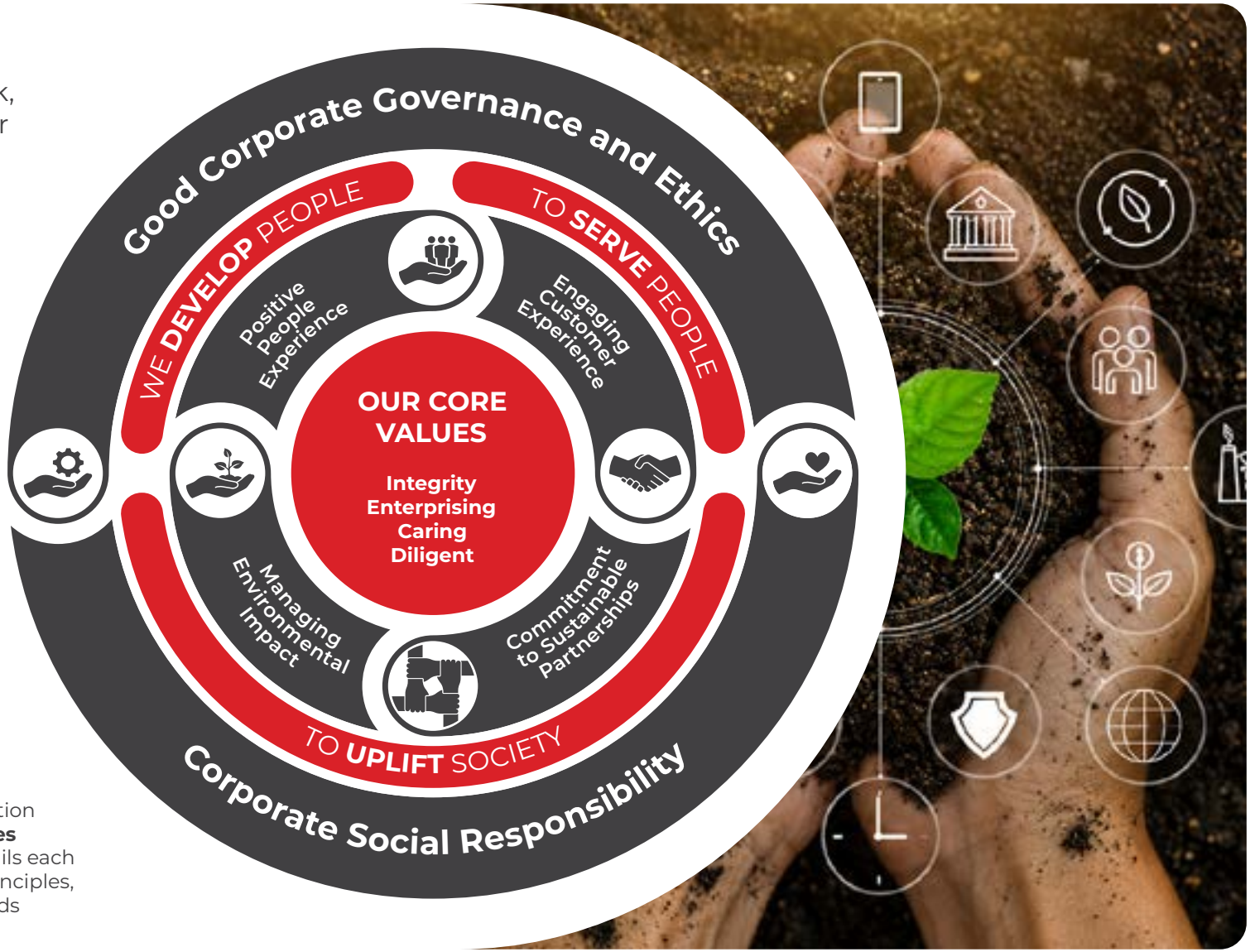
Our sustainability framework, thoroughly embedded in our Vision 2030 strategy, guides our operations across Africa.

At its heart lies our values and purpose statement, ensuring sustainability is integral to our daily activities. For the past four years, we've followed a consistent framework that supports our goals, strengthens our reporting and helps us track impact with clarity.

Our sustainability framework spans six key focus areas:

- Positive People Experience
- Engaging Customer Experience
- Commitment to Sustainable Partnerships
- Managing Environmental Impact
- Good Corporate Governance and Ethics
- Corporate Social Responsibility

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



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Functional governance and leadership

Tsebo's Social Ethics and Transformation Committee (SETC) provides oversight of our social responsibility, environmental, ethical and transformation commitments — ensuring that we operate responsibly and contribute meaningfully to society. Chaired by a non-executive director, the SETC collaborates with Tsebo's Executive Committee and reports directly to the Board on all matters relating to sustainability.

Recognising that ESG issues are often localised, implementation is managed within each country of operation. To ensure alignment, accountability and central oversight, the Tsebo Sustainability Committee reports to the Executive Management Team.

This Committee develops proposals, sets targets, and explores material sustainability issues, engaging stakeholders in line with our Group Sustainability Framework and Policy. It is responsible for overseeing the implementation, monitoring, reporting and ongoing improvement of ESG initiatives submitted for Executive Management approval.



Driving change from the top

Tsebo's CEOs are active members of the UN Global Compact's Africa Business Leaders Coalition (ABLC), a platform that addresses material sustainability issues across the continent, from climate action to women's empowerment. As a large pan-African employer, it's always an honour to contribute, including being invited as panellists at formal networking meetings to share our best practices and support a more sustainable and inclusive Africa.

UN GLOBAL COMPACT AFRICA BUSINESS LEADERS COALITION

Approach and objectives

Historical Context

Tsebo has championed sustainability across Africa for more than five decades, embedding responsible practices and community upliftment into the way we do business.

Although not required to publish a Sustainability Report as a non-listed company, we formed our Sustainability Steering Committee in 2021, recognising both the value of accountability and the expectations of our diverse clients, from remote mines to multinational corporations.

Historically, businesses across the continent independently managed and monitored certain focus areas, while some were already being centrally reported at Group level. We have since entered a new phase: all six of our sustainability focus areas are now centrally monitored and measured against an adjusted 2022 baseline, reflecting the increased scope, which enables more accurate, Group-wide reporting against our 2030 targets.

2025 Scope

In 2025, Tsebo focused on improving the quality and consistency of sustainability data measured across the Group. We have enhanced our systems and processes to ensure greater accuracy, comparability, and insight, thereby strengthening our ability to track progress, identify trends, and support better decision-making at every level.

To support this, the Sustainability Committee was expanded to include key individuals from across our African operations. These members play a vital role in applying the same scientific tracking methodologies used throughout the business, enhancing data quality and reinforcing our shared commitment to sustainability. While challenges persist in remote settings, we have collectively made significant progress toward our long-term sustainability targets.

2025 Key objectives

- **Scope 3 emissions established:** We are now on the journey to close data gaps and improve data accuracy.
- **Embed Group-wide measurement:** Building on progress made in 2024, ensure full inclusion of all Tsebo operations in a centralised, scientifically guided reporting process—enabling consistent measurement across the Group and alignment with our 2030 sustainability targets.
- **Refine targets and drive improvement:** Analyse pan-African data from 2024 and 2025 to recalibrate our 2030 targets, surface performance insights, and address identified gaps, ensuring alignment with operational realities and long-term sustainability ambitions.
- **Report pan-African progress:** Report on our progress towards the 2030 targets, supported by a more consolidated and accurate view of most of our business operations across Africa.
- **Enhance reporting accuracy:** As rating agencies continue to refine their criteria, Tsebo is growing its ESG capability in parallel, adopting scientific measurement practices and applying improvement insights from our 2024 ESG ratings by Risk Insights™ and EcoVadis.
- **Conduct second double materiality review:** Carry out our second double materiality review within the established sustainability matrix to support annual evaluations.

What's next

- **Identify areas for improvement:** Review broader data insights and rating agency feedback to highlight gaps and prioritise opportunities for targeted enhancement.
- **Prepare for UNGC Communication on Progress:** In 2025, submit our second Communication on Progress as a UN Global Compact signatory.
- **Foster a culture of sustainability:** Continue to build awareness and engagement across the business to embed sustainability into daily operations at every level.

Goals and Principles

We are honoured to align our sustainability strategy with the **United Nations Sustainable Development Goals (SDGs)** and the **Ten Principles of the UN Global Compact,** having officially joined the initiative as a **signatory** in 2023.

As part of the UNGC family, Tsebo collaborates with like-minded companies and partners to tackle the world's and the continent's most pressing challenges—sharing knowledge, strengthening accountability, and driving measurable impact through collective action.

Our participation in the UNGC has helped guide our thinking around the SDGs, particularly the importance of applying focus without losing sight of the broader framework. **A focused approach** enables us to allocate resources more effectively, apply our expertise where it matters most, and ensure meaningful progress.

Having reviewed and narrowed down our SDG focus in 2023, we chose not to reduce it further in 2025, prioritising instead the need to fully embed these goals into our operations before refining them further.

SUSTAINABLE DEVELOPMENT GOALS

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Focused approach to SDGs

SUSTAINABLE DEVELOPMENT GOALS





Our focused approach will continue to evolve. The Tsebo Sustainability Committee reviews our alignment annually to ensure our goals remain relevant, actionable and connected to the material issues we face in our respective focus areas.

We support the 10 UNGC principles

Human Rights

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

Labour

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

Environment

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

Anti-corruption

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

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Materiality review and disclosure

Tsebo conducted its third formal annual materiality review to ensure our sustainability strategy remains focused on the ESG issues most relevant to our business and stakeholders. It helped align our priorities with strategic objectives while anticipating future trends and long-term value.

Objective and review approach

Our aim was to assess and prioritise sustainability issues with the greatest potential impact on Tsebo and concern to stakeholders, ensuring a comprehensive double materiality review. Building on our 2023 sustainability matrix, we applied a structured approach that supports annual assessment and continuous improvement.

Methodology and evaluation process

To identify the key ESG issues across our Group, we applied an in-depth research methodology that included internal and external stakeholder engagement, integration with Tsebo's risk assessment process, and a desktop review of peer sustainability reports, media and news coverage, global collective commitments, and recognised sustainability frameworks and reporting indices. Using a set of weighted evaluation criteria, we assessed the relevance and impact of each issue to Tsebo's operations and stakeholders. These findings were integrated into a materiality matrix to support data-driven prioritisation.

Validation and oversight

The findings were validated by the Chair of the Sustainability Committee, select leadership roles across our Sustainability Framework, and Tsebo's Head of Internal Audit and Risk Assessment. Our established Risk Management process played a key role in overseeing the review, ensuring that material issues were assessed with integrity and understood within the broader context of business risk and governance.

The disclosure that follows shows how these issues are addressed across Tsebo's operations, aligned with our sustainability focus areas and contributing to progress on the SDGs. By linking them to real outcomes published in this report, we demonstrate their business relevance and social value.

Materiality disclosure

Starting from a baseline of **15 core ESG material topics**—ranging from issues such as climate action and emissions reduction; waste minimisation and circular economy; sustainable supply chains and human rights due diligence; and anti-corruption and ethical business practices—all of which are material to our success as a responsible business, Tsebo's assessment confirms five material priorities for 2025.

In no particular order, our material topics for 2025 are:

- **Food security and sustainable agriculture**
- **Skills development and a future-ready workforce**
- **Digital inclusion and ethical technology**
- **Gender equality and women's empowerment**
- **Stakeholder engagement and community upliftment**

The disclosure that follows shows how these issues are addressed across Tsebo's operations, aligned with our sustainability focus areas and contributing to progress on the SDGs. By linking them to real outcomes published in this report, we demonstrate their business relevance and social value.



Materiality disclosure

	FOOD SECURITY AND SUSTAINABLE AGRICULTURE	SKILLS DEVELOPMENT AND FUTURE-READY WORKFORCE	DIGITAL INCLUSION AND ETHICAL TECHNOLOGY	STAKEHOLDER ENGAGEMENT AND COMMUNITY UPLIFTMENT	GENDER EQUALITY AND WOMEN'S EMPOWERMENT
Material topic	Ensuring reliable access to safe, nutritious food through sustainable farming practices that protect natural resources, support local economies, and strengthen supply chain resilience is vital — especially for Tsebo's largest continental offering, Catering Solutions.	Equipping employees with the skills to thrive in a changing world of work is essential to Tsebo's service excellence. Growth opportunities support the development of our greatest asset — our people — and contribute to inclusive, sustainable economies across Africa.	Ensuring fair access to digital innovation while using technology responsibly is essential to Tsebo's inclusive growth, as rapid advances present both opportunities and risks for employees, clients, and long-term sustainability.	Building strong relationships with clients, employees, suppliers, and communities is key to Tsebo's inclusive, long-term growth. Meaningful engagement and upliftment initiatives help strengthen trust, local participation, and shared value across the continent.	Advancing equal access to opportunities, fair treatment, and inclusive leadership for women is central to Tsebo's commitment to dignity, diversity, equity and inclusion — especially as women make up the majority of our workforce (56%).
Negative impact	▪ Disruption in supply chains and service delivery ▪ Instability in operations and rising costs ▪ Reduction in nutritional and service standards ▪ Harm to small-scale farmers and local economies ▪ Damage to brand reputation and stakeholder trust	▪ Shortage of skilled and future-ready talent ▪ Instability in service delivery and efficiency ▪ Decline in employee engagement and retention ▪ Barrier to transformation and inclusive growth ▪ Damage to long-term competitiveness	▪ Inadequate digital skills and workforce efficiency ▪ Increased digital divide and inequality ▪ Ethical breaches and regulatory non-compliance ▪ Limited sustainable growth and innovation ▪ Reduced community engagement and digital access	▪ Breakdown in trust and stakeholder relationships ▪ Exclusion of communities from economic participation ▪ Misalignment with client and public expectations ▪ Limited social licence to operate ▪ Reduced impact of upliftment and CSR initiatives	▪ Inequality in access to opportunities and leadership roles ▪ Underrepresentation of women in decision-making ▪ Discrimination and gender bias ▪ Barriers to transformation and local community upliftment ▪ Damage to culture, morale, and employer brand
Mitigations	▪ Building strong community supply networks and partnerships ▪ Sourcing from local small-scale farmers with support for market access ▪ Managing sustainable supply chains for quality and resilience ▪ Developing skills of suppliers and agri-entrepreneurs ▪ Investing in resources for capacity building and eco-friendly farming	▪ Implementing evolving, targeted training for employees ▪ Empowering employees through access to digital tools and e-learning ▪ Providing leadership and professional growth opportunities ▪ Uplifting communities through upskilling and learnership initiatives ▪ Supporting the growth of small businesses and entrepreneurs	▪ Expanding access to on-the-go digital training for employees and local partners ▪ Reducing the digital divide through communities of practice ▪ Upholding ethical and compliant use of emerging technologies ▪ Integrating sustainable technology to enhance client experiences ▪ Empowering the workforce through digital learning and AI literacy	▪ Driving progress and belonging through employee engagement ▪ Enhancing client experiences through active listening, responsiveness and strategic partnerships ▪ Developing supplier quality through collaboration, training, and opportunity ▪ Uplifting communities through local partnerships and initiatives ▪ Fostering trust through transparent communication and feedback platforms	▪ Advancing the representation and voice of women in leadership ▪ Promoting inclusive workplace practices and policies ▪ Supporting career growth through tailored training and mentorship ▪ Uplifting women in local communities through enterprise and employment opportunities ▪ Empowering through funding, skills development, and women-led partnerships
Top initiatives in action	▪ Mega Farming Projects ▪ Vukasechaba Massive Fresh Produce Cooperative ▪ Circular Economy Initiatives ▪ Kamoa Copper SA Community Fishpond Initiative	▪ Learning and Development Initiatives ▪ LMS driving Impact ▪ AI4ME: Empowering every employee to grow with technology ▪ Employee-to-enterprise programme	▪ Global recognition for empowering people through AI ▪ Tsebo innovation and technology ▪ Employee well-being through digital learning ▪ Embedding ethical and responsible AI in practice	▪ Pan-African employee experience survey ▪ The voice of our clients ▪ Commitment to sustainable partnerships ▪ Corporate social responsibility ▪ Neo ya Badimo Foundation community outreach	▪ Transformation, diversity and inclusion ▪ Legacy programme ▪ Transforming local Enterprise through market access (Ivory Coast) ▪ Brewing dreams into reality with Phuti's Cafe
Related focus areas					
SDGs alignment					

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Measuring and monitoring

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

Rating Agencies

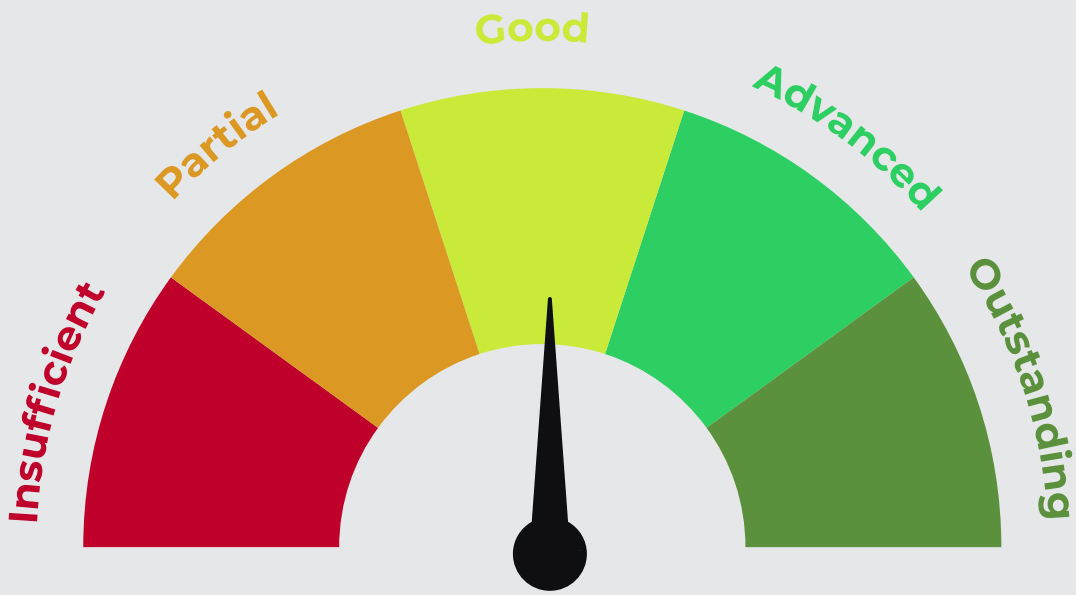
To benchmark and validate progress, Tsebo leverages the expertise of EcoVadis. In 2025, Tsebo completed its third EcoVadis assessment, maintaining a 'Good' sustainability rating.

Tsebo was also awarded an EcoVadis badge, recognising our strong sustainability management compared to other assessed organisations. Our score and badge reflect our solid ESG performance, enhancing our credibility as a responsible business.

While the assessment confirms our ESG performance, it also highlights areas for improvement and offers a clear roadmap for future progress. It further benchmarks our standing against global peers and supports our continued role as a force for social good.

EcoVadis Rating

ecovadis



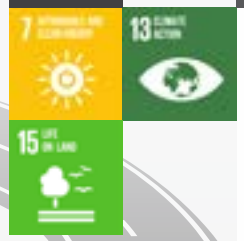
In 2025, Tsebo completed its third EcoVadis assessment, maintaining a **'Good'** sustainability rating.



2030 ESG GOAL ALIGNMENT, COMMITMENTS AND TARGETS SUMMARY

Managing Environmental Impact

SDGs



OUR COMMITMENT

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

FOCUS AREA TARGETS

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

Positive People Experience

SDGs



OUR COMMITMENT

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

FOCUS AREA TARGETS

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

Engaging Customer Experience

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

Commitment to Sustainable Partnerships

- To spend 4% of our profit on Enterprise (2%) and Supplier (2%) Development initiatives year-on-year.

Corporate Social Responsibility

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

Good Corporate Governance and Ethics

SDGs



OUR COMMITMENT

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

FOCUS AREA TARGETS

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

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PROGRESS RESULTS

Focus Area	2030 Targets	Target Year	Baseline	2025 Tsebo Result	2025 impact vs Baseline	Trend	Comments	SDGs
Managing Environmental Impact	On our journey to net-zero, we aim to reduce our **Scope 1** and **Scope 2** GHG emissions by **30%** based on our **2022 baseline** levels.	2030	**9,128.8**	**7,273.8**	**-20.3%**	↑	*Please see the breakdown below for clarity.*	
	Scope 1 CO_2 Emissions - Tsebo Fleet **(tonnes).**	2030	6,937.8	5,532.7	-20.3%	↑	Smarter fleet management reduced emissions by 20.3%, supported by telematics, route optimisation, efficient vehicle deployment, reduced fleet size and lower fuel use.	
	Scope 1 CO_2 Emissions - Tsebo Fleet **(tonnes/ vehicle).**	2030	9.5	9.7%	2.1%			
	Scope 1 CO_2 Emissions - Stationary combustion Electricity generators **(tonnes).**	2030	52.0	21.0	-59.6%	↑	Improved grid availability and reduced reliance on diesel generation lowered generator emissions by 59.6%.	
	Scope 2 CO_2 Emissions related to electricity usage **(tonnes).**	2030	2,138.9	1,720.1	-19.6%	↑	Active energy management reduced Scope 2 emissions by 19.6%, supported by smart metering, automated controls and energy-efficient equipment.	
	As we advance our environmental awareness, **we have added new Scope 1 emissions measures** per below. Towards 2030, we target a 15% reduction from our 2025 baseline.	2030	**436.8**	**436.8**	-		*Please see the breakdown below for clarity.*	
	Scope 1 CO_2 Emissions - Stationary combustion LPG **(tonnes).**	2030	159.3	159.3	-		Including LPG for the first time strengthens the completeness of our Scope 1 reporting and establishes a baseline for future improvement.	
	Scope 1 CO_2 Emissions - Fugitive emissions **(tonnes).**	2030	277.5	277.5	-		Including fugitive emissions for the first time strengthens our understanding of direct emissions and establishes a baseline for targeted action.	
	Total Scope 1 and Scope 2 emissions.		**9,565.5**	**7,710.6**				

Focus Area	2030 Targets	Target Year	Baseline	2025 Tsebo Result	2025 impact vs Baseline	Trend	Comments	SDGs
	First broader **Scope 3** emissions baseline established, covering six material value-chain categories.	See the Environmental section for the detailed footprint and methodology					**Tsebo established its first broader Scope 3 baseline, deepening visibility of value-chain emissions and supporting more focused reduction priorities.**	
	Reduce our energy consumption by **30% from our 2022 baseline** levels through renewable and energy-efficient solutions **(MWh).**	2030	2,097.1	1,898.6	-9.5%	↑	Smart metering, automated controls and energy-efficient equipment reduced electricity consumption by 9.5% against the 2022 baseline.	
	Ensure that **75% of our high-impact products** used across all operations are sustainably sourced and eco-friendly, contributing to a better life on land and below water while playing our part in the **circular economy.**	*Please see the breakdown below for clarity.*					*Tsebo embeds circular-economy principles through responsible sourcing, resource efficiency and practical waste-diversion initiatives.*	
	Responsible Supply Chain.	2030	39.40%	82.5%	109%	↑	Responsible sourcing reached 82.5%, exceeding the 75% target and reflecting sustainability requirements embedded in procurement and supplier engagement.	
	Waste-to-landfill prevented (tonnes).	2030	130.1	395.9	204.3%	↑	Waste diversion increased to 395.9 tonnes, representing 204% improvement against the baseline, through recycling, reuse and repurposing initiatives across our operations.	
Positive People Experience	Promote diversity and inclusion in the workplace, achieving year-on-year transformation targets and a **Level 1** B-BBEE certification.	2030	Level 1	Level 1	Level 1	↑	Although this is a South African target, **diversity, equity, and inclusion** remain essential to Tsebo, as reflected in the Group's demographics outlined in this report. Our score has improved to **105.88** points.	1, 3, 4
	To achieve an average of above **3.5 points** on our scorecard relating to training spend against our leviable amount on qualifying training interventions to provide a holistic and sustainable Youth Skills Development programme that enables **20%** formal employment within the Group for the unemployed.	2030	4.2 points	5.71 points	36.0%	↑	Addressing unemployment, skills shortages, and inequality remains a priority for Tsebo, with **5.71 scorecard points** earned for training spend against our leviable amount; we **surpassed our target** for learning and development investment.	
	Obtain and improve our **Top Employer Certification** rating.	2030	82%	96.1%	17.2%	↑	Tsebo has been recognised as a Top Employer in Africa for 2026 for the second time. In South Africa, we achieved a fourth consecutive certification, ranking 13th out of 154 organisations, with repeat certifications in Kenya, Zimbabwe and Zambia. Our Kenya team ranked in the top three participating employers in the country. **The Group achieved an overall score of 96.1%.**	

Focus Area	2030 Targets	Target Year	Baseline	2025 Tsebo Result	2025 impact vs Baseline	Trend	Comments	SDGs
Engaging Customer Experience	Maintain an average **benchmark client satisfaction index** (CSI) score above **80%**	2030	82%	85%	3.7%	↑	The Group's overall Client Satisfaction Index averaged **85%** in 2025, marking a **1 percentage point** increase on the previous year and a 3 percentage points improvement from the baseline.	
Commitment to Sustainable Partnerships	To spend **4%** of our profit on Enterprise **(2%)** and Supplier **(2%)** Development initiatives year-on-year.	2030	9.5%	9.6%	1.1%	↑	Tsebo continues to significantly outperform its upwardly revised target of **4%** in this area, underscoring our commitment to Enterprise and Supplier Development.	
Corporate Social Responsibility	To spend **1%** of our profit on Socio-Economic Development initiatives year-on-year.	2030	4.1%	4.5%	9.5%	↑	With **183 CSR projects supported across Africa**, Tsebo spent **4.5%** on Socio-Economic Development in 2025, exceeding the 1% target.	
Good Corporate Governance and Ethics	Ultimately strive towards zero work-related injuries and fatalities. However, we recognise that this is a journey; therefore, Tsebo aims to reduce its injuries or illness frequency rate by **30%** from its 2022 baseline.	2030	3.87 AIFR	3.13 AIFR	-19.1%	↑	The All-Injury Frequency Rate (AIFR) reduced by **5.7%**, from 3.32 in 2024 to 3.13 in 2025—reflecting a **19.1% reduction against the baseline.**	
	Increase its governance and ethics training and awareness interventions by **50%** from its 2022 baseline.	2030	11,650	66,936	474.6%	↑	Tsebo significantly increased its compliance training and awareness interventions in 2025. With a combination of e-learning through Tsebo's Learning Management System as well as awareness emails sent group-wide to staff, we have achieved a 113.9% year-on-year improvement and **a 474.6% increase from the baseline.**	

** Tsebo recalibrated its 2022 baseline to reflect the expanded scope across Africa, enabling more accurate, Group-wide reporting against our 2030 targets.*

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ENVIRONMENT











Managing Environmental Impact

OVERVIEW

As a company committed to achieving a **net-zero and climate-resilient future** by 2050, we work alongside our clients, suppliers and communities to set ongoing near- and long-term targets in line with globally recognised environmental standards. Our **employees receive training on environmental best practices** and are encouraged to introduce innovations that deliver both commercial and environmental value.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Environment

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PERFORMANCE HIGHLIGHTS AND TARGETS

Scope 3
emissions baseline compiled covering 6 material upstream value-chain categories.

58%
of sites we provide cleaning services to use eco-friendly cleaning chemicals.

85%
of tea and coffee sourced from Rainforest Alliance-certified partners.

396 tonnes
of waste diverted from landfill – a 204.3% improvement against the 2022 baseline.

206 million
litres of water saved through a change to one cleaning standard operating procedure.

39%
reduction in office paper use year-on-year, with 100% of office paper waste recycled.

90%
of fats and oils are sourced from RSPO-certified suppliers.

1,274 kg
of e-waste responsibly recycled through approved recyclers.

ISO 14001:2015 certified
demonstrating ongoing commitment to measuring and improving environmental performance.

93%
of seafood is sourced from the SASSI green list.

19.6%
reduction in Scope 2 emissions compared with 2022 baseline.

82.5%
procurement spend across selected high-impact categories sourced responsibly.

20.3%
reduction in total GHG emissions against the 2022 baseline.

100%
FSC-compliant paper supplier sourcing, with 35% of toilet paper procured is made from FSC-certified recycled paper.



2030 Targets

- On our journey to net-zero, we aim to reduce our **Scope 1** and **Scope 2** GHG emissions by **30%** based on our 2022 baseline levels. Scope 1 reporting expanded to include LPG and fugitive emissions.
- We target reducing our newly established **Scope 3** emissions by **15%** by 2030, as measured from our 2025 baseline
- Reduce our **energy consumption** by **30%** from our 2022 baseline levels through renewable and energy-efficient solutions.
- Ensure that **75%** of our high-impact products used across all operations are **sustainably sourced** and eco-friendly, contributing to a better life on land and below water while playing our part in the **circular economy.**

APPROACH TO THE ENVIRONMENT AND CLIMATE ACTION

We understand that our people-first approach to business must incorporate the environments in which people live. Our environmental and sustainability policies and standards consider the risks and opportunities that climate change poses to our pan-African footprint and local economies.

Approach

Tsebo is committed to making a meaningful and lasting impact by reducing our environmental footprint and encouraging sustainable practices across our operations. We take a responsible approach to managing natural resources and apply our environmental policy and standards across employees, subsidiaries, suppliers and joint venture partners. As a signatory of the UN Global Compact, we align with key environmental SDGs and principles and promote environmental awareness among employees.

Actions

Zero-carbon economy: We support the transition to a zero-carbon economy and take responsibility for reducing and managing our carbon footprint across Africa. We recognise that socio-economic constraints may affect the pace of transition.

Responsible procurement: We treat procurement as a lever for environmental and social impact by prioritising biodegradable, recyclable and energy-efficient products. Environmental compliance forms part of our supplier vetting process.

Energy reduction: We view energy reduction as an important part of reducing environmental impact. Across our operations and client solutions, we prioritise renewable sources and energy-efficient technologies to reduce consumption.

Water stewardship: We value water as a critical, finite resource and support its efficient use through services including leak detection, wastewater recycling and emergency readiness.

Waste minimisation and circular economy: We advance waste segregation, recycling, reuse and recovery to reduce landfill impact and keep valuable materials in use for longer.

Biodiversity and greener buildings: We support environmentally conscious building and operational practices and have the in-house capability to conduct surveys, feasibility studies and green building audits.

ISO 14001:2015 certified: We maintain ISO 14001 certification to support regulatory compliance, efficient resource use and consistent environmental management standards.

Advocacy and collaboration: We view environmental sustainability as a shared responsibility. As part of the UN Global Compact's Africa Business Leaders Coalition, we advocate for environmental best practices and support collective action and knowledge sharing.

UN GLOBAL COMPACT AFRICA BUSINESS LEADERS COALITION

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GHG EMISSIONS



Tsebo continues to strengthen the accuracy, completeness and transparency of greenhouse gas (GHG) emissions reporting across the Group. In 2025, we expanded Scope 1 reporting to include LPG and fugitive emissions, reclassified business travel from Scope 2 to Scope 3, and compiled our first broader Scope 3 baseline. These developments provide a more complete understanding of our emissions profile and a stronger basis for future reduction planning.

Combining all established Scope 1 and Scope 2 emissions (excluding new measures) resulted in 7,273.8 tonnes CO_2e in 2025, representing a 20.3% improvement against the 2022 baseline of 9,128.8 tonnes CO_2e and demonstrating continued progress towards our 30% reduction target by 2030. New Scope 1 emissions established a base in 2025 of 436.8 tonnes CO_2e, for which we target a 15% reduction by 2030 from the 2025 base.

Scope 1 Emissions

- Scope 1 emissions include direct greenhouse gas emissions from owned or controlled operations. In 2025, reporting covered fleet fuel, fuel used for electricity generation, LPG consumption and fugitive emissions, resulting in total Scope 1 emissions of 5,713.0 metric tonnes CO_2e.
- Fleet emissions decreased to 5,532.7 tonnes CO_2e in 2025, representing a 20.3% improvement against the 2022 baseline of 6,937.8 tonnes CO_2e. The reduction was supported by lower overall fleet activity and fuel consumption, together with the rationalisation of fleet vehicles in line with operational requirements.
- Vehicle telematics are used across the fleet to monitor driver behaviour and vehicle usage, support route optimisation, and identify fuel-intensive practices such as excessive idling and speeding. These insights support more efficient vehicle deployment, driver awareness and the ongoing management of fuel consumption and fleet emissions.
- Within our security operations, we are also evaluating technology-enabled security solutions, including remote monitoring and electronic surveillance, to supplement physical guarding and reduce reliance on vehicle-based patrols where operational and client requirements allow.
- Emissions from diesel used for electricity generation decreased from the 2022 baseline of 52.0 tonnes CO_2e to 21.0 tonnes CO_2e in 2025, supported by improved grid-electricity availability and reduced reliance on diesel-powered generation. LPG emissions of 159.3 metric tonnes CO_2e and fugitive emissions of 277.5 metric tonnes CO_2e were measured for the first time in 2025 and will serve as the baseline for future comparison.

Scope 2 Emissions

- Scope 2 emissions from purchased electricity totalled 1,720.1 tonnes CO_2e in 2025, compared with the 2022 baseline of 2,138.9 tonnes CO_2e. Business travel, previously included within Scope 2 reporting, is now classified under Scope 3.
- Scope 2 emissions decreased by 19.6% against the 2022 baseline, demonstrating continued progress towards Tsebo's 2030 Scope 1 and Scope 2 emissions reduction target.
- Electricity consumption decreased across both South Africa and our operations outside South Africa, despite improved grid-electricity availability during the year. This reduction was supported by active energy-management measures, including smart metering to monitor and control electricity use, automated switching of lighting and air-conditioning outside required operating periods, and the progressive replacement of energy-intensive equipment with more energy-efficient alternatives. These measures help ensure that electricity is used only when required.

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Scope 3 Emissions

Our first broader Scope 3 baseline

In 2025, Tsebo established its first broader Scope 3 emissions baseline. Following a materiality assessment of the value-chain categories most relevant to our business model as a people-centred services organisation, six material categories were prioritised, resulting in measured Scope 3 emissions of 297,447.8 tonnes CO_2e.

Where our impact lies

Purchased goods and services represent the largest share of our measured Scope 3 footprint. This reinforces the importance of Tsebo's responsible procurement approach, through which ESG principles are embedded in our procurement policies, supplier requirements and ongoing supplier engagement. As a people-centred services organisation, employee commuting is our second-largest measured Scope 3 category. Understanding this impact gives us an opportunity to strengthen the underlying data and identify practical areas for future improvement.

297,447.8 tonnes CO_2e measured Scope 3 footprint

Scope 3 category	2025 emissions (tCO_2-e)	Share of Scope 3
Category 1: Purchased goods and services	240,818.8	81.0%
Category 2: Capital goods	5,171.9	1.7%
Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	1,346.8	0.5%
Category 5: Waste generated in operations	274.1	0.1%
Category 6: Business travel	1,164.3	0.4%
Category 7: Employee commuting	48,672.0	16.4%
Total Scope 3	**297,447.8**	**100%**

81.0% Purchased goods and services

16.4% Employee commuting

How we established our Scope 3 baseline

Our methodology aligns with the GHG Protocol Corporate Value Chain (Scope 3) Standard and uses recognised calculation approaches and emissions factors appropriate to each category. Our initial baseline combines activity-based and spend-based methodologies using the best available activity and expenditure data across our operations.

- **Category 1: Purchased goods and services** – Procurement spend was grouped into relevant purchasing categories and converted into emissions using applicable category-specific spend-based emissions factors.
- **Category 2: Capital goods** – Capital expenditure was grouped by asset category and converted using applicable spend-based emissions factors, providing an estimate of emissions associated with capital investment.
- **Category 3: Fuel- and energy-related activities** – Underlying fuel and energy consumption data was converted using recognised upstream and well-to-tank emissions factors, capturing emissions associated with the production and supply of energy that are not included in Scope 1 or Scope 2.
- **Category 5: Waste generated in operations** – Recorded waste quantities were classified by treatment stream and converted using applicable waste-treatment emissions factors.
- **Category 6: Business travel** – Actual flight distances recorded by Tsebo's travel partner were converted into emissions using applicable UK Government/DEFRA air travel conversion factors.
- **Category 7: Employee commuting** – An employee travel survey captured information including daily commuting distance and mode of transport. A total of 2,560 completed surveys was used to establish commuting patterns, which were extrapolated across the wider workforce and converted using applicable transport-mode emissions factors.

Strengthening the baseline

Our first broader Scope 3 baseline provides a foundation for more comprehensive value-chain emissions management. It applies recognised estimation methodologies to the best available activity and expenditure data. As our reporting matures, we will continue to improve data quality and, where practical, incorporate more activity-based and supplier-specific information.

We will also work to increase participation in the employee commuting survey to improve the representativeness of future assessments and support more informed reduction priorities.



Spotlight Story

Electric mobility in action

At Stellenbosch University, Tsebo is putting lower-carbon mobility into practice with the introduction of nine electric vehicles into daily maintenance operations, replacing conventional diesel-powered vehicles used to transport teams, tools and equipment across the campus.

The transition is expected to avoid approximately 8,000 litres of diesel and 21.2 tonnes of CO_2 emissions each year, while providing quieter, lower-impact transport around the campus.

The initiative demonstrates how practical changes to everyday facilities operations can reduce reliance on fossil fuels and provides a model that could be considered across other campuses and large facilities.



ENERGY MANAGEMENT

Energy management remains a key focus area in reducing our environmental footprint and supporting our clients' sustainability objectives.

Group electricity consumption decreased to 1,898.6 MWh in 2025, representing a 9.5% reduction against the 2022 baseline of 2,097.0 MWh.

Electricity consumption decreased across both South Africa and our operations outside South Africa, despite improved grid-electricity availability during the year.

This reduction was supported by active energy-management measures across our offices. Smart metering enables ongoing monitoring and control of electricity consumption, while automated controls switch off lighting, air-conditioning and other equipment outside required operating periods. Where appropriate, energy-intensive equipment is progressively replaced with more energy-efficient alternatives. Improved grid availability also reduced reliance on diesel-powered electricity generation across certain operations, contributing to lower generator emissions under Scope 1.

We remain committed to improving energy efficiency, strengthening energy data management and identifying further opportunities to reduce electricity consumption while supporting the transition to a lower-carbon future.

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CIRCULAR ECONOMY INITIATIVE: RESPONSIBLE SUPPLY CHAIN

Responsible sourcing remains a key component of Tsebo's circular economy approach. During 2025, 82.5% of procurement spend across selected high-impact purchasing categories was sourced responsibly, exceeding our 75% target and reflecting the continued integration of sustainability considerations into procurement and supplier engagement.

SASSI Green List

Tsebo's catering businesses support ocean health by sourcing 93% of seafood from the Southern African Sustainable Seafood Initiative (SASSI) green list.

Sustainable Palm Oil

Tsebo sources 90% of fats and oils from Roundtable on Sustainable Palm Oil (RSPO)-certified suppliers. This remains well above the 2022 baseline of 53% and our 75% target.

Rainforest Alliance

We source 85% of tea and coffee from Rainforest Alliance-certified partners, supporting ethical and sustainable farming practices.

Responsible Paper Sourcing

Responsible paper sourcing forms part of Tsebo's commitment to reducing the environmental impact of products used across client sites. During 2025, we procured 578 tonnes of paper products, of which 203 tonnes (35%) comprised FSC-certified recycled toilet paper. All paper products were sourced from FSC-compliant suppliers. We continue to promote paper products made from recycled and alternative fibres, including bagasse-based paper towels. These alternatives are increasingly incorporated into supplier tender requirements and promoted to clients to reduce reliance on virgin wood fibre.

Eco-friendly Pest Control

Tsebo Pest Control Solutions uses Integrated Pest Management to prevent and manage infestations through environmentally conscious biological, mechanical and technology-led methods. We continue to promote non-chemical solutions where appropriate to minimise impacts on people, animals and biodiversity.

Sustainable Cleaning and Hygiene

Tsebo Cleaning and Hygiene Solutions promotes eco-friendly cleaning chemicals, including biodegradable, plant-based options. In 2025, 58% of chemicals used were eco-friendly, with a target of 75% by the end of 2027.

- Long-wearing, abrasive floor sleeves that reduce chemical use.
- Chemical concentrates diluted in reusable buddy jugs to reduce packaging waste.
- Water- and energy-efficient equipment, including equipment manufactured from certified recycled plastic.

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CIRCULAR ECONOMY INITIATIVE: WASTE-TO-LANDFILL

Reducing waste to landfill remains a key priority in Tsebo's circular economy strategy. Through collaboration with clients, suppliers and operational teams, we continue to prevent waste, increase recycling and recover valuable resources.

During 2025, Tsebo diverted 395.9 tonnes of waste from landfill, compared with a 2022 baseline of 130.1 tonnes. This represents a 204.3% improvement against the baseline and a 39.3% year-on-year increase from 2024.

Food waste reduction

Food waste remains an important focus in our catering operations. Tsebo continues to expand the use of BioBin and Bokashi in-vessel composting systems, which convert unavoidable food waste into compost instead of sending it to landfill.

We have tripled the number of BioBins across our catering operations over the past three years.



Used cooking oil recycling

Used cooking oil is recovered through established partnerships across our operations. In South Africa, collected oil is converted into biofuel, while in several other African countries it is repurposed by local cooperatives for soap production. We continue to explore opportunities to expand oil recovery across Africa.



Reducing single-use plastics

Tsebo continues to reduce plastic waste by replacing disposable products with reusable and lower-impact alternatives. We continue to promote refill systems, reusable dispensing solutions, biodegradable food packaging and sit-down dining through initiatives such as Look Under Your Plate. We are also exploring partnerships with certified recyclers to recover and repurpose foamed polystyrene packaging.



Responsible management of electronic and office waste

During 2025, 1,274 kg of electronic waste was collected and 100% responsibly recycled through approved recycling partners.

Office paper use decreased from 7,077 kg in 2024 to 4,300 kg in 2025, a 39% year-on-year reduction. All office paper waste was recycled.



Circular cleaning initiatives

Circular economy principles are embedded within Tsebo's cleaning operations through products designed for reuse, recycled content and resource efficiency.

- Colour-coded reusable cleaning cloths manufactured from 100% recyclable polyester.
- Reusable gloves, where operationally appropriate, replacing disposable alternatives.
- Cleaning trolleys manufactured using 50% certified recycled plastic.
- Vacuum cleaners manufactured using 45% certified recycled plastic while consuming 30% less energy.
- Mini-mix chemical concentrate systems that reduce plastic packaging and transport requirements.



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Spotlight Story

From organic waste to renewable resources

In Imiougou, Burkina Faso, an ATS-supported biodigester is demonstrating how organic waste can be turned into useful resources.

The system converts animal waste into biogas and organic fertiliser, recovering value from waste while reducing reliance on firewood and returning nutrients to agricultural soils.

The biodigester is expected to reduce household wood consumption by approximately 8 to 12 kg per day, help preserve around one-third of a hectare of forest annually, and produce approximately 40 tonnes of organic fertiliser each year.

It is a practical example of circularity in action: one waste stream becoming two useful resources while reducing pressure on natural resources.



Spotlight Story

Tsebo Environmental Initiative: Turning Donations into Opportunity

Through its partnership with **Clothes to Good**, Tsebo supports a circular economy initiative that transforms donated clothing and textiles into new, usable products while creating sustainable employment opportunities for vulnerable women and caregivers.

Thanks to the generosity of employees, Tsebo collected **161 bags of clothing donations,** weighing **1,469.44 kg,** helping to divert waste from landfill and support community livelihoods. In recognition of these contributions, employees received **161 H&M discount vouchers,** and **77 Spekboom plants** were distributed to promote environmental sustainability.

Impact highlights:

- **161** bags of clothing donated
- **1,469.44 kg** of textiles diverted from landfill
- **161** H&M vouchers received by employees
- **77** Spekboom plants distributed
- **Employment opportunities** supported through textile recycling

This initiative demonstrates how environmental responsibility and social impact can work hand in hand, creating value for communities while promoting more sustainable consumption practices.



Spotlight Story

Innovation @ Giving everyday materials a second life

Tsebo Cleaning and Hygiene is finding new uses for materials that would otherwise become waste.

At selected healthcare sites, used microfibre cleaning cloths are collected, professionally sanitised and donated to animal welfare organisations for reuse as bedding and blankets. 114 kg of microfibre cloths have already been diverted from landfill through the initiative.

The same circular approach is being applied to chemical packaging. Empty Mini-Mix concentrate bottles are collected from client sites and returned to the supplier, Industroclean, for reuse, with 17.25 kg of bottles returned to the supply chain to date.

Both initiatives demonstrate a simple circular principle: keep materials in use for longer before they become waste.



Giving Materials a Second Life: Marlize Reyneke, Cleaning Contracts Manager in Bloemfontein, hands over sanitised microfibre cloths collected from healthcare sites to the Bloemfontein SPCA. Through this initiative, materials that would otherwise become waste are repurposed into bedding for animals, demonstrating Tsebo's commitment to waste reduction, circular economy principles, and community support.

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CIRCULAR ECONOMY INITIATIVE: WATER MANAGEMENT

Water scarcity remains a critical challenge across Africa, affecting communities, employees and businesses. Climate change, ageing infrastructure, growing industrial demand and rapid urban development compound the pressure on water resources.

Business impact of water scarcity

Water scarcity can reduce employee attendance, disrupt production and increase operational costs. It also creates hygiene, health and safety risks, particularly in remote areas where reliable access to clean running water is limited.

Water management solutions

Tsebo Engineering delivers end-to-end water management solutions to help clients manage water shortages and improve resilience. Our services include infrastructure optimisation, emergency preparedness, water testing and treatment, leak detection and wastewater recycling.

Commitment to water sustainability

We integrate water-saving and recycling practices into our day-to-day operations. A change to one cleaning standard operating procedure saved an estimated 206 million litres of water, demonstrating the scale of environmental impact that can be achieved by embedding resource efficiency into everyday operational practices. We continue to prioritise water conservation, pollution prevention and responsible resource use to help safeguard water resources for the future.



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Spotlight Story

Innovation @ point-of-sale, better food and retail experiences

Tsebo Catering Solutions has begun rolling out an innovative use of biometric and facial recognition technology to personalise food and retail experiences. By linking customers' facial data to their profiles and purchase histories, Tsebo is redefining how convenience, security, and sustainability intersect at the point of sale. Through automation and intuitive design, the system creates an experience that is frictionless, fully secure, and environmentally conscious, all while keeping data privacy at its core:

- **Smarter, faster service experience:** facial recognition enables instant, cardless account access and allows for personalised service based on purchasing history, while faster-moving queues enhance overall productivity
- **Sustainability in practice:** plastic cards and printed receipts are no longer required, and the system consumes less energy than traditional transaction technologies, supporting both Tsebo's and clients' sustainability goals
- **Advanced security:** only registered individuals can authorise transactions, strengthening account protection
- **Data protection and transparency:** all personal data is managed in full compliance with POPIA to ensure privacy and accountability



Spotlight Story

Greener communities across Africa

Environmental action is taking root in communities across Tsebo's African footprint.

In Zambia, ATS and local stakeholders planted more than 300 trees around the development of Lupili Play Park in Ndola. In Burkina Faso, 215 fruit, shade and medicinal trees were planted across community spaces, schools, a health centre and family compounds.

In Guinea, ATS, Kouroussa Gold Mine and local stakeholders planted a further 700 seedlings, predominantly mango trees, as part of a reforestation campaign in Komoniko.

In Zimbabwe, environmental stewardship took another form, with Tsebo supporting environmental clean-ups and anti-littering awareness alongside client Afrochine Smelting Mine.

Together, the highlighted planting programmes represent more than 1,200 trees and seedlings, complemented by practical initiatives encouraging cleaner, greener local environments.



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Sustainable resource stewardship through intelligent utilities management

Across Africa, energy and water are two of the most critical and scarce resources. Rising demand, escalating costs, and environmental pressures require smarter, more sustainable solutions. Tsebo has stepped up its commitment through engineering expertise and innovation, helping clients reduce consumption, optimise performance, and build long-term resilience. Through intelligent metering, data-driven analysis, and seamless systems integration, we deliver measurable savings and strengthen ESG alignment across energy and water infrastructure.

Our approach includes:

- Engineering insight and intervention to optimise plant and equipment performance, reduce system inefficiencies, and improve operational uptime
- Smart metering and real-time monitoring across energy and water infrastructure enable accurate usage and cost tracking, allowing for prompt responses to anomalies or inefficiencies
- Granular data analysis and benchmarking to support long-term planning, predictive maintenance, and cost-effective infrastructure upgrades
- Seamless integration with existing systems, allowing for swift deployment and scalable optimisation
- Resilience-building solutions, including energy- and water-efficient technologies, backup supply systems, and renewable energy options (solar, wind, hydro)
- Support for compliance and ESG goals through accurate reporting, reduced extraction and emissions, and enhanced environmental performance

Spotlight Story

Powering performance: smart energy and water use at Montecasino

As a 24/7 entertainment and hospitality destination that hosts over 9.3 million annual visitors, Montecasino relies on uninterrupted access to power and water. Tsebo supports this demand through comprehensive utility management that combines engineering expertise, live data insights, water conservation, and renewable energy integration. The result: improved efficiency, measurable savings, and stronger ESG performance, without compromising operational continuity. Achievements include:

- **30% reduction** in grid electricity reliance through solar integration
- **15%+ reduction** in unaccounted-for water usage through smart metering
- **+21 million litres of water are maintained monthly** through combined municipal and rooftop supply sources
- **Real-time tracking** to flag leaks and billing discrepancies
- **Consolidated data reporting** for ESG compliance and sustainability audits

> For over 20 years, Tsebo has provided reliable and efficient engineering, electrical, and hydro services. Ours is a partnership built on professionalism and trust.
>
> ***- Vernon Colbert, Property Manager, Montecasino***



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SOCIAL









Positive People Experience

OVERVIEW

We are a people-centric business, committed to fostering a high-performance service culture where employees thrive through positive workplace experiences, supported by best-in-class standards and practices. People management remains a strategic priority for us and has a meaningful impact on our business.

Tsebo has been recognised as a **Top Employer in Africa for 2026** for the second time. In South Africa, we achieved a fourth consecutive certification, ranking **13th out of 154 organisations**, with repeat certifications in **Kenya, Zimbabwe and Zambia.** Our **Kenya team** placed in the **top three** participating employers in the country. This reflects the dedication of our teams across the continent.

By measuring and benchmarking our HR and people management practices, we consistently identify areas for improvement that benefit our business, clients and employees. Tsebo is also committed to complying with all relevant legislation in our operating jurisdictions.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT

Labour

PERFORMANCE HIGHLIGHTS AND TARGETS

HR Operational Efficiencies

98.83%

Payroll accuracy

Talent Management

28.7

Years of average leadership experience in the industry

Employee Experience

80.13%

Overall employee sentiment

Empowering people through AI

Global Recognition

Received recognition from the Top Employers Institute

Learning and Development

103,738

Online course completions recorded by our Learning and Development Academy – an increase of **20,738** from 2024.

5.71

Scorecard points for training spend against our leviable amount

Diversity and Inclusion

B-BBEE score improvement achieved

105.88

An increase of 1.74 points from 104.14.

56%

Africa female-strong workforce

2030 Targets

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



OUR PEOPLE STRATEGY

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

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



Best People Standards

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

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

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

Our People-Centric Philosophy

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

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People Delivery Workstreams

Reward & Recognition

- Remuneration
- Benefit Management
- Governance and Compliance
- Recognition



Leadership

- Leadership Alignment
- Leadership Engagement
- Leadership Succession and Development





Attract

- Employer Branding
- Talent Acquisition
- On-boarding



Perform

- Performance Management
- Career Paths and Discussions

Shape

- Organisation and Change
- Digital HR and AI
- Work Environment



Engage

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





Unite

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



Develop

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

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TOP EMPLOYERS

Tsebo is honoured to be certified as a **Top Employer in Africa** for the second time, with repeat certifications in **Kenya, Zimbabwe, and Zambia**, alongside a **fourth** consecutive certification in **South Africa**, where we ranked **13th out of 154 participants**. In **Kenya**, we notably ranked in the **Top 3 participating employers in the country.** This recognition was awarded by the Top Employers Institute, the global standard for HR excellence. As a **Top Employer 2026**, Tsebo and its brands are committed to creating a **better world of work** through exceptional HR policies and people practices – nurturing talent, fostering a high-performance service culture, and delivering transformational people strategies.

Certification process

The Top Employers Institute certifies companies that meet rigorous global standards for research. Certification is based on performance in the HR Best Practices Survey, which assesses **255 practices across six domains and 20 topics,** including People Strategy, Work Environment, Talent Acquisition, Learning, Diversity and Inclusion, Well-being and more. Companies must submit evidence and undergo a multi-day independent audit to verify their practices.

Benchmarked globally

The programme certified over **2,400** Top Employers across **125** countries and **five** continents. It offers comparative insights into people practices, highlighting strengths and areas for growth. This benchmarking against global Top Employers helps Tsebo accelerate and enhance its people strategies.



Results

Overall Improvement

All 4 of our participating countries have achieved scores ranging between **94% and 98%**, with an average overall score above **96%** which is roughly **10%** above the benchmark group.

Top 5 Improvements

- Onboarding **+17%**
- DEI **+15%**
- People Strategy **+14%**
- Talent Acquisition **+14%**
- Digital HR **+13%**

We have been certified as a Top Employer because we:

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

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Score per Domain

Steer and Shape

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

Steer

- Business Strategy
- People Strategy
- Leadership

+10.51%

Above benchmark

Shape

- Organisation & Change
- Digital HR
- Work Environment

+11.30%

Above benchmark



Attract, Develop and Engage

These three domains cover the employee journey.

Attract

- Employer Branding
- Talent Acquisition
- Onboarding

+13.40%

Above benchmark

Develop

- Performance
- Career
- Learning

+8.29%

Above benchmark

Engage

- Well-being
- Employee Listening
- Rewards & Recognition
- Offboarding

+10.60%

Above benchmark

Unite

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

Unite

- Purpose & Values
- Ethics & Integrity
- Diversity, Equity & Inclusion
- Sustainability

+10.84%

Above benchmark





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Strengths

Exceptional people strategy and leadership practices

Tsebo continues to improve in the Top Employers' certification, outperforming global benchmarks across all six domains. Our people strategy aligns with our business goals, focusing on long-term success through a people-first approach.

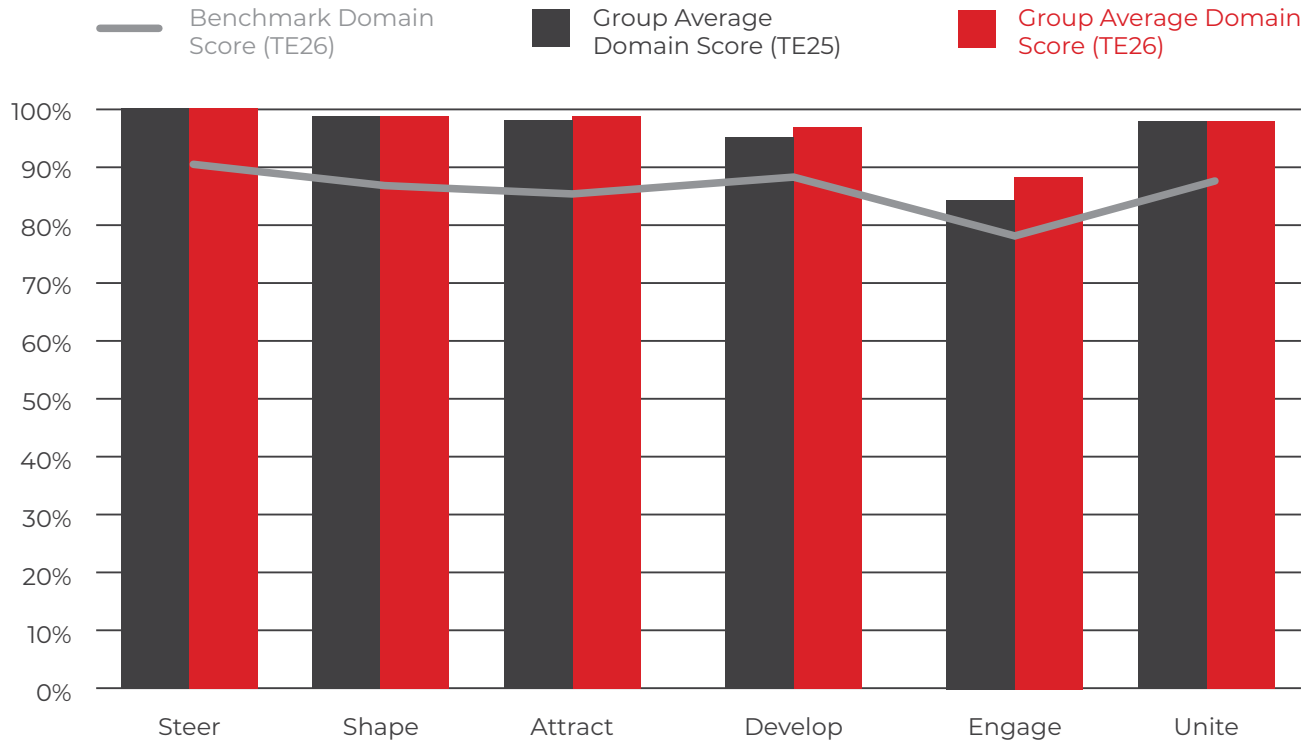
We have embedded ESG, Diversity and Talent Management into Executive Management's Key Result Areas, ensuring strategic alignment and reinforcing our inclusive, socially responsible culture.

Commitment to organisational change and digitisation

Our benchmark results highlight a strong focus on organisational change and our digital transformation journey. New systems enhance onboarding, learning and daily engagement—improving employee experience and supporting more consistent people practices.

Additional strengths

- **Leaders are empowered** to manage people issues effectively.
- **A thoroughly embedded purpose and values statement** that inspires employees and earns client loyalty.



100% Score achieved in:

- **Business strategy**
- **People Strategy**
- **Leadership**
- **Organisation & Change**
- **Digital HR**
- **Employee Listening**
- **Purpose & Values**
- **Ethics & Integrity**
- **Sustainability**



EMPLOYEE DEMOGRAPHICS

+36 100
Pan-African employees

85.63%
Retention rate

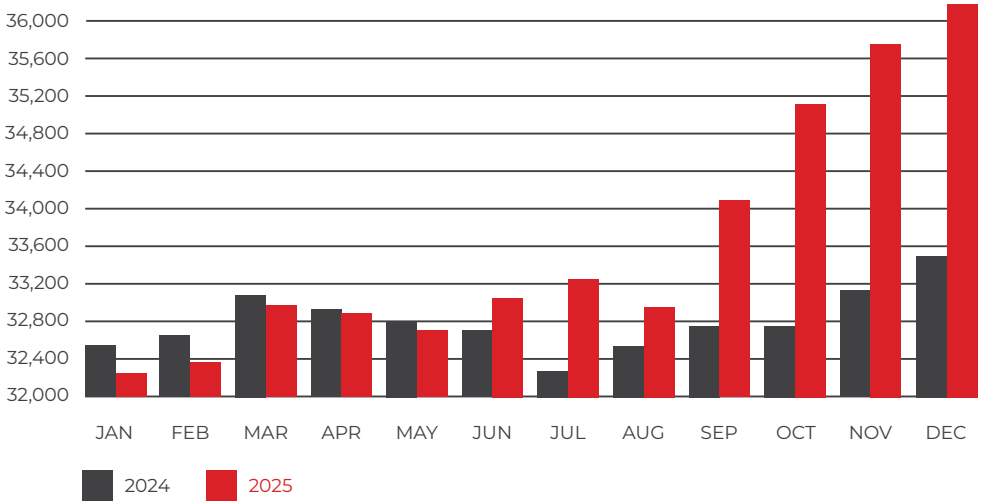
5.60%
Voluntary turnover rate

+470
Employees with disabilities

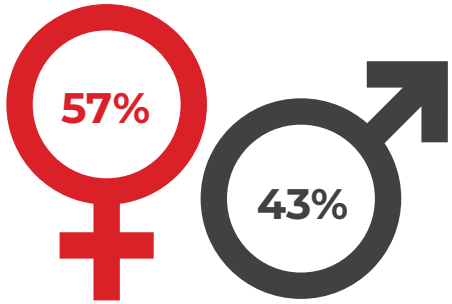
>98%
Deskless employees

1,524
Learnership participants

Month-on-Month Headcount

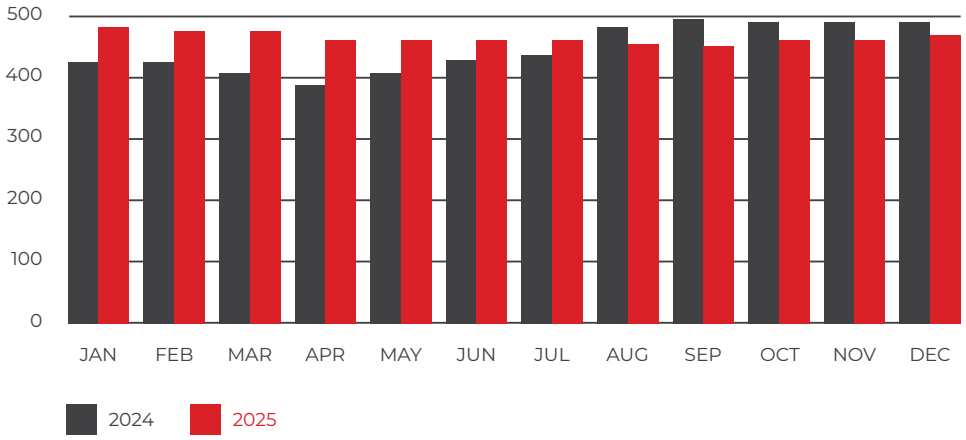


Gender Headcount

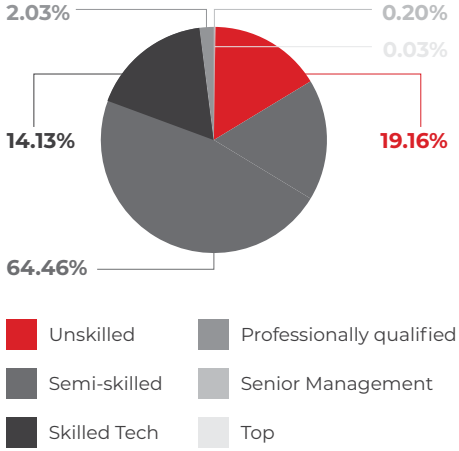


20,589 Females **15,573** Males

Disability Month-on-Month Consolidated Headcount



Headcount % by Occupational Level



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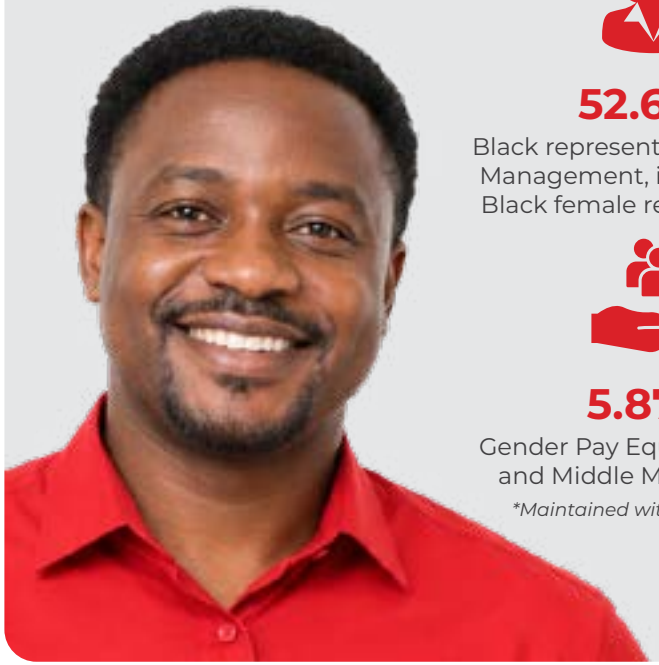
TRANSFORMATION, DIVERSITY AND INCLUSION

Highlights achieved

105.88
B-BBEE points achieved, an increase of **1.74 points** year-on-year.

40%
Black female executive directorship at board level

80%
Black directorship at board level



52.63%
Black representation in Senior Management, including **30%** Black female representation.

Level 1 B-BBEE
contributor status, achieving the highest score in Tsebo's history.

5.87%
Gender Pay Equity for Senior and Middle Management
**Maintained within fair range*

135%
Procurement recognition benefit for our clients in SA

At Tsebo, **transformation, diversity, equity and inclusion** are more than strategic priorities; they are fundamental to who we are. We are committed to creating **equitable opportunities** for all employees by fostering an environment where people can **grow, develop and thrive**, while contributing to meaningful social and economic transformation.

As a people-centred organisation operating across Africa, we recognise that our long-term success is built on the strength of a **diverse workforce.** By embracing different perspectives, backgrounds and experiences, we create **inclusive workplaces** that empower our employees and enable us to deliver **exceptional value** to our clients.

Across all countries of operation, Tsebo complies with applicable labour legislation and codes of good practice to promote **workplace equity, safety and dignity.** We maintain a zero-tolerance approach to discrimination, harassment and violence. Our **independent 24/7 whistleblowing hotline**, managed by Deloitte in 2025, enables employees, suppliers and clients to report concerns confidentially and anonymously, with all matters investigated through the appropriate governance structures.

As a proud **Level 1 B-BBEE** contributor in South Africa, our transformation journey spans more than **43 years.** Our commitment to inclusion is reinforced through **people-first practices** and an active **Employee Engagement Forum,** which provides a structured platform for employee representation on transformation and employment equity matters. This forum plays an important role in fostering **belonging**, strengthening **employee** voice and ensuring that our people feel **valued, respected and connected** to a shared purpose.

EMPLOYEE WELLNESS

At Tsebo, employee wellbeing is a key enabler of engagement, resilience, inclusion and sustainable business performance. Our integrated **Total Wellbeing Strategy** supports the physical, mental, emotional and financial wellbeing of employees, helping them thrive both personally and professionally. Through a proactive and holistic approach, we provide the education, resources and support employees need to make informed wellbeing choices, strengthen resilience and foster culture that reinforces our employee value proposition.

Understanding Employee Wellbeing Needs

Tsebo adopts a participatory and evidence-based approach to wellbeing. Employee needs are continuously assessed through:

- Employee well-being and engagement surveys.
- Health risk assessments and biometric screening data.
- Utilisation trends from the EAP Programme and wellness partners.
- Operational indicators, including absenteeism, turnover and safety-related metrics.

These insights help identify emerging well-being priorities and inform targeted interventions that respond to the evolving needs of our workforce.

Our wellness approach: Individual accountability

Financial Wellness

Recognising the strong link between financial wellbeing, mental health and workplace performance, Tsebo provides employees access to:

- Financial education and coaching through personalised financial guidance and telephonic support.
- Financial health assessments.
- Access to salary-linked support programmes designed to assist employees in managing short-term financial pressures while promoting long-term financial resilience.

Psychological Wellness

Within Tsebo, mental and emotional well-being is a strategic priority, and through partnerships with specialist wellness providers, employees have access to:

- Confidential counselling and psychosocial support.
- Leadership-led discussions and learning interventions focused on stress management, burnout prevention, resilience and psychological safety.
- Expert-led webinars and digital learning resources build mental health literacy and reduce stigma.

Health & Wellness

Tsebo places strong emphasis on prevention and early intervention to reduce long-term health risks:

- Health screenings and lifestyle risk assessments during wellness days.
- Regular health awareness campaigns and Expert-led webinars.
- Access to allied health professionals including dietitians, biokineticists, etc.
- Practical initiatives encouraging everyday movement and healthy habits - walking meetings and fitness sessions.

Wellness intervention highlights

- Rolled out **SmartAlec** (a WhatsApp-based learning tool) in partnership with NMG
- Enhanced employee wellbeing support through the rollout of the **AskNelson Access** digital wellness platform for OM members.
- Added two LMS employee wellbeing eModules: **Digital Detox, Mindful Meditation and Mental health.**
- Rolled out Netcare Gap cover
- Enhanced well-being awareness via expert-led monthly virtual webinars and intranet features

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Spotlight Story

Empowering Well-being through digital learning

Digital learning interventions form part of Tsebo's broader well-being strategy, focused on prevention, awareness and early support. During the year, Tsebo expanded its digital wellness offering by introducing two dedicated Well-being LMS modules designed to provide employees with practical tools for managing their wellbeing in an increasingly complex and digitally connected world:

- **Digital Detox Plan:** Reducing screen fatigue and promoting healthier digital habits.
- **Mindful Meditation and Mental Health:** guided practices that support stress management, emotional resilience and mental clarity.



Spotlight Story

Enhancing Financial and Emotional Well-being Through Digital Support

As part of its commitment to supporting employee well-being, Tsebo expanded access to innovative digital tools that promote financial wellness, learning and emotional support.

During the year, Tsebo rolled out NMG **SmartAlec**, a WhatsApp-based learning platform designed to make financial education simple, practical and accessible. Through bite-sized, story-based learning journeys developed by financial experts, employees can build their knowledge of everyday financial topics, including budgeting, saving and investing, at their own pace.

To further strengthen employee support, Tsebo introduced the Old Mutual **AskNelson Access**, a confidential well-being service that provides provident members with access to emotional, financial and legal assistance. The platform offers professional support to help employees navigate personal and work-related challenges, contributing to improved resilience, well-being and peace of mind.

Together, these digital solutions form part of Tsebo's broader well-being strategy, empowering employees with the knowledge, resources and support needed to make informed decisions, improve financial wellness and maintain overall well-being.





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Spotlight Story

Wellness Days Promote Healthier, More Resilient Employees

During 2025, Tsebo Zimbabwe hosted its Wellness Day in June, followed by Tsebo South Africa's Wellness Day in September 2025. Delivered in partnership with NMG, Discovery Health and a range of wellness partners, the events reinforced Tsebo's commitment to supporting the physical, mental, emotional and financial wellbeing of employees across its operations.

Employees received free health screenings and wellbeing support. Expert advice was provided by healthcare professionals and wellness partners, while Discovery Health, Kaelo, Stratum, Virgin Active, Dis-Chem and Nedbank offered guidance to our SA-based employees on healthcare benefits, healthy lifestyles and financial wellbeing. Catering suppliers also showcased healthy products and recipes.

- **Personalised health and fitness guidance** from dietitians, Biokineticists and fitness professionals.
- **Health awareness and education sessions** focused on nutrition, healthy lifestyle choices and disease prevention.
- **Medical aid and gap cover advisory services** to help employees optimise their healthcare benefits.
- **Wellness incentives,** including participation rewards, food hampers, Retail vouchers, and more.



Spotlight Story

Turning Wellness Insights into Action

A key outcome of Tsebo's wellness programme is the ability to track workforce health trends through the **Discovery Health Wellness Dashboard**, enabling more targeted, preventative wellbeing interventions.

The latest dashboard results indicate broadly positive health outcomes among participating employees, while highlighting opportunities for preventative intervention, particularly in cardiovascular health, diabetes risk and sleep wellbeing.

By combining health screenings, expert support and data-driven insights, Tsebo helps employees make informed decisions about their wellbeing while supporting a healthier and more resilient workforce. These insights also help **guide continued investment and targeted interventions in areas where health risks are emerging.**

Wellness Insights at a Glance

- **68.2%** of employees assessed are at low cardiovascular disease risk.
- **77.6%** are at low diabetes risk.
- **85.9%** are not at risk of cardiometabolic syndrome.
- **88.2%** are not at risk of COPD.
- **23.5%** experience some level of sleep disturbance.

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TALENT MANAGEMENT

As a leading provider of Integrated Workplace Management Solutions across Africa, our ability to attract, develop and retain talented employees is fundamental to sustainable business success. **Our employees remain our greatest asset,** enabling us to deliver service excellence, adapt to changing client needs, drive innovation and create meaningful impact within the communities we serve.

Our talent management strategy is centred on creating a sustainable employee experience that enables people to grow, belong, succeed and make an impact. **By investing in our talent pipeline, leadership capability, learning ecosystem and employee value proposition, we equip our employees with the skills, support and opportunities needed to thrive in a dynamic workplace.** During 2025, we continued to strengthen our talent practices through enhanced employee listening, career development opportunities, workforce planning and internal mobility initiatives, resulting in a senior management **bench strength of 73%.** This approach strengthens organisational capability while fostering a culture where people can achieve their full potential.



Attracting the best people

Attracting top talent requires a clear understanding of what employees value most and aligning our employee experience with those expectations. During 2025, we continued to strengthen our employer brand and Employee Value Proposition (EVP), ensuring that our purpose, values and culture are consistently reflected throughout the employee lifecycle. Our EVP is guided by four employee promises: Grow with Us, Succeed with Us, Belong with Us and Impact with Us, which are aligned to our purpose of developing people, serving people and uplifting society.

We continued to enhance our **Careers Centre** and digital recruitment capabilities while leveraging social media, employee brand ambassadors, alumni networks and employee storytelling initiatives to showcase authentic career experiences at Tsebo. Through our attraction strategy, we aim to attract individuals who align with our culture and values, while providing opportunities for meaningful careers, development and long-term growth across the Group.

Our employee value proposition

Grow with Us: We invest in learning, development and career opportunities that enable our people to reach their full potential, achieve meaningful results and embrace new opportunities.

Succeed with Us: We empower employees to innovate, think differently and contribute to a high-performance culture where great ideas, collaboration and excellence are recognised and rewarded.

Belong with Us: We create an inclusive and supportive environment where employees feel valued, respected and connected through communication, recognition and shared purpose.

Impact with Us: We encourage our people to make a meaningful difference by living our values, acting with integrity, caring for our communities and contributing to sustainable business and societal outcomes.

Attracted over 357,300 candidates to the Tsebo Careers Centre

Retaining the best people

Retaining talent requires more than competitive remuneration. It requires creating an environment where employees feel valued, supported and able to build meaningful careers. We strive to create an employee experience that encourages people to choose Tsebo as a long-term employer, remain engaged and contribute to the organisation's continued success.

We focus on the following key areas:

Employee Engagement: Creating a positive employee experience where employees are heard through employee listening initiatives, treated fairly, respected and encouraged to contribute their ideas and talents.

Reward and Recognition: Recognising employee contributions through equitable reward practices, performance recognition and values-based appreciation programmes.

Learning and Development: Providing structured learning pathways, digital learning opportunities, leadership development programmes, mentorship and career development opportunities that support growth and future readiness.

Career Growth and Internal Mobility: Creating opportunities for employees to develop their careers through succession planning, talent reviews and internal career opportunities across the Group.

Well-being and Belonging: Supporting employees through wellness initiatives, employee assistance programmes, inclusive leadership practices and initiatives that foster a sense of belonging.

Our comprehensive retention strategy, supported by our Employee Experience Improvement Journey, continues to strengthen employee engagement, development and retention across the organisation. During 2025, we further embedded employee feedback mechanisms, development opportunities and employee experience initiatives that support workforce sustainability, organisational performance and long-term business growth.



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Employee experience improvement journey

Attract

New defined profiles

SHL Values alignment

Compelling Employee Value Proposition

Internal promotions / Internal search

Attractive compensation and benefits structure

Talent pipelines/ pools for high volume and critical roles

Hire

Panel interviews

Structured interviews

Skills assessments

Psychometrics

Reference and background checks

Onboard

Group induction programme

Actively improving

Taste of Tsebo – welcome pack

Team welcome lunch/event

Future consideration

Monthly check-in

Rollout of performance contracts and access to development programmes

Engage

End of probation questionnaire

One-on-one breakfast/lunch with the CEO

Stay Interviews

Team alignment – motivational speaker, economic knowledge expertise series or Group effectiveness breakaway

Extended board meetings

Regular Senior Management communications

Leadership engagement survey

High performance Service Culture initiatives

Perform

Robust performance management system, including continuous performance conversations

Individual and team alignment, what we celebrate and what we tolerate

Rewards and recognitions programme:
- Incentive scheme
- MIT / Options
- Long Service Awards

Senior Management Awards

Inclusive leaders: leadership persona

Engaging and rewarding work

Develop

Talent profiles

Behavioural alignment

Development plans

Actively improving

Learning and Development Interventions:
- Actively improving
- Gibbs Senior and Middle Management Development Programme
- Women in leadership
- Leadership master classes
- Leadership insights
- Mentor circles
- Compulsory training (POPIA, Policies)
- Bespoke 70, 20, 10 interventions

Depart

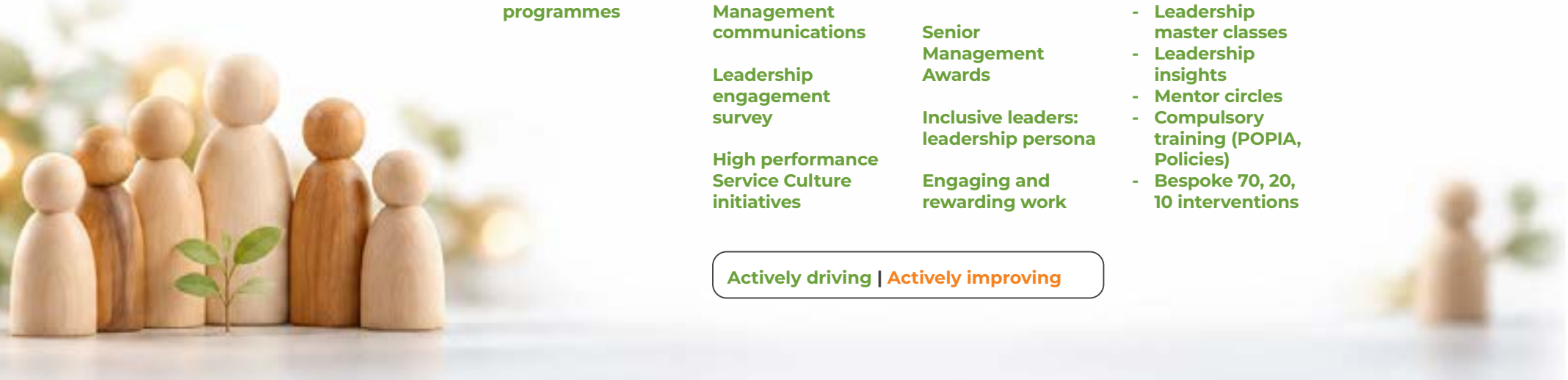
Exit interviews

Team farewell email

Actively improving

Offboarding
One-month post-departure check-in

Actively driving | Actively improving



EMPLOYEE ENGAGEMENT

In a rapidly evolving and competitive marketplace, the strength of an organisation often lies in how connected its people feel to their work. At Tsebo, we view employee engagement as far more than a metric; it's a strategic priority that shapes how we grow, serve our clients, and sustain long-term value. When employees are truly engaged, the benefits are far-reaching: improved talent retention, exceptional service that drives client loyalty, and increased productivity and performance. This alignment with our purpose also builds stakeholder confidence and supports sustainable success. Our commitment to long-term business performance depends on cultivating a work environment where employees:

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

In addition, all employees are trained in AI tools to help make their roles easier, improving efficiency and enabling them to focus on tasks that require deeper insight and judgement.

Pan-African employee experience survey

Our biennial Employee Experience (EE) Survey, one of the largest of its kind on the continent, offers critical insight into what matters most to our people. In 2023, we conducted our first Pan-African EE Survey, achieving an outstanding 74% participation rate, representing over 23,000 employees across the continent, 93% of whom are frontline. Since then, we have analysed the feedback in detail and developed a **focused action plan to enhance our employee experience.** In 2024, **focus groups** were held across regions to explore the results with employees, uncovering richer insights and employee-driven solutions that informed our next steps.

In 2025 we launched our third EE Survey (the second Pan-African survey) to further strengthen our commitment to listening, learning, and creating a workplace where employees truly thrive. In addition, it was decided in 2025 that the survey would transition from a biennial to an annual process. This shift aims to maximise opportunities for employees to share their feedback more regularly, ensuring that we continue to shape an environment where everyone can flourish. The results from this latest survey are presented below.

Key statistics

1	20	22	23,213
Survey Shared	Questions Answered	Countries Participated	Employees Responded

Results to be proud of

76% of total workforce responded across Africa in 2025, compared to a 50% response rate in South Africa in 2023.



80% of responses by employees in 2025 were favourable.



76% of our employees continue to trust in our leadership to make decisions that are in the best interests of employees and the organisation.



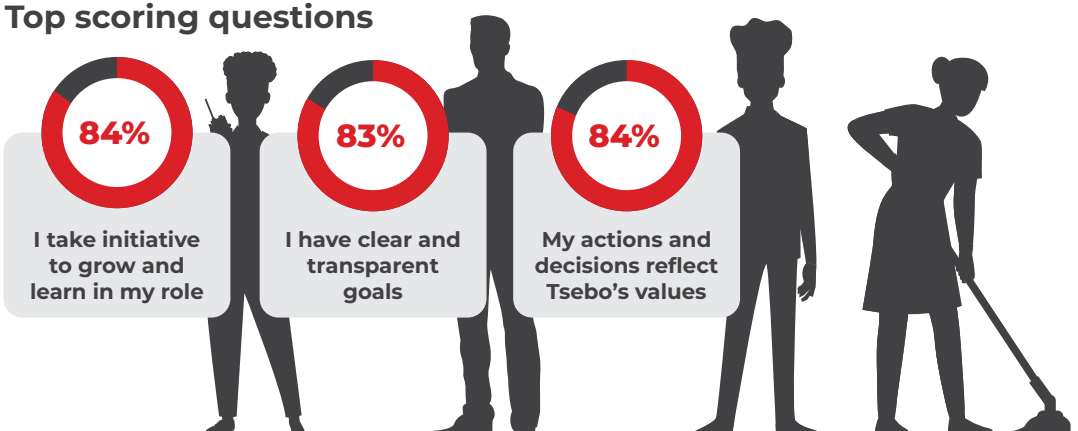
81% of our employees feel that their skills and strengths are well-matched to their roles, and that they have the tools and resources they need to succeed.



80% of our employees intend to still be working with Tsebo in one year's time.



Top scoring questions



High-performance service culture

Positive work Environment	79%	Believe we have a people-centric, inclusive workplace
Growth Opportunities	83%	Have experienced opportunities that encourage their development and growth
Meaningful Work	81%	Feel connected to the purpose of their jobs and have the tools to succeed
Supportive Management	81%	Confirm they have clear and transparent goals to enable them to perform better
Trust in Leadership	76%	Feel inspired and believe in our leadership to do the right thing
Caring	78%	Believe Tsebo cares for their well-being and has a positive influence in communities

Top Strengths



More than **81%** of employees indicate that they are encouraged to progress and develop within Tsebo, reflecting a strong focus on growth and career development.



More than **84%** of employees feel trusted to make decisions and take responsibility for their work, enabling empowerment and accountability across the organisation.



More than **85%** of employees believe that their skills and strengths are well matched to their roles at Tsebo, supporting effective performance and job fit.



More than **81%** of employees experience supportive and coaching-focused management, with managers enabling them to perform at their best.



More than **83%** of employees express a strong intention to remain with Tsebo over the next year, indicating positive engagement and retention sentiment.



More than **80%** of employees recognise the positive effect Tsebo has on society and local communities, reinforcing pride in the organisation's broader impact.

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REWARD AND RECOGNITION

A resilient performance and reward system sits at the heart of Tsebo's high-performance service culture. By offering appropriate rewards, we drive performance and better outcomes. Recognition does more than celebrate success; it builds loyalty and keeps our people aligned with Tsebo's vision.

Our reward framework uses a broad-banded grading approach, offering a flexible mix of remuneration and benefits that support both short and long-term goals. Our strategic objectives include:

- **Attracting and retaining top talent** through competitive, cost-effective pay and benefits.
- **Encouraging enduring performance** with long-term incentives that support Tsebo's success
- **Harmonising compensation and benefits structures** across the Group to ensure fair pay and good governance.
- **Ensuring compliance** through vigilant management of legislative requirements.
- **Flexible and cost-effective remuneration and benefits** tailored to the diverse needs of our workforce.



CULTURE AND VALUES

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

Living our values

We inspire employees to **live our values**, not merely as words on paper, but as guiding principles that shape their actions and encourage them to be proud ambassadors of our brand. By recognising and celebrating those who consistently display these desired behaviours, we create a culture where excellence thrives.

Recognition matters

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

Tsebo Values Recognition Programme

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

In 2025, +172 employees have been recognised as Values Champions across Africa. Since inception, the programme has recognised 470+ employees across Africa.



INTEGRITY | ENTERPRISING | CARING | DILIGENT

Other highlights

- Made **+20,000** employee bonus payments
- Processed **+26,000** salary increases
- Achieved a pay equity differential of less than **5.87%**
- Achieved a payroll accuracy of **98.83%**
- Revitalised the **Sales Lead Incentive Scheme** by rewarding employees for helping to grow Tsebo
- Developed a **WhatsApp chatbot** to efficiently and accurately onboard employees
- All permanent employees now have access to **healthcare, retirement, and risk benefits**
- Participation of **+370** permanent employees in the ESOP (Employee Share Ownership Plan) trust

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LEARNING AND DEVELOPMENT

Tsebo Solutions Group has built an integrated learning ecosystem that connects business strategy, accredited occupational learning, digital access, workplace application, leadership development, talent mobility, responsible AI adoption, transformation and measurable value. Learning is not treated as a catalogue of courses. It is a strategic capability and sustainability lever that develops people to deliver consistent service excellence and supports long-term employability.

Elevating competence

Individual Growth

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

Team Synergy

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



Meeting challenges head-on

Adaptability

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

Behavioural competencies

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



Nurturing internal talent

Sustainable growth

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

Learning and Development Academy

Since launching in the 1980s, the Tsebo Academy has been at the helm of learning and development across the Group — opening doors to growth through leadership programmes, accredited learning, and hands-on assignments that stretch and inspire. Tsebo Solutions Group is a registered training provider affiliated with the QCTO and relevant SETAs. Accredited and formal learning is the foundation of the Tsebo Learning Ecosystem, with industry-focused academies delivering practical skills, recognised certifications and workplace readiness.



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2025 Highlights

- **40,000+** employees trained annually across a complex, pan-African operating environment.
- Accredited, industry-focused academies create recognised occupational pathways through QCTO and SETA-aligned learning.
- Digital, mobile and offline learning extends consistent development to a geographically dispersed workforce
- AI4ME democratises responsible AI learning, with 15 practical courses available to employees across all organisational levels
- **72%** ready-now succession bench strength demonstrates a strong pipeline for critical positions.
- Learning is connected to manager coaching, workplace application, transformation, ESG impact and service excellence, ensuring that development produces meaningful outcomes for employees, clients and communities
- **50%+** representation of females on all learning programmes
- **1,400+** individuals participating in programmes that lead to national qualifications annually
- **103,738+** online course completions recorded
- **387** online modules developed internally
- **65%+** of employees participated in learning and development initiatives
- **1,431+** individuals participated in learnerships across 27 programmes
- **5.71** Scorecard points for training spend against our leviable amount

Learning and development programmes initiated

- **145** learners completed the Professional Cook Learnership programme
- **43** learners completed the Food and Beverages Learnership programme
- **214** participants completed the Cleaning and Hygiene Learnership programme
- **131** learners completed the Security officer Learnership programme
- **9** SMMEs enrolled in Tsebo's SMME Development programme to enable growth in profits, job opportunities and increased economic participation



5.71 Scorecard points for training spend against our leviable amount

Spotlight Story

Learning without limits: LMS driving impact

At the centre of the learning strategy is our enterprise learning ecosystem. Contextualised digital learning provides access to programmes in categories like service excellence, compliance, leadership development, and emerging capability such as AI. This gives a geographically dispersed workforce access to relevant learning, providing reach, consistency, speed, and cost efficiency. Content is available on various platforms, and individuals can learn-on-the-go even whilst offline.

Key achievements in 2025:

- Increased accessibility through the LMS, allowing all employees to access training wherever they are
- Expanded programme offering with +**387 internally developed courses**, plus open learning from the Microsoft Office suite and Udemy — all freely available to all employees
- Cost efficiency and savings through digital learning, enabling reinvestment into other areas of development
- **+103 738 digital certificates** issued in recognition of course completions
- **+75% of learning** now takes place via the mobile app, which indicates that users are learning at their own pace, in the flow of work, with content available anywhere, anytime.



> I appreciate that I can learn new skills anytime by using my mobile device. This helps me learn new skills to improve myself. Thank you, Tsebo!
>
> ***- Kegomditswe Marumo, Cleaner (Our top eLearning user across the Group)***

Using AI to develop and train a future-ready workforce

The World Economic Forum's Future of Jobs Report 2025 highlights AI's rising influence, with 86% of employers expecting it to reshape business by 2030. Yet, a shortage of AI-related skills remains a challenge. Tsebo is tackling this head-on — investing in practical AI training, leadership alignment, and upskilling to build a future-ready workforce. By embedding AI across all our operations and functions, we're unlocking insights, reducing repetitive tasks, and enabling our people to focus on more strategic work. This shift supports greater agility, innovation, and real business impact.

AI@Tsebo: Communities of Practice

In January 2024, we launched AI@Tsebo through our AI Steering Committee, sparking company-wide momentum via Communities of Practice. These collaborative sessions have become safe spaces for employees to explore, experiment, and exchange ideas, strengthening a culture of learning and innovation.

AI in HR: A standout milestone

HR teams are **saving up to 40% of time** on recruitment tasks, and employee satisfaction continues to rise as manual work is automated.

Our HR approach in AI includes:

- **Educate** through training on AI fundamentals, ethics, and real-world applications
- **Equip** with the tools and safe spaces to experiment in low-risk settings
- **Expose** employees to AI by gradually integrating it through structured experiments and peer learning
- **Elevate** by embedding AI into policies, systems, and everyday practice to transform HR into an AI-enabled strategic function

** This approach is now guiding AI integration across the Group.*

Spotlight Story

Tsebo launches AI4ME: Empowering Every Employee to Grow with Technology

At Tsebo, we believe that no one should be left behind as technology evolves. That belief has inspired the launch of AI4ME, our new frontline digital enablement programme that opens the world of artificial intelligence (AI) to all Tsebo employees, in a safe, responsible and practical way.

AI4ME embodies Tsebo's vision of caring innovation: technology designed to empower people. The programme invites every employee to Ask, Learn and Grow with confidence as AI becomes part of daily life.

Dr Chris Jardine, CEO of Tsebo Solutions Group, says: "This initiative marks another meaningful step in Tsebo's AI journey. As intelligent AI agents emerge all around us and begin to shape the way we live and work, our focus remains on equipping our people with the skills and confidence to thrive alongside this technology. It goes beyond digital enablement. It's a vision deeply rooted in our purpose: to develop people, to serve people, to uplift society. By empowering the people at the heart of our operations, we will ensure that we all grow with technology and thrive in the future of work."

Delivered through our Learning Management System (LMS), Tsebo's digital learning portal, used by around 15,000 employees each month, the programme offers short, easy-to-follow modules that are accessible even offline. For many of our employees, learning happens on the go: completing modules on mobile phones, often while travelling to and from work using public transport. This flexibility ensures that AI4ME truly meets employees where they are.

To make learning even more accessible, the programme integrates Meta AI through WhatsApp, a familiar and trusted channel for
many across the Group.

Elanie Kruger, Tsebo Group Chief Human Resource Officer, explains: "This conversational, practical format breaks down traditional barriers to digital learning, enabling employees to explore how AI can support their well-being, personal and career growth and ultimately provide a better service to our clients. It also reinforces the importance of confidentiality and responsible use, ensuring our people apply AI safely, productively and with integrity."

The programme is already live in South Africa, with a phased rollout to follow across Tsebo's other African operations in multiple languages, opening the world of AI to more than 36,100 employees across 25+ countries.

Tsebo has received global recognition from the Top Employers Institute for its AI empowerment initiatives and thought leadership in AI augmentation, positioning the organisation as a forward-thinking strategic business partner that uses technology to strengthen human judgment and uphold ethical decision-making in the workplace.

Brief Outline of the Training Modules:

The programme is structured into six concise, story-driven modules (each about 15 minutes), following the relatable journey of Seipati, a Tsebo employee discovering the power of AI:

Module 1: Discovering AI

- Introduction to AI and responsible use on WhatsApp.
- How to ask questions, explore ideas, and use AI safely in multiple languages.

Module 2: AI 4 Wellness – Mind, Body & Money

- Using AI to support mind, body, and financial wellness.
- Practical prompts for daily wellbeing and self-care.

Module 3: AI 4 Home and Family

- Applying AI to organise home life, support children's learning, and foster creativity.
- Tips for using AI responsibly in family settings.

Module 4: AI 4 Career and Growth

- Leveraging AI for career development, CV writing, interview practice, and goal setting.
- Encouraging lifelong learning and personal growth.

Module 5: AI 4 Managing with Confidence

- Equipping leaders with tools for clear communication, empathetic feedback, and team motivation.
- Reinforcing Tsebo's people-first leadership values.

Module 6: AI 4 Your Business

- Tailored prompts for frontline divisions: Cleaning, Catering, Facilities Management, and Security.
- Using AI to improve safety, service, and efficiency in daily tasks.

Spotlight Story

Global recognition for empowering people through AI

We're proud to share that Tsebo was recognised in the Case-Based Recognition category, "Empower through AI", a global award by the Top Employers Institute. This recognition underscores our dedication to leveraging artificial intelligence to empower individuals and advance their careers, while upholding a balanced, human-centred approach to digital transformation.

Our submission was reviewed by a panel of HR auditors in 2024 and recognised as one of the most innovative contributions to the Certification Celebration Recognition Programme. This honour reflects our commitment to people-first innovation and our role in shaping the future of work.
We are already seeing measurable impact from AI across the business:

- **HR:** Speeding up tasks from recruitment to career pathing and succession planning
- **Sales:** Enhancing client solutions and customer insights through predictive analytics
- **Marketing:** Driving more personalised campaigns using real-time data
- **Operations:** Offering quick, daily support and applying sentiment analysis to improve client interactions
- **Legal and Compliance:** Supporting research, policy drafting, document summaries, and first-draft creation
- **Finance:** Using embedded AI tools to generate insights, automate tasks, and guide smarter decisions
- **IT:** Building AI-driven solutions, automating workflows, and ensuring seamless integration of AI technologies to empower teams across the organisation

While we are still steadily progressing on this journey, Tsebo's AI strategy is about more than technology; it's about people. By embracing AI with purpose, we're building a workplace where employees thrive, clients succeed, and communities grow. This is the future of work, and Tsebo is moving forward with purpose.

> "For us, AI works best when it supports and extends what people can do. We are focused on developing AI solutions that handle routine tasks efficiently, giving our teams the freedom to focus on more complex items that require a bit of insight and sound judgment.
>
> ***- Dr Chris Jardine, CEO of Tsebo Solutions Group.***





Engaging Customer Experience

OVERVIEW

Tsebo consistently remains committed to understanding and responding to the evolving needs of our customers, creating a journey of experience, through an independent **Voice of the Customer** programme. Key in delivering customer experience (CX) is ensuring we align our people (EX) through ongoing training, insights in ensuring continuous improvement in customer journey mapping. Our structured and ever evolving mechanism for gathering key data, analysing and acting on client feedback across all operating divisions and geographies.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Environment

PERFORMANCE HIGHLIGHTS AND TARGET

85%
Average Client Satisfaction (CSI) score

11 years +
Average Contract Tenure

85%
Score across all six CSI Service Drivers

66
Net Promoter Score

88%
Achieved in both Service Experience and Account Management scores

82%
Retention/Growth CSI Service Driver
**Supported by client responsiveness and tech-driven solutions*



+95%
Average Client Retention rate

1,173
Client surveys completed

2030 Target

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

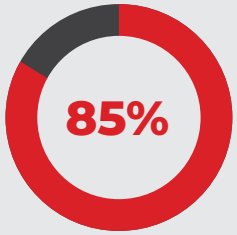


THE VOICE OF OUR CLIENT

During FY25, our CX programme captured feedback from 1,173 client respondents, providing valuable insight into client satisfaction, loyalty and service expectations across the Group. Overall, Client Satisfaction improved from 84% to 85% in FY25, while Net Promoter Score increased from 63 to 66, reflecting continued strength in client relationships and advocacy.

Tsebo customer insights highlighted several strengths across the organisation on service reliability, professionalism, responsiveness and including across all six customer experience service drivers, demonstrating a continued focus on delivering consistent value to clients.

Average Group Client Satisfaction Score





1,173
respondents

Service Drivers comparison



Continuous improvement is at our forefront

The CSI Service Recovery Plan solution formalises and automates how Tsebo responds when a client's Customer Satisfaction Index (CSI) score falls below an agreed threshold. When a low CSI score is recorded from a client interview. A Service Recovery Plan with specific action steps is triggered to our operational teams ,to complete their tasks and record progress, and once all actions are complete the Group Customer Services Director perform a final review and closes the plan. This creates end-to-end visibility of recovery efforts and supports continuous improvement of CSI scores over time.

The new solution introduces a structured, workflow-driven process with clear ownership, built-in reminders and escalations, and centralised reporting. Tsebo Solutions Group, we are committed to creating a customer journey experience that drives increased lifetime value for our clients. Our policy aligns international best practices with Tsebo's operational standards to ensure consistency and excellence local people delivering world class operations.

Client satisfaction score highlights

- 66, Net Promoter score, positive +3 nett movement yoy.
- Promotors 2024 = (67%) vs 2025 (70%), positive sentiments tends places Tsebo above global benchmark on customer positive advocacy promotion benchmarks
- 82% Retention/Growth, Supported by client responsiveness and tech-driven solutions improvement by our operational team year-on-year.



INNOVATION AND TECHNOLOGY

Innovation and technology play a central role in how we enhance service delivery and create spaces where people thrive. With a forward-thinking mindset, we stay ahead of global trends—implementing practical, scalable solutions that improve efficiency, ensure consistency, and elevate the service experience. **The goal: to deliver more value, more impact, and greater operational excellence without increasing cost.**

AI and data analytics

AI is being rapidly embedded across Tsebo's operations, enhancing performance, improving decision-making, and easing workloads across teams. From internal functions to client delivery, AI is used to streamline tasks, generate insights, and deliver better outcomes.

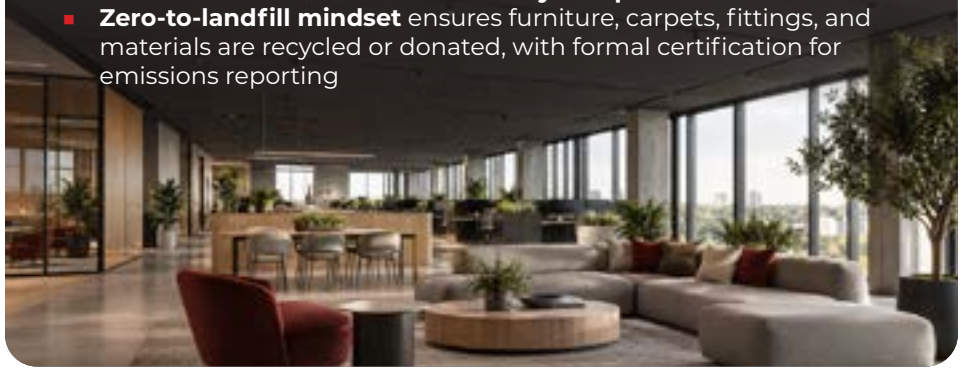
For our clients, AI is enabling us to generate commercial outcomes. We are moving beyond using AI to detect threats in real-time. Our new suite of services includes supporting clients with employee productivity in manufacturing and Distribution Centre settings, and customer service in the retail environment. Across the business, the AI tools have become critical in supporting compliance, QHSE, and even our local community engagement programmes. Having built cross-functional communities of practice to share knowledge, test ideas, and embed ethical use, we are now also investing in AI fluency for our broader workforce. This is reinforced by Tsebo's central data lake, which integrates business systems to deliver early warning insights and a holistic view of contract performance for our operators on the go. These technologies help us improve efficiencies and deliver smarter outcomes for our clients, while keeping people and purpose at the centre.



Workplace Design for modern environments

Tsebo Workplace Design (TWD) delivers integrated, future-fit solutions that align physical spaces with evolving workstyles, sustainability goals, and compliance requirements. Our approach is data-led, human-centred, and anchored in deep client collaboration, from research and feasibility studies to spatial planning and full turnkey delivery. While technology enhances our decision-making, the focus remains on creating intelligent environments that support well-being, productivity, and environmental stewardship.

- **Immersive 3D visualisations** allow clients to preview and refine designs early, reducing costly rework
- **AI and the Internet of Things (IoT)** enhance design layouts, promoting natural light, movement flow, fresh air, and well-being-centred design
- Environmental audits and green building analysis support **Green Star accreditation** and **sustainability compliance**
- **Zero-to-landfill mindset** ensures furniture, carpets, fittings, and materials are recycled or donated, with formal certification for emissions reporting



Brewing clever, efficient beverage and vending solutions

Tsebo Beverages is transforming how businesses experience beverage and vending solutions, combining smart service, innovation, and sustainability to meet the needs of diverse environments. From machine installation and professional baristas to mobile units and off-grid containers, our end-to-end service ensures convenience and quality. With a focus on technology and sustainability, we help clients enhance access, reduce waste, and create a more efficient, healthier experience for their teams.

- **Real-time response and reliability:** IoT-powered telemetry alerts the service team as soon as issues arise, enabling quick diagnostics and reducing downtime
- **Smart, integrated vending systems:** programmable, multi-product solutions allow control over product types and quantities per user, while automation and smart logic enable intelligent dispensing, data tracking and cost savings for the client
- **Ready-to-eat convenience:** frozen product vending with microwave integration provides hot meals on the go, improving access in busy or remote environments
- **Portable, flexible, off-grid access:** mobile and containerised vending units support activations and pop-ups in commercial, industrial, or underserved areas, with the ability to operate independently of municipal infrastructure using solar power, gas machines, and JoJo tanks
- **Grounded in sustainability:** solutions include energy-efficient equipment, waste-reduction systems, and ethically sourced products from Fair Trade and Rainforest Alliance-certified suppliers



Advanced solutions in Cleaning, Hygiene and Pest Control

Tsebo Cleaning, Hygiene and Pest Control Solutions enhances operational efficiency through tech-enabled systems that improve service delivery, transparency, and the client experience across diverse workspaces, including high-risk environments. As far as possible, we apply environmentally responsible practices and sustainable procurement methods, ensuring our innovations deliver better results while supporting broader sustainability goals. Our solutions make service performance measurable, responsive, and tailored to client needs through innovations that include:

- **Digital tools to support efficient operations:** Mobile tools and smart checkpoints support efficient cleaning operations by providing productivity insights
- **Real-time feedback and alerts:** scan-enabled tools at key touchpoints capture service ratings instantly, triggering follow-up on low scores and highlighting areas for improvement
- **Paperless pest control reporting:** QR code-tagged devices track activity and generate digital audit trails, ensuring compliance-ready reporting and real-time access to service records
- **Smart hygiene hardware monitoring:** IoT-enabled dispensers log service activity, track refill status, and support accurate consumable usage
- **Integrated reporting dashboards:** performance data across cleaning, hygiene, and pest services is consolidated to support transparency, insights, and evidence-based decision-making



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Sustainable resource stewardship through intelligent utilities management

Across Africa, energy and water are two of the most critical and scarce resources. Rising demand, escalating costs, and environmental pressures require smarter, more sustainable solutions. Tsebo has stepped up its commitment through engineering expertise and innovation, helping clients reduce consumption, optimise performance, and build long-term resilience. Through intelligent metering, data-driven analysis, and seamless systems integration, we deliver measurable savings and strengthen ESG alignment across energy and water infrastructure.

Our approach includes:

- **Engineering insight and intervention** to optimise plant and equipment performance, reduce system inefficiencies, and improve operational uptime
- **Smart metering and real-time monitoring** across energy and water infrastructure enable accurate usage and cost tracking, allowing for prompt responses to anomalies or inefficiencies
- **Granular data analysis and benchmarking** to support long-term planning, predictive maintenance, and cost-effective infrastructure upgrades
- **Seamless integration** with existing systems, allowing for swift deployment and scalable optimisation
- **Resilience-building solutions,** including energy- and water-efficient technologies, backup supply systems, and renewable energy options (solar, wind, hydro)
- **Support for compliance and ESG goals** through accurate reporting, reduced extraction and emissions, and enhanced environmental performance

The NOC

Thorburn Security Solutions has two state-of-the-art National Operating Centres (NOCs) in Midrand, Gauteng, and the Western Cape. By centralising operations through these facilities, Thorburn and Tsebo provide remote monitoring solutions to businesses, lifestyle estates, shopping complexes, distribution centres, and vacant properties. This smart, scalable approach can be tailored to meet each client's specific risk profile and operational needs. Additional advantages include:

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

To meet growing client demand in KwaZulu-Natal, Thorburn completed construction of a **new high-tech control room in 2024.** The facility currently enables CCTV and off-site monitoring, vehicle tracking, patrol systems, and time and attendance tracking. As demand continues to rise in the region, the long-term vision is to expand the site into a fully operational third NOC.

F25 CUSTOMER EXPERIENCE TESTIMONIALS

Through our rigorous Customer Experience programme, we have received 190 customer experience testimonials. We have highlighted a few of these from key clients over 8 service lines.

Dis-Chem

The catering team at Fedics demonstrates an excellent attitude and professionalism. They are friendly, well-presented, and consistently engage with staff respectfully and professionally. Nicole remains the site manager and is doing an excellent job. She is well supported by the support manager, Nelly, and together they form a strong and effective team.

MEDICLINIC

Overall, there are many positive aspects to the service, including good food quality, professional and well-presented staff, effective management, proactive communication, and a willingness to support special initiatives that enhance the patient experience. Overall, Fedics Catering Services consistently delivers exceptional service, high-quality meals, outstanding customer care, and strong operational support.

The Foschini Group I would highly recommend TsaAfrika because of their ability to cater to diverse environments, from corporate offices to warehouse settings, adapting offerings accordingly.

HYUNDAI

The service is carried out in a professional and controlled manner, and I haven't experienced any disruption or negative impact on staff or the workplace due to the treatments. The combination of effective pest management, professional technicians, proactive communication, and minimal disruption to our operations contributes positively to our overall experience with the service.

LIBERTY

The cleaning equipment being used is in excellent condition and appears almost brand new. The products being used are also of a high quality and continue to deliver the expected cleaning standards across the facility. Based on the level of service, responsiveness, management involvement, and operational support currently being experienced, I would confidently recommend their services to others.

Standard Bank

Bringing equipment to the site and allowing people to see the technology in action would be far more effective than sharing brochures.

KPMG

The Tsebo Facilities staff on site are very friendly, approachable, and interact well with our staff. They were proactive in their proposal regarding security assessments, especially on the technical engineering side.

accenture

The staff are also neatly presented, wear the correct uniforms, and maintain a professional appearance. The Tsebo facilities staff are professional, friendly, and willing to assist. Anthony's leadership sets a strong example, and his attitude has had a positive influence on the rest of the team. They are approachable, eager to learn, and demonstrate a positive attitude in their daily interactions.

TSOGO SUN HOTELS

The client specifically highlighted Neels, the senior manager they liaise with, as being supportive and regularly checking in on the service. From an administrative point of view, things like invoicing, record-keeping and general systems are reliable and well-structured.

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KWAZULU-NATAL PROVINCE
HEALTH
REPUBLIC OF SOUTH AFRICA

The Tsebo hygiene staff are friendly and maintain a positive attitude during interactions. I highly recommend Tsebo Hygiene for their professionalism and expertise, which they have maintained over many years, delivering exceptional standards.

NEDBANK

Thami is brilliant, and Trishen is also extremely professional and helpful. The team is always friendly, approachable, and pleasant to deal with.

ASTRON ENERGY

There is a good team dynamic, and they also contribute ideas and collaborate effectively as a group, which makes the service reliable. There is one main cleaner who is consistently excellent and exceeds expectations.

MEDICROSS HEALTH CARE GROUP

The pest control programme is functioning effectively, and I'm satisfied with the service currently being delivered by Tsebo in this area. Service delivery is efficient, and they plan their work around quieter operational periods, which helps minimise disruption to day-to-day activities within the facility.

Mercedes-Benz South Africa

They are friendly, approachable, and professional in how they engage with visitors and me. My overall experience with the guards at the Menlyn site is very positive. I would confidently recommend Thorburn's security services to others because of the good working relationship I have with them and their reliability.

De Zalze winelands golf estate

The site manager's proactive approach and engagement make a noticeable difference to the overall quality of the service. I would confidently recommend Thorburn Security's remote monitoring services.

Crawford International

I would confidently recommend Thorburn Security because the guards are efficient, professional, and reliable. The guards consistently demonstrate professionalism, vigilance, reliability, and excellent site coverage. Overall, I am highly satisfied with the security service.

TRINITYHOUSE
Pre-Primary • Preparatory • High

A key example for me is Maina, whom I experience as an exceptional guard on site.

aspen HOLDINGS

In the previous session, he expressed strong satisfaction with the overall service delivered by the Thorburn team, particularly praising their professionalism and the general quality of service. Tanya has been excellent in the way she manages the service. I'm very satisfied with her overall involvement and support on-site.

NETCARE

I would highly recommend Tsebo Cleaning, and what stands out to me is their willingness to help and change when feedback is provided.

OLDMUTUAL INVESTMENT GROUP

They carry out their duties efficiently and ensure that the site remains clean and well-maintained. I would recommend Tsebo to others based on their consistent service delivery and strong performance compared to other providers I have worked with.

Sun International

The canteen is consistently clean, tidy, and well maintained, and food is presented in a neat and appealing manner. The food quality is good, the team is easy to work with, and the site is well managed.

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Sustainable Partnerships are central to Tsebo's sustainability journey and warrant dedicated reporting. While closely aligned with our Group's CSR priorities, Enterprise and Supplier Development and Community Engagement are centrally managed through our CSR function – highlighting their intrinsic interdependence.

Commitment to Sustainable Partnerships

OVERVIEW

Our continued success is contingent upon the overall growth and stability of the economies in our countries of operation, as well as the well-being of our people. We believe in equipping Africa's unemployed youth with the means to become economically self-reliant. Simultaneously, our entrepreneurial partnerships create opportunities for **vibrant Small, Medium, and Micro Enterprise (SMME)** marketplaces – especially in rural communities where the greatest desire for development exists.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Labour

Human rights

PERFORMANCE HIGHLIGHTS AND TARGET

10,653
Small business initiatives supported

7,692
Local-local workforce employed

282 Local SMEs
Delivering on-site services

+R13.3 million
Invested in ED and SD initiatives

30%
Group's total procurement spend on EMEs and QSEs

+R1.2 billion
Local-to-local procurement spend

1,102
Certified community suppliers

6 SMMEs
Graduated from accredited development programmes

2030 Target

- To spend **4%** of our profit on Enterprise (2%) and Supplier (2%) Development initiatives year-on-year.



ENTERPRISE AND SUPPLIER DEVELOPMENT

Creating Shared Community Value Across Africa

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

"At Tsebo, we believe that the greatest impact is achieved when communities, clients, employees, and businesses grow together. Our commitment extends beyond service delivery to creating meaningful opportunities that strengthen local economies, develop people, and improve quality of life across Africa. We strive to leave a positive legacy in every community where we operate by supporting sustainable livelihoods, fostering local enterprise development, promoting inclusive participation, and investing in initiatives that build long-term resilience."

– Jackie Mehlomakulu, Group Transformation Executive, Tsebo Solutions Group

Tsebo Phakiso

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

The objective of the programme is to:

Educate for understanding

Train for application

Mentor for continuous improvement

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

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

2025 Programme results

282 Local SMEs delivering on-site services

TSEBO PHAKISO

Process of identifying partnerships

Tsebo identifies partners through **internal networks, client social performance teams, and local economic development forums** that focus on and specialise in SMME growth. Potential partners are screened for compliance with SARS and industry standards, with business skills training provided where needed. Successful partners join our Phakiso ESD programme, additionally benefiting from **bulk procurement opportunities and structured methodologies and processes** to accelerate their growth.



Enterprise and Supplier Development

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



ESD implementation model

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

- **Workshop opportunities with community SMMEs**
- **Screen and source suitable SMMEs**
- **Conduct needs analysis and development plans**
- **Implement skills or grant funding**
- **Monitor and evaluate progress**
- **Graduate SMMEs to supplier status**



+R13.3 million invested in ED and SD initiatives

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Spotlight Story

Empowering Local Enterprise Through Strategic Grant Funding

Thorburn Security Solutions continues to demonstrate its commitment to sustainable enterprise and supplier development through the provision of **R80,000** in grant funding to its SMME partner, Diphuti Protection Services.

This investment reflects Thorburn's dedication to building resilient, locally owned businesses within its supply chain and creating shared value in the communities where it operates. By supporting Diphuti Protection Services, Thorburn is helping to strengthen the company's capacity to deliver quality services, improve operational efficiency, and position itself for long-term growth.

The funding impact:

- **Operational Growth:** Enhancing business capacity and day-to-day operational effectiveness.
- **Improved Service Delivery:** Strengthening capabilities to provide reliable, high-quality security services.
- **Business Sustainability:** Building a stronger foundation for long-term commercial success.
- **Job Creation and Expansion Opportunities:** Supporting future growth that can create employment and economic opportunities within local communities.



Spotlight Story

Supporting a Women-Owned Business through Enterprise and Supplier Development

As a valued Enterprise and Supplier Development (ESD) beneficiary, Twalight Fashion Trio was contracted to supply new cleaning uniforms nationally across Tsebo Cleaning and Hygiene client sites. ESD funding enabled the business to increase production capacity, support the design and manufacture of the uniform range, and recruit additional employees to meet contract demands.

Impact highlights:

- Successfully delivered a national uniform contract across Tsebo Cleaning and Hygiene client sites.
- Increased operational capacity and manufacturing capability.
- Created employment opportunities through the recruitment of additional staff.
- Secured an additional national contract, expanding business growth and sustainability.
- Enhanced competitiveness and participation in national supply chains.

This partnership demonstrates how targeted ESD support empowers local enterprises to scale their operations, create jobs, and build long-term business sustainability.





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Spotlight Story

Strengthening Local Enterprise Through Capacity Building

As part of Tsebo's commitment to **Enterprise and Supplier Development (ESD)**, three local entrepreneurs at Sefateng Mine were supported to establish and operate their own businesses, including a canteen kiosk ***(operated by Sefateng Trading Solutions)*** providing warm, affordable meals to mine employees. Through the mine's investment in the initial business set-up and ongoing support, Tsebo provided training, mentorship, and practical business guidance to equip the entrepreneurs with the skills, knowledge, and confidence required to build sustainable and self-sufficient enterprises.

The initiative has delivered benefits for both the canteen business owner (*Yusuf Sekgobela from Ga-Mampa village*) and the mine community, creating a source of income while improving access to convenient meal options for employees.

Impact highlights:

- Strengthened business skills through training and mentorship.
- Supported sustainable livelihoods and greater economic self-reliance.
- Increased local participation in the mine's economic ecosystem.
- Improved access to affordable meals for mine employees.





Spotlight Story

Sweet Success Through Sustainable Livelihoods (DRC)

Through a partnership between **ATS and Kamoa Copper SA, the Myombo Co-operative** was established to empower more than 20 unemployed youth and women in the Kamisange community through sustainable beekeeping and honey production.

The initiative combined infrastructure, equipment, and skills development support, including modern beehives, honey processing facilities, protective equipment, and training to enable the co-operative to produce high-quality honey that meets industry standards. Following successful laboratory testing and market approval, **Kamisange Honey** is now positioned for local and regional market access.

Support provided:

- Empowered over 20 youth and women through income-generating opportunities.
- Transferred valuable beekeeping, processing, and business management skills.
- Established a modern, solar-powered honey processing and packaging facility.
- Obtained market approval for high-quality honey products.
- Created a pathway for sustainable livelihoods and long-term community economic development.





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Spotlight Story

Harvesting Growth Through Sustainable Agriculture (Ivory Coast)

Through ATS support, the **Fénessiguédougou Farmers Association**, supported through the **Société des Mines de Lafigué (SML)** project, celebrated a successful harvest after months of dedication and collaboration. The association's 12 members produced **more than 20 tonnes of vegetables**, including tomatoes, eggplants, cucumbers, cabbage and lettuce. The achievement demonstrates how targeted support, sustainable agriculture and community partnership can strengthen local livelihoods, food production and economic participation.

- Harvested over **20 tonnes of vegetables** for local markets.
- Strengthened food security and income-generating opportunities.
- Benefited from technical support and agricultural training.
- Promoted sustainable farming practices and improved productivity.
- Empowered local farmers through skills development and community collaboration.

This milestone highlights the impact of partnership, skills development, and sustainable agriculture in creating economic opportunities and strengthening community livelihoods.



Spotlight Story

Cultivating Success Through Partnership and Support (Liberia)

With support from **ATS**, the **Sehyi-Geh Rural Agriculture Farmer Group** has expanded its farming operations from one acre to three acres, strengthening food production and creating new economic opportunities within the host community.

Through the provision of agricultural inputs, including a water pump and vegetable seeds, coupled with access to a reliable market, the group has increased productivity and now supplies fresh tomatoes directly to ATS sites.

Impact highlights:

- 3x growth in farming capacity, **from 1 to 3 acres.**
- Increased productivity through targeted agricultural inputs.
- Created sustainable income opportunities for local farmers.
- Secured market access through direct supply to ATS.
- Strengthened local agricultural participation and livelihoods.



Supplier Development

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





Benefits for SMMEs

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



30% of Group's procurement spend allocated to EMEs and QSEs

+R1.2 billion local-to-local procurement spend

Spotlight Story

Empowering Communities Through Sustainable Aquaculture (DRC)

Through its commitment to responsible sourcing and sustainable community development, ATS has increased the procurement of tilapia fish from community fishpond projects established under the Kamoa Copper SA Community Fishpond Initiative. By creating a reliable market for local producers, ATS is helping to transform community enterprises into sustainable sources of income while supporting local food security.

Impact highlights:

- Reliable market for local producers
- Sustainable sources of income
- Sustainable income opportunities
- Strengthened food security
- Local economic participation and job creation



Spotlight Story

Nurturing Growth in Black-Owned Egg Farming

Green-Valley Eggs, also known as Thando Khomo, is a 100% black-owned enterprise based in Umkomaas, KwaZulu Natal that produces high-quality, farm-fresh eggs for local households and businesses. Recognised as a trusted supplier in the region, the business has built a reputation for quality, reliability, and service excellence.

As part of Tsebo's ESD programme, Green-Valley Eggs received R70,000 in grant funding to strengthen operational capacity, increase production and create employment opportunities. Following the business's successful growth, Tsebo provided a further R80,000, supporting continued expansion and greater contribution to the local economy.

- Improved operational capacity and production capability.
- Created additional employment opportunities within the local community.
- Enabled business expansion through ESD funding.



Spotlight Story

Transforming Local Enterprise Through Market Access (Ivory Coast)

As part of its commitment to creating sustainable economic opportunities in host communities, ATS has helped local entrepreneur Mrs. Affoussiata grow her fruit and vegetable business through consistent market access and targeted business support.

What began as a small local enterprise has developed into a thriving supplier business, generating monthly orders exceeding USD 20,000. This growth has strengthened the enterprise's financial sustainability and created wider economic opportunities within the host community.

- Monthly orders exceeding USD 20,000, demonstrating strong business growth.
- Strengthened financial sustainability and long-term business viability.
- Created local employment and income opportunities within the host community.
- Expanded local economic participation through integration into ATS's supply chain.



EMEs/QSEs SUBCONTRACTED

Tsebo's strategic objective is to unlock economic opportunities by partnering with diverse existing and emerging suppliers within the communities where we operate. Through a participative approach, we identify, develop, and integrate local **Exempted Micro Enterprises (EMEs) and Qualifying Small Enterprises (QSEs)** into our value chain, helping to build resilient, sustainable, and competitive local businesses.

Our approach includes:

- Identifying and sourcing local suppliers aligned to operational and subcontracting requirements.
- Creating market access opportunities for community-based enterprises.
- Establishing service level agreements (SLAs) that support quality delivery and long-term business growth.
- Providing ESD support, including funding, mentorship, and skills development.

Through our Enterprise and Supplier Development initiatives, Tsebo remains committed to creating shared value by empowering local enterprises, strengthening community economies, and expanding access to sustainable economic opportunities. By investing in the growth, capability, and resilience of small businesses, we are building inclusive supply chains that not only support our operational requirements but also create lasting social and economic impact within the communities we serve.

> "The support we received from Tsebo has strengthened our operations. The R100,000 investment enabled us to expand our production by an additional three hectares, create employment opportunities for local community members, and strengthen our ability to supply fresh produce to key markets. Most importantly, it has helped us build a more sustainable future for our beneficiaries, the majority of whom are women."
>
> ***– Zama Cele-Ndlovu (Representative, Vusasechaba Massive Fresh Produce Co-operative)***

10,653 small business initiatives supported

1,102 certified community suppliers

Spotlight Story

Empowering Women Farmers, Strengthening Communities

Vukasechaba Massive Fresh Produce Co-operative is a 100% black women-owned agricultural enterprise established in 2012 to address unemployment and food insecurity. What began as a community-driven initiative has grown into a thriving farming cooperative that supports over 200 beneficiaries while supplying fresh produce to major public hospitals across Gauteng.

Through Tsebo's Enterprise Development Initiative, the cooperative received **R100,000** in grant funding to strengthen operations, increase productivity, and support long-term sustainability.

Impact highlights:

- Created **25 permanent jobs** for youth and community members from Kromdraai and Jeckson Squatter Camps.
- Generated a further **25 seasonal employment opportunities** during planting, weeding, and harvesting periods.
- Expanded cultivation by **three additional hectares,** increasing production capacity and market reach.



Spotlight Story

Training & Simulation Centre (Sun-City SMME Training)

In partnership with Sun City, Tsebo Engineering delivers innovative engineering solutions that enhance reliability, improve operational efficiency, and elevate the guest experience. A key milestone is the **Engineering Training and Simulation Centre,** which develops employee and local SMME capabilities through hands-on technical training, fostering innovation, skills transfer, and sustainable operational excellence across the resort.

Impact highlights:

- **+80 Tsebo employees** trained on 10 modules supporting onsite engineering operations
- **20** approved subcontractors providing scalable support
- Dedicated training and innovation hub with simulated infrastructure systems
- Contributed **R10,000.00** towards community upliftment and rejuvenation initiatives for Mogwase Forum 1 and 2.

This initiative reflects Tsebo Engineering's commitment to innovation, local skills development, and operational excellence.



Spotlight Story

Fuelling Growth Through Local Enterprise Development

As part of Tsebo's commitment to Enterprise Development, Noni's Coffee, a local catering supplier in Musina, received **R50,000** in funding to support business expansion and job creation.

The investment strengthened the business's operational capacity, enabling growth while creating employment opportunities within the local community. Today, Noni's Coffee continues to deliver quality catering services, demonstrating how targeted support can empower entrepreneurs, stimulate local economic participation, and build sustainable livelihoods.

Impact highlights:

- **R50,000** invested to support business growth.
- Expanded operational capacity and service delivery.
- Created local employment opportunities.



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EMPLOYEE-TO-ENTREPRENEUR PROGRAMME

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

Businesses participating in the programme benefit from the following:

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

10,653 small businesses benefitted from training and development

- **6 SMMEs graduated**
- **2 SETA-accredited courses completed**
- **12 months to complete the programme**



Graduation success: Entrepreneurs ready to thrive

Six of the nine entrepreneurs participating in the 2025 Tsebo SMME Development Programme have successfully graduated, including former employees who have transitioned into business ownership. Their success reflects the impact of targeted development, resilience, and determination.

Training focus: Through the Tsebo Learning & Development Academy, participants completed accredited training in financial management, governance, marketing, technology, and interpersonal skills, strengthening their ability to operate sustainable and compliant businesses.

Supported by tailored **hybrid development plans** and practical workplace experience at client sites, the entrepreneurs are now better equipped to navigate challenges, seize new opportunities, and grow thriving enterprises.

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Spotlight Story

Brewing Dreams into Reality with Phuti's Café

Phuti's Café, a 100% black-owned specialty coffee business located in Centurion, Pretoria, was established in August 2025 through the Tsebo Phakiso Programme, an SMME Development Programme designed to support entrepreneurship, business growth, and long-term sustainability within the communities where Tsebo operates.

The business is owned by **Phuti Moremi, a former Tsebo employee**, who successfully transitioned from employment to entrepreneurship through participation in Tsebo's SMME Development Programme. Leveraging the skills, exposure, and support provided through the programme, Phuti transformed a vision into a thriving business that delivers premium specialty coffee and authentic South African hospitality.

Through a **R50,000** investment, Tsebo supported Phuti's Café in strengthening its operational capacity, expanding its footprint, and positioning the business for sustainable growth. The investment enabled the café to enhance its services, reach more customers, and establish itself as a vibrant community hub.

Funding and support from Tsebo enabled:

- **Business expansion** to support increased customer demand and operational growth.
- **Participation in Tsebo's SMME Development Programme,** enhancing business and entrepreneurial capabilities.
- **Access to subcontracting opportunities at Exxaro,** creating additional revenue streams and market access.
- **Job creation and community upliftment** through a growing local enterprise.

> "The support received through Tsebo's Phakiso Programme has enabled us to grow our business, access new opportunities, and strengthen our position within the local economy. The investment and ongoing partnership have been instrumental in helping us build a sustainable enterprise while creating value for our community."
>
> ***– Phuti Silvester Moremi (Phuti's Café Owner)***





LEGACY PROGRAMME

Since 2007, ATS's Legacy Programme has advanced sustainable community development across Africa, creating shared value for host communities, clients and stakeholders. The programme empowers women, youth, local entrepreneurs and small businesses through skills development, local procurement, enterprise support, agriculture, education and environmental initiatives.

Aligned with ATS's ESG strategy, the programme is built around three pillars: **Environmental Improvement; Social and Economic Empowerment; and Governance, Stakeholder Partnership and Integration.** Through partnerships with clients, traditional authorities, government agencies, NGOs, PBOs and community organisations, ATS supports sustainable livelihoods, local capacity and inclusive economic participation.

A key focus is women-owned enterprises and host-community businesses, supported through skills development, market access and supplier development to create lasting economic opportunities.



Women's Economic Empowerment

- **+19,701 women engaged and mobilised** in income-generating initiatives such as agri-based projects, artwork and catering initiatives.
- **+174 organised women's associations** established and supported
- **+35,824 women received skills training** and enrolled in development programmes
- **+110.9 million USD invested in women's economic empowerment programmes,** constituting nearly 55% of its total community spending

19 years of success

- **+368** host community projects
- **+45,682** individuals successfully trained, including directly engaged ATS employees

2025 Highlights

+22 million USD in total domestic spend, constituting 91% of ATS's total spend, with 1% direct imports

+3,160 local-to-local youth employed in Legacy Projects, representing **79%** of ATS's total employment

+267 certified community suppliers

More than **USD 37.4 million local-to-local spend,** representing over **42%** of ATS's total procurement

+10,571 local-to-local vendors, entrepreneurs and school pupils trained and developed

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Corporate Social Responsibility

OVERVIEW

Guided by Tsebo's Corporate Social Responsibility (CSR) Policy and overseen by the Social Ethics and Transformation Committee, our CSR function is mandated to drive entrepreneurial development and uplift the communities we serve across Africa. At its core lies our Group Purpose, the driving force behind our impact and the legacy we aspire to leave. We focus on unlocking potential by empowering individuals to become self-reliant, create jobs, and build economic stability. Our efforts span youth employment, skills development, SMME and rural enterprise development, and broader community upliftment initiatives.

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



Human Rights

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PERFORMANCE HIGHLIGHTS AND TARGET

+R2.7 million
Spent on uplifting and protecting women and children

+410
Pan-African host communities impacted



+196
Women-owned beneficiaries



+R52.9 million
Total Group CSR spend

+182 tonnes
Fruit and vegetables produced in Market Gardens across Africa



2030 Target

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



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CSR APPROACH

At Tsebo, social good is not an add-on; it's embedded in our purpose and practices. Our impact is measured not only through the services we provide, but also in the lives we help transform. Through a participative approach, we integrate local stakeholders into our value chain, helping to cultivate strong, high-quality suppliers. This reflects our belief that the strength of our business is deeply intertwined with the strength of the people and communities we serve.

Mission

To support initiatives that enable people to become self-reliant, create employment, foster economic stability, and develop communities in the areas where we operate.

Four pillars of purpose-driven impact

While we support causes that aid society's most vulnerable, the true strength of our social outreach programmes lies in making a sustainable difference by investing in people and nurturing local skills. Tsebo's CSR strategy is anchored in four core pillars:



Existing clients

Initiatives co-developed with clients to drive meaningful, positive change in local communities, while supporting long-term partnership sustainability.



Strategic projects

Strategic initiatives implemented in collaboration with clients to unlock opportunities, enhance service delivery, and drive sustainable impact for future generations.



Employee contribution

Training employees to be brand ambassadors for Tsebo – empowering employees with the tools and skills to participate in their local community-based projects.



Employee support

Acknowledging employee philanthropy, the value of our Employee Recognition Programme, and the creation of a stronger brand to benefit employees and society.

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Projects overview

Tsebo's approach to community investment is founded on the principle of creating **shared value** where business success and community prosperity are mutually reinforcing. Through strategic partnerships with clients, employees, community organisations, and local stakeholders, Tsebo delivers initiatives that **strengthen livelihoods, build local capability, and create sustainable economic opportunities in the communities where it operates.**

Guided by its four pillars of purpose-driven impact, Tsebo focuses on empowering communities through sustainable enterprise development, skills transfer, employee involvement, and collaborative projects that address local needs while supporting long-term social and economic resilience.

By integrating local suppliers and community-based organisations into its value chain, Tsebo helps create pathways to employment, entrepreneurship, and income generation, while strengthening local economies. The organisation's participatory approach ensures that projects are community-led, responsive to local priorities, and designed to deliver lasting benefits that extend beyond short-term assistance.



> "Through our shared value approach, we seek to ensure that the benefits of economic growth are experienced by the communities that support our operations. By partnering with local stakeholders, empowering entrepreneurs, and creating opportunities for future generations, Tsebo is committed to building stronger, more sustainable communities and contributing to an Africa where people, businesses, and communities can thrive together.
>
> ***- Obakeng Rapoo, Group CSR Coordinator***



FLAGSHIP PROJECT

As a subsidiary of Tsebo and a leader in remote site management across Africa, ATS leverages its extensive footprint and deep host community relationships to drive sustainable economic development through its flagship **Mega Farming Projects.** Under the ATS Legacy Programme, these projects are designed to transform small-scale agricultural activities into commercially viable enterprises that strengthen food security, create livelihoods, and increase local participation in ATS's value chain.

The initiative supports community farmers, cooperatives, and women-led agricultural groups through a combination of **technical training, business development, production inputs, irrigation infrastructure, improved seeds, farming equipment, and market access opportunities.** Across multiple countries, ATS has invested in market garden projects, water pump installations, farmer training, and agricultural input support to improve year-round production, increase yields, and enhance the quality and consistency of produce supplied to local markets and ATS operations.

A distinguishing feature of the Mega Farming Projects is the creation of sustainable market linkages. ATS not only supports production but also facilitates access to reliable buyers, including ATS catering operations, enabling farmers to transition from subsistence farming to income-generating agricultural enterprises. This integrated approach has helped farming associations and cooperatives improve productivity, expand cultivation, and achieve significant harvests while building long-term economic resilience.

The programme places a strong emphasis on **women's economic empowerment and community ownership,** supporting women-led farming groups with training, agricultural resources, and enterprise development opportunities. By combining skills transfer, infrastructure support, stakeholder partnerships, and guaranteed market opportunities, ATS is creating sustainable agricultural ecosystems that drive job creation, local procurement, food security, and inclusive growth across its host communities.

Through the Mega Farming Projects, ATS demonstrates Tsebo's commitment to **community-led development, localisation, supplier development, and sustainable livelihoods,** ensuring that economic value created through its operations is shared with the communities in which it operates.



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2025 Results

- **30 new cooperatives joined** the programme
- **+107,800 USD** total investment in Market Gardens
- **+182 tonnes** of fruit and vegetables produced
- **+851,000 USD** market value of the produced fruit and vegetables
- **+109,225 USD** cost for developing 32 new Mega Farming Projects
- **+257 tonnes** of cereals processed for consumption and commercialisation by five cereal processing machines installed at five women's groups
- **+60 tonnes** of protein production from four animal breeding projects (sheep, goat, poultry)

Overall Benefits

- **+370** host communities impacted across pan-African mining sites since inception
- **+604** total farming cooperative members partnered with to date
- **+295** agricultural Mega Projects since inception, including 32 new projects in 2025
- **25-35 tonnes of fruits and vegetable**s produced annually per major project
- **61% are women-owned beneficiaries,** promoting gender equality
- **+80%** access to market for farming projects
- **Technical and financial support for agri-preneurs and SMMEs,** including modern farming techniques and eco-sustainable practices
- **Comprehensive training and development** in business processes, quality control, health, and safety
- **Community empowerment** through collaboration, enhancing livelihoods and socio-economic integration

Spotlight Story

Employee Volunteer Programme

Tsebo launched its CSR Employee Volunteer Programme (EVP) in 2023 to foster community spirit and recognise the meaningful contributions of employees making a difference in their communities. From **20** inspiring nominations received in 2025, **Six employees were selected as CSR EVP Ambassadors,** and each was awarded a **R10,000** donation for their chosen charity. Below, we shine a light on four standout employees and their worthy causes:

Fred & Marties Soup Kitchen

Fred & Marties is a non-profit organisation that provides warm meals and hope to those in need. They supply **775** daily meals to children and adults who rely on them for sustenance; they pack 200 daily lunch packs for school children and provide **500** weekly food parcels to vulnerable families and elderly people. This nomination came from Michelle Jogannah, an avid volunteer at the soup kitchen.



Michelle Jogannah
Office Manager,
Tsebo Catering

QRRC

Quegal Restoration & Refuge Centre (QRRC) supports homeless families, mothers and children, and individuals recovering from substance abuse by providing shelter, care, and life-skills development. The organisation also operates a bakery that generates income and offers practical training opportunities. Through Tsebo's Employee Volunteer Programme (TEVP), a nomination by Kellee secured a **R10,000** contribution to help QRRC continue its impactful work.



Kellee Kay
Procurement Officer,
Thorburn Security Solutions

Acts of Love

Acts of Love, a registered Public Benefit Organisation founded in 2009, supports orphaned and vulnerable children through initiatives such as community kitchens, educational support, school outreach programmes, sanitary pad distribution, birthday celebrations, and grocery assistance for families in need. Through Tsebo's Employee Volunteer Programme (TEVP), a nomination by Nandipha secured a **R10,000** contribution to support the organisation's ongoing community impact.



Nandipha Nkosi
Business Development Manager,
Tsebo Catering

Boitumelong Early Learning Centre

Boitumelong Early Learning Centre, established in 1950 by Mrs. Doreen Mankowits, provides quality early childhood education and care to children aged 1–6 in a safe and nurturing environment. Committed to supporting vulnerable children and strengthening communities, the centre continues to make a lasting impact through holistic early learning. Through Tsebo's Employee Volunteer Programme (TEVP), a nomination by Pamella secured a **R10,000** contribution to support the centre's valuable work.



Pamella Mehlomakulu
Debtor Clerk,
Tsebo Cleaning

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Spotlight Story

Supporting Communities, Strengthening Services

Tsebo Solutions Group, through Thorburn Security Solutions, partnered with Valterra Platinum to support the Neo ya Badimo Foundation, reinforcing its commitment to community outreach, sustainability, service excellence, and inclusive economic growth. The foundation, which provides community-based support services, was facing significant operational challenges. According to its founder, the contribution helped secure the organisation's future and enabled it to continue serving vulnerable members of the community. For Tsebo, the partnership reflects a shared commitment to delivering meaningful services that uplift communities.

Impact highlights:

- **Community Outreach Sustainability:** Strengthened the long-term sustainability of the Neo ya Badimo Foundation.
- **Strengthened Service Capabilities:** Enhanced the foundation's capacity to deliver essential community services.
- **Job Creation and Growth:** Supported livelihoods and enabled future employment and growth opportunities within the community.

The handover event united Valterra Platinum, Thorburn Security Solutions, and the Neo ya Badimo Foundation, showcasing the impact of collaboration in driving sustainable community development.



Spotlight Story

Growing Sustainable Livelihoods in Gabon

Through the ATS Legacy Programme, Okoumé Catering Services (OCS), in partnership with Ivindo Iron, launched a market garden project in the Batouala community to support the Ibo-Atsia Women's Group. The initiative aims to strengthen food production, entrepreneurship, and income-generating opportunities for local women.

Participants received practical training in vegetable farming, along with irrigation equipment, farming tools, seeds **(900 kg of eggplant, 4 tonnes of chilli peppers, 2 tonnes of lettuce, 6 tonnes of bell peppers)**, fertiliser, and protective equipment to support sustainable agricultural production.

Impact highlights:

- **20 women** trained in vegetable production
- Agricultural tools and irrigation equipment provided
- Seeds and fertiliser supplied to support production
- Market access created through local sales and OCS supply opportunities
- Women's economic empowerment and food security strengthened

This initiative reflects OCS's commitment to creating sustainable livelihoods, empowering women, and supporting long-term community development through agriculture and entrepreneurship.



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Spotlight Story

Tsebo Hygiene Product Donation

In 2025, Tsebo Cleaning and Hygiene reinforced its commitment to community upliftment through a nationwide hygiene donation drive that provided essential hygiene products and equipment to schools, NGOs and community organisations across South Africa, including food donation in the Gauteng region. Launched in support of Mandela Day, the initiative focused on improving health, dignity and access to basic sanitation for vulnerable communities. By strengthening hygiene infrastructure and supplies, the programme helped create safer learning environments, reduce hygiene-related health risks, and support organisations delivering critical community services.

For schools, the donations contributed to cleaner, healthier spaces that enable learners to thrive. For NGOs operating under resource constraints, the support helped sustain essential services and community care programmes.

With more than **R518,000** worth of hygiene supplies distributed across Gauteng, Limpopo and the Western Cape, the initiative stands as a tangible demonstration of Tsebo's sustained commitment to community upliftment, showing how long-term investment and purposeful action can create meaningful and lasting social impact.

Gauteng Beneficiaries:

- Harvey Cohen Centre
- Sibonile School
- Isizwe Setjhaba
- Banakekeleni CYCC
- Guild Cottage
- Tembisa Child Welfare

Limpopo Beneficiaries (Mining Community Schools):

- Matiyanyane Primary School – Tjibeng Village
- Mmalegase Primary School – Ga -Mampa Village
- Magalanoto Primary school- Ga-Phasha Village

Western Cape Beneficiaries:

- Masakhe Foundation NPO
- Talitha Cumi



Spotlight Story

Tsebo Environmental Initiative: Turning Donations into Opportunity

Through its partnership with **Clothes to Good**, Tsebo supports a circular economy initiative that transforms donated clothing and textiles into new, usable products while creating sustainable employment opportunities for vulnerable women and caregivers.

Thanks to the generosity of employees, Tsebo collected **161 bags of clothing donations,** weighing **1,469.44 kg**, helping to divert waste from landfill and support community livelihoods. In recognition of these contributions, employees received **161 H&M discount vouchers**, and **77 spekboom** plants were distributed to promote environmental sustainability.

Impact highlights:

- **161** bags of clothing donated
- **1,469.44 kg** of textiles diverted from landfill
- **161** H&M vouchers received by employees
- **77** Spekboom plants distributed
- **Employment opportunities** supported through textile recycling

This initiative demonstrates how environmental responsibility and social impact can work hand in hand, creating value for communities while promoting more sustainable consumption practices.



Spotlight Story

Empowering Women Through Skills Development in Guinea

As part of the ATS Legacy Programme, ATS supported women's empowerment and entrepreneurship in Kouroussa, Guinea, by donating eight sewing machines and chairs to the CAEF and NAFA vocational training centres.

The contribution addressed a critical shortage of training equipment, expanding access to practical skills development and creating greater opportunities for women and young people to pursue entrepreneurship and economic independence.

The initiative was welcomed by local authorities, community stakeholders, and training centre representatives, highlighting the value of collaboration in driving sustainable community development.

Impact highlights:

- **8 sewing machines and chairs donated**
- Vocational training capacity strengthened
- Women and youth equipped with income-generating skills
- Entrepreneurship opportunities expanded

This initiative reflects ATS's commitment to promoting sustainable livelihoods and empowering women to participate more fully in social and economic development within host communities.



Spotlight Story

Improving Learning Conditions in Burkina Faso

ATS contributed to improving access to quality education in the Koho community, Burkina Faso, through the donation of 20 school desks to Koho Community Primary School. The school had been experiencing a shortage of desks, resulting in overcrowded classrooms and limiting learning opportunities for some learners.

The donation has created a more comfortable and inclusive learning environment, helping learners participate more effectively in their education while supporting the school's capacity to accommodate more children.

Impact highlights:

- **20 school desks** donated
- Learning conditions improved for students
- Classroom overcrowding reduced
- Inclusive access to education strengthened
- Partnerships leveraged to support community development

The initiative reflects ATS's commitment to investing in education and creating opportunities for children to learn, grow, and succeed in host communities.



Spotlight Story

Supporting Quality Education in Liberia

As part of its commitment to community development, **ATS donated essential learning materials to Sehyi-Geh Public School,** helping to create a better learning environment for learners and educators. The donation included stationery, notebooks, teaching aids, paper, and school resources aimed at enhancing classroom participation and educational outcomes.

The initiative reflects ATS's ongoing investment in education as a driver of sustainable development, empowering young people with the tools needed to learn, grow, and succeed.

Impact highlights:

- **Essential learning materials** donated
- Teaching and learning resources strengthened
- Improved classroom support for learners and educators
- Partnership with local stakeholders to promote education
- Investment in future community development

By supporting access to quality education, ATS continues to contribute to stronger, more resilient communities and brighter opportunities for future generations.





GOVERNANCE







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During 2025, Tsebo further strengthened its governance and compliance framework through targeted policy enhancements, the launch of a POPIA Refresh and Remediation Programme, and the development of a roadmap to support future King V implementation across the Group.

Good Corporate Governance and Ethics

OVERVIEW

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

UN GLOBAL COMPACT GOAL AND PRINCIPLE ALIGNMENT



- Human rights
- Anti-corruption
- Labour

PERFORMANCE HIGHLIGHTS AND TARGETS

ISO 27001

Certification achieved by IT leaders – the international standard for Information Security Management Systems

80%

Black directorship at board level, with **40%** being female

+226,000

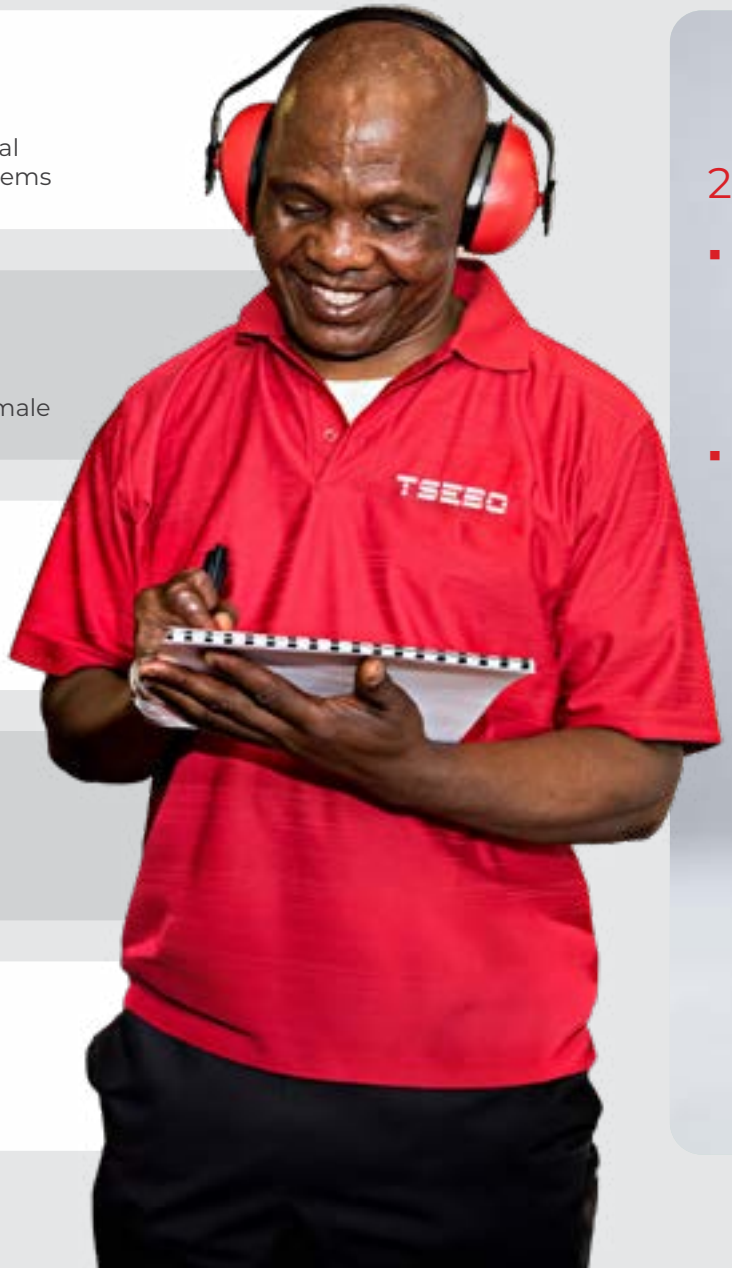
QHSE training interventions

+45,129

Compliance topic training interventions

19.1%

Reduction in the All-Injury Frequency Rate (AIFR)



2030 Targets

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



GOVERNANCE STRUCTURE AND KEY MATTERS OVERSEEN

Approach

In addition to our commitment to the **UN Global Compact's Goals and Principles**, as well as all **governance-related policies, codes, structures, and frameworks**, Tsebo's governance approach is grounded in **ethical leadership, sustainable value creation, and accountability**, aligning with the **principles outlined in King IV**. During 2025, Tsebo initiated planning activities to support the future implementation of King V principles across the organisation, with phased implementation activities expected to gain traction during 2026. Our practices continue to evolve, guided by an integrated and future-focused approach. All governance structures across the Group are expected to align with this approach and apply it within their respective areas of responsibility.

Spotlight Story

Preparing for future King V implementation

During 2025, Tsebo initiated preparatory work to support the future implementation of King V principles across the Group.

This included:

- Reviewing existing governance frameworks and policies
- Identifying opportunities to enhance governance maturity
- Assessing alignment with evolving governance best practice
- Developing a phased implementation roadmap for 2026 onwards

The Board

Tsebo's Board, independently chaired and comprising experienced executive and non-executive directors, brings diverse expertise and perspectives to steer strategic direction, oversee performance, and uphold responsible governance across the Group. The Board acts with collective responsibility to ensure effective and ethical leadership, supporting a culture of good corporate citizenship and stakeholder trust.

To enhance scrutiny and oversight, the Board has established dedicated committees. The Executive Committee, reporting through the joint CEOs, also forms steering committees as needed for projects and matters related to infrastructure. Our Board's composition supports our transformation goals and commitment to diversity, inclusion, and equitable opportunity at the highest level.

80% black directorship at board level

40% of board directors are female, underscoring Tsebo's diversity and inclusion objectives

Group Audit and Risk Committee (GARC)

The GARC supports ethical, transparent, and accountable governance across Tsebo. The Committee oversees the integrity of financial reporting, the effectiveness of audit processes, risk management practices, and internal control systems to help safeguard Group assets and support informed decision-making. GARC continues to:

- Promote effective risk management and robust internal control practices
- Enhance the integrity and reliability of financial and governance reporting
- Provide oversight over internal and external audit activities and frameworks
- Support the ethical implementation of ESG, compliance, and anti-bribery initiatives

The Committee meets twice annually and operates in accordance with a formal Charter that sets out its mandate, responsibilities, and authority. The Charter is reviewed regularly to ensure alignment with operational developments, emerging risks, regulatory requirements, and evolving governance best practices.

Risk Management in Focus



Risk management remains a fundamental component of Tsebo's governance framework. Through a proactive and structured approach, the Group identifies, assesses, and manages risks that could impact operational performance, reputation, financial stability, or environmental sustainability.

Our risk management processes are designed to support informed decision-making, strengthen resilience, and enable the effective management of emerging and evolving risks across the business.

A comprehensive overview of Tsebo's risk management approach and processes is provided later in this report.

Social, Ethics and Transformation Committee (SETC)

The SETC oversees Tsebo's social responsibility, ethics, and transformation efforts, ensuring responsible business conduct, policy oversight, and meaningful societal impact. It drives strategies for diversity, equity, inclusion, and ethical behaviour, while monitoring transformation progress and performance against the Group's scorecard. Chaired by a non-executive director, the Committee reports annually to the Board and Shareholders at the Annual General Meeting. The committee works closely with the Group Compliance Office to minimise regulatory risk and support ESG alignment.

Tsebo's commitment extends beyond compliance, actively supporting local SMMEs, integrating diverse suppliers into our value chain, and contributing to long-term community development.

Remuneration and Nomination Committee (REMCOM)

REMCOM supports the Board in determining and overseeing nomination and remuneration policies for directors and senior executives. It ensures fair, market-aligned compensation that reflects performance and supports Tsebo's strategic goals.

The Committee also focuses on succession planning, leadership continuity, and maintaining alignment between performance and reward, reinforcing trust and contributing to long-term business sustainability.

Investment Committee (IC)

The IC reviews and recommends proposed acquisitions, disposals, and corporate funding requirements to the Board. Its responsibilities include monitoring the performance of Tsebo's investment portfolio and assessing the viability of proposed acquisitions and disposals in line with the Group's strategic objectives. The Committee ensures informed decision-making by evaluating cash flow implications, earnings targets, and exit scenarios. Final decisions remain with the Board.

Additional Governance Structures

Group Internal Audit (GIA)

Tsebo's internal audit function is led by the Group Audit and Risk Executive and supported by an audit team that operates independently from business operations across all countries in which the Group operates. The function provides objective assurance on the effectiveness of systems, controls, and compliance practices across the organisation.

GIA evaluates the adequacy and effectiveness of Tsebo's risk management, governance, and internal control processes through a structured and continuous programme of assessment and review.

Reporting to the GARC, GIA supports the achievement of Tsebo's strategic and operational objectives by promoting accountability, monitoring performance, reinforcing corporate values, and supporting sound governance practices. Its activities are guided by an annual internal audit plan approved by GARC, with progress and outcomes reported to the Committee twice annually through formal reporting and regular audit activity updates.

Legal and Compliance

Reporting to the Group CEOs, Tsebo's Legal and Compliance function plays a critical role in fostering a culture of integrity, accountability, and ethical leadership. The department supports the Board and its sub committees in meeting their governance and compliance obligations, ensuring adherence to applicable laws, regulations, and industry standards across all jurisdictions.

Its key focus areas include developing and maintaining fit-for-purpose policies, contracts, frameworks, and procedures that reflect regulatory obligations and stakeholder expectations; facilitating regular employee training to promote ethical, informed decision-making; and monitoring compliance activities to identify, manage, and mitigate legal and regulatory risks.

Group Compliance Policies

Group compliance policies are developed in consultation with relevant operational and functional stakeholders and approved by the Joint CEOs. Key governance and ethics policies are also subject to oversight and review by the Social, Ethics and Transformation Committee (SETC), which is chaired by a non-executive director, reinforcing independent governance oversight. These policies are communicated to new employees as part of the onboarding process, with ongoing awareness and training provided as appropriate.

+45,129 compliance topic training interventions, with a year-on-year improvement of **113.9%**



Spotlight Story

Strengthening ethical governance through policy modernisation

During 2025, Tsebo commenced a comprehensive review of key governance and ethics policies to ensure alignment with evolving regulatory requirements, governance expectations, and organisational values.

Policies reviewed included:

- The Code of Ethics and Good Business Practice
- The Anti-Bribery and Anti-Corruption (ABAC) Policy
- The Gifts and Entertainment Policy

Key focus areas included:

- Strengthening transparency and accountability
- Enhancing governance controls and disclosure requirements
- Reinforcing ethical decision-making frameworks
- Aligning policies with emerging legal and regulatory developments

The revised policies were finalised and approved in 2026.

This initiative reinforces Tsebo's commitment to maintaining a strong ethical culture and responsible business conduct across the Group.



Spotlight Story

Advancing our commitment to the UNGC principles

Group Compliance supports and coordinates the implementation of the UNGC Principles across the organisation, with implementation supported by relevant business and functional stakeholders. Oversight is provided by the SETC, which monitors progress, reviews alignment and supports continuous improvement across the Group.

In 2025, progress continued through enhanced governance controls, policy modernisation initiatives, strengthened data privacy governance, and ethical compliance interventions across the Group.

Notable progress included:

- **Human Rights (Principles 1 & 2):** Strengthened through enhanced ethical sourcing policies and governance oversight of labour rights in the supply chain
- **Labour Standards (Principles 3–6):** Reinforced by governing diversity and inclusion, enforcing fair labour standards, and rolling out compliance training for employees
- **Environment (Principles 7–9):** Compliance overseen by SETC, with sustainability fully integrated into governance frameworks
- **Anti-Corruption (Principle 10):** Supported through enhanced governance controls and ethical compliance interventions across the Group.

CODE OF ETHICS

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

During 2025, Tsebo commenced the review and update of its Code of Ethics and Good Business Practice to ensure continued alignment with evolving regulatory requirements, governance expectations, and ethical business standards across the Group. The updated policy was finalised and approved in 2026.

All directors and employees are expected to comply with the Code. Suppliers, contractors, joint venture partners and other relevant stakeholders are expected to comply with the applicable principles of the Code when acting for, with or on behalf of Tsebo. This means operating with honesty, integrity, accountability, and without favouritism or intimidation.

The Code includes:

- Maintaining open, honest communication and striving for excellence, even in adverse circumstances
- Treating others fairly, respectfully, and upholding human rights and diversity
- Complying with Tsebo's policies, procedures, and systems
- Using business information solely for its intended purpose
- Respecting Tsebo's assets, property, people, clients, customers, and suppliers
- Avoiding waste of Group resources, including time
- Declaring any conflicts of interest, including personal, as they arise
- Complying with the Group's Gift Policy and declining any gifts that could imply undue influence
- Speaking up against unethical behaviour or breaches of the Code

ANTI-BRIBERY AND CORRUPTION

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

In line with the UK Bribery Act and South Africa's Prevention and Combating of Corrupt Practices Act, we have clear policies and procedures in place to **detect, report, and prevent misconduct.**

During 2025, Tsebo commenced enhancements to its Anti-Bribery and Anti-Corruption (ABAC) Policy to strengthen governance guidance, ensuring appropriate transparency, accountability, and ethical oversight. The revised policy was finalised and approved in 2026.

All employees are expected to follow our:

- **Anti-Bribery and Anti-Corruption (ABAC) Policy**
- **Gifts and Entertainment Policy**
- **Whistleblower Policy and Procedure**
- **Code of Ethics and Good Business Practice**

Employees receive training on ABAC policy requirements, and Tsebo regularly assesses operations to identify and manage potential risks.



Spotlight Story

Strengthening third-party governance and partnership due diligence

During 2025, Tsebo formalised a governance protocol under which prospective strategic and joint venture partners are subject to appropriate risk-based screening, including screening through the London Stock Exchange Group (LSEG) World-Check platform, where applicable, prior to engagement consideration, together with stringent internal approval processes.

The process supports enhanced due diligence through:

- Sanctions screening
- Adverse media assessments
- Anti-bribery and corruption risk identification
- Reputational and regulatory risk reviews
- Politically exposed persons (PEP) screening

This proactive approach strengthens Tsebo's governance framework and reinforces the Group's commitment to ethical partnerships, responsible business conduct, and effective risk management.

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WHISTLE-BLOWER POLICY

Tsebo's Whistle-blower Policy, grounded in the Protected Disclosures Act, enables employees, stakeholders, and third parties to report suspected or actual misconduct, theft, bribery, or corruption anonymously and without fear of retaliation. Disclosures are assessed and, where appropriate, investigated in accordance with Tsebo's applicable policies, procedures and in-country legal requirements.

Our whistle-blower policy ensures:

- Confidence in reporting improper, unethical, or inappropriate conduct
- Clear, accessible reporting procedures
- Protection of whistle-blower confidentiality and anonymity
- Thorough and impartial investigation and resolution of disclosures
- Zero-tolerance for retaliation or victimisation
- Ongoing commitment to safeguarding human rights and protecting Tsebo's reputation

Deloitte was appointed by Tsebo in 2025 to manage a safe, anonymous and independent tip-off channel. All reports are referred to Tsebo's investigation forum comprising executive management, Group Legal and Compliance and Group Internal Audit teams. This ensures confidentiality and unbiased resolution. Retaliation, harassment, or intimidation against any individual making a good-faith report is strictly prohibited, even if the concern is later found to be unsubstantiated.

Deloitte.

2025 Tip-offs received

Total number of reported items: 17

- HR related items: 7
- Other matters: 10
- Number of investigations closed: 17 (100%)

Where allegations were substantiated, disciplinary action was taken (two matters). All reported cases were investigated and formally closed.



GIFTS AND ENTERTAINMENT

Tsebo employees are prohibited from accepting gifts or entertainment that could influence their judgment, create a conflict of interest, or give rise to the appearance of impropriety. Excessive or inappropriate offerings are not permitted under any circumstances.

In 2025, Tsebo commenced a review and update of its Gifts and Entertainment Policy to strengthen disclosure requirements, improve governance controls, and reinforce transparency in stakeholder engagements. The revised policy was finalised and approved in 2026.

Group policies define acceptable situations for giving or receiving gifts and entertainment and outline the required reporting and documentation process. All gifts and entertainment must be declared, with full disclosure of their value.

Gifts and entertainment declarations 2025

Total cost of gifts received:

R19,598

Total cost of gifts given by employees:

R66 079

OUTSIDE BUSINESS INTERESTS

All employees and statutory board members are required to declare any outside business interests, including personal businesses, second jobs, Board memberships, or shareholdings, to the Group Compliance Officer or Human Resources.

An annual Declaration of Interest form is circulated with guidance on disclosing outside business interests (OBI). Employees are encouraged to update their declarations whenever their circumstances change. All submissions are reviewed by business CEOs and, where necessary, escalated to the joint Group CEOs.

Employees and directors are clearly informed that they may not:

- Use Group resources for private or external work
- Benefit a business partner or competitor in which they or a relative has an interest
- Personally benefit, directly or indirectly, from Tsebo's intellectual property
- Engage in external activities that compromise their responsibilities or performance
- Work for a competitor or supplier
- Act in any way that could harm Tsebo's reputation



WORLD-CLASS OPERATING STANDARDS

While ISO certification is granted by an independent accreditor, maintaining the highest standards set by the **International Organisation for Standardisation** is a core part of Tsebo's audit and management approach. We are proud to have **retained all our certifications in 2025**, which sets us apart in the market, gives us a competitive edge, and reinforces trust among our clients and stakeholders:

ISO 9001:2015 – Quality Management System
A globally recognised standard supporting continuous improvement and consistent service delivery across our operations.

ISO 22000:2018 – Food Safety Management
Ensures effective food safety controls across the entire value chain — from supplier to point of consumption.

ISO 14001:2015 – Environmental Management System
Provides a structured framework for managing and reducing environmental impact.

ISO 45001:2018 – Occupational Health and Safety Management System
Helps minimise risk and protect the health and safety of our employees and stakeholders.

ISO 18788:2015 – Security Operations Management System
Aligns our private security operations with international standards for professionalism, accountability, and operational oversight.

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HEALTH AND SAFETY

Most of Tsebo's employees are frontline and operate in high-risk environments where strict health and safety practices are essential, protecting not only our people but also the well-being and reputations of our clients. As such, health and safety remains a non-negotiable priority across all our operations.

A team of dedicated health and safety professionals conducts regular risk assessments and incident investigations to identify and mitigate hazards. This is supported by ongoing awareness and skills development through Toolbox Talks, structured workshops, and digital learning, ensuring employees and stakeholders understand and apply safety principles in their daily work and know how to avoid risks.

Our Health and Safety Management System is aligned with **ISO 45001:2018** and adheres to **international best practices.** It provides a strong, adaptable foundation to support a **sustainable safety culture** throughout the Group.

+226,000 QHSE training interventions across the Group



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

During the reporting year, total exposure hours increased by 1.48% to 76,130,948. Despite this rise in operational activity and a substantial, growing workforce, we achieved a notable 19.1% improvement in the All-Injury Frequency Rate (AIFR) against baseline. Further, 2025 versus 2024 progress of our key performance areas included a:

- **30.9%** increase **in total incidents** (from 408 to 534)
- **44.9%** increase in **Lost Time Injuries (LTIs)** (from 127 to 184)
- **13.4%** increase **in lost days** (from 656 to 744)
- **9.5%** surge in motor vehicle incidents
- **46.7%** rise in food safety incidents
- **52.4%** increase in drug and alcohol cases

Our performance was significantly impacted by the increase in LTIs (44.9%) and MTIs (89.3%), although we recorded a significant reduction in RWC (25.0%).

Improvements:

- **33.3%** decrease in chemical spills and environmental cases
- **22.2%** reduction in property damage incidents
- **20.0%** reduction in theft and fraud cases

Overall incident-prevention performance requires improvement, despite exceeding our AIFR target this year. To support a consistent, year-on-year reduction in injuries and incidents, we will introduce enhanced training, awareness campaigns and preventative measures, reinforcing the effectiveness of Tsebo's comprehensive health, safety and training programmes.

- We remain committed to ensuring sustained momentum by expanding our risk management processes, wellness and safety initiatives, including **routine medical checks, fitness activities**, and **sustainable practices** such as **responsible waste management** and **energy efficiency.**
- **Key highlight: only 534 QHSE incidents were recorded over more than 76 million hours worked, despite a 1.48% increase in exposure hours.**

Zero work-related fatalities in 2025, compared with three in the previous year.

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HUMAN RIGHTS

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

Our approach to human rights is embedded in the following focus areas:

Diversity and Inclusion: We enforce a strict non-discrimination policy that ensures equal treatment and opportunity for all, regardless of race, gender, age, sexual orientation, religion, or personal characteristics.

Protection of human dignity: We prohibit all forms of abuse, including forced labour, human trafficking, exploitation, and child labour.

Freedom of Association and Collective Bargaining: We fully respect the rights of employees to organise and engage in collective bargaining.

Health and Safety: We strive to maintain safe, healthy working conditions in compliance with all applicable regulations.

Fair Labour Practices: We are committed to upholding ethical labour practices, offering competitive remuneration and ensuring fair working conditions.

Modern slavery: We have zero-tolerance for modern slavery, including all forms of forced, bonded, or compulsory labour.

Zero-tolerance for Child Labour

In 2023, Tsebo formalised its stance against child labour by introducing a standalone Child Labour Policy, reinforcing our commitment to eradicating all forms of child exploitation. Previously housed within broader HR policies, this dedicated policy reflects a sharpened focus on a critical human rights issue and continues to be actively enforced across all operations in 2024 and beyond.

Aligned with International Labour Organisation (ILO) Conventions 138 and 182, as well as applicable legislation, Tsebo does not employ any person under the age of 18 within its own operations and prohibits unlawful child labour. Tsebo expects its suppliers, subcontractors and other business partners to comply with applicable laws relating to minimum working age, the protection of persons under the age of 18 and child labour, as well as the relevant requirements of Tsebo's Child Labour Policy.



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INFORMATION TECHNOLOGY SECURITY AND GOVERNANCE

As a responsible and ethical organisation, Tsebo is committed to protecting stakeholder data, complying with applicable data protection laws and strengthening the resilience of its digital environment. Information security, data governance and responsible technology adoption are central to the Group's Vision 30 strategy and support our ambition to be a secure, data-driven and digitally enabled workplace management platform across Africa.

Technology is no longer viewed only as a support function. It is a strategic value driver that enables operational efficiency, client transparency, workforce productivity, cyber resilience, scalable growth and the rapid integration of acquisitions. Our approach balances a single Group-wide digital backbone with divisional flexibility, ensuring that common standards are applied across the Group while allowing divisions to deploy fit-for-purpose solutions for their operating environments.

Strategic approach to IT security

Tsebo's IT strategy is built on people, process, technology and governance. The strategy prioritises a secure, scalable and compliant digital foundation that supports day-to-day operations across multiple countries, service lines and client environments.

Our IT guiding principles include security and privacy by design, data as a strategic asset, cloud-first and mobile-always architecture, automation by default, reuse before buying and buying before building, and continuous improvement. These principles ensure that technology investment is aligned to business value, risk reduction, client differentiation and operational resilience.

Tsebo continues to strengthen its IT governance through a formalised framework aligned to recognised standards, including COBIT principles, ISO 27001 security practices, POPIA requirements and country-specific regulatory obligations. Governance is embedded through policies, standards, access controls, monitoring, audits, training and ongoing management oversight.

Cyber resilience and digital security safeguards

Cybersecurity remains a key priority as Tsebo operates across a broad, multi-country environment with varying levels of risk exposure. Our security posture is built on proactive defence, layered controls and continuous improvement.

Key safeguards include identity and access management, strong authentication, endpoint and network protection, data protection controls, threat monitoring, vulnerability management and structured incident response processes. These controls are designed to protect sensitive stakeholder information, reduce operational risk and maintain confidence in Tsebo's digital ecosystem.

Tsebo continues to invest in cybersecurity capabilities, including:

- AI-driven threat detection and monitoring through Darktrace
- Two-factor authentication for secure access to key systems
- Comprehensive IT asset management
- Mimecast Email Security for advanced email protection
- Mimecast Engage Cloud Gateway for security awareness and human risk management
- Simulated phishing exercises and behavioural nudges
- Human risk scoring and trend analysis
- Regular third-party penetration testing
- Annual IT control audits with Deloitte

These tools and assessments help detect, prevent and respond to cyber risks, while also improving visibility of behavioural risk and reinforcing accountability across the organisation.

Ongoing training and certification excellence

People remain the first line of defence in cyber resilience. Tsebo continues to promote a security-first culture through regular employee awareness campaigns, phishing simulations, e-learning modules and targeted training on safe technology use.

Employees are trained in cyber hygiene, phishing awareness, responsible data handling, secure use of systems and appropriate response to threats. This focus on user empowerment is complemented by capability-building within the IT function, including ISO 27001 Foundation certification achieved by senior IT leaders. This strengthens alignment with globally recognised information security practices and supports continuous improvement in our control environment.

Digital backbone, data governance and client trust

Tsebo's digital backbone provides the Group-wide foundation for secure systems, data and digital services. It includes a central enterprise data platform, secure cloud architecture, integration standards and common frameworks for data, security, mobility and digital service design.

This foundation supports a single source of truth across the Group, improves reporting consistency, strengthens auditability and enables client-facing transparency through dashboards, service reporting and SLA visibility.

Data governance is a key enabler of this strategy. Tsebo strengthens stewardship, data quality controls, common data definitions, privacy alignment and metadata standards to ensure that data remains accurate, consistent, secure and trusted. High-quality data underpins analytics, automation, AI and management decision-making.

Business resilience and continuity

Tsebo's technology environment is designed to support business resilience across geographies, client sites and operational functions. The Group's cloud-based platforms, standardised support model, security controls, monitoring tools and incident management processes help maintain continuity and reduce disruption.

Regular IT control reviews, external penetration testing, policy updates and security assessments help identify and remediate vulnerabilities. These activities reinforce readiness and support the Group's ability to respond to evolving cyber threats, regulatory requirements and operational risks.

Comprehensive Policy Framework

Tsebo's IT and governance teams maintain a comprehensive policy framework to guide secure, ethical and compliant technology use. These policies are reviewed and updated as the digital and regulatory environment evolves.

Key policies include:

- Information Security Policy
- Cybersecurity Policy
- Clean-Desk Policy
- Artificial Intelligence Policy
- Acceptable Use Policy
- Technology Equipment Disposal Policy
- POPIA Policy
- Data governance and privacy controls
- Access management standards
- Incident response and escalation procedures

Together, these policies support consistent decision-making, responsible system use and secure handling of information across the Group.

Spotlight Story



Embedding ethical and responsible AI in practice

Responsible and ethical AI is a strategic priority for Tsebo and is championed at the highest levels of leadership. As AI becomes more embedded in business processes, Tsebo is focused on ensuring that adoption is practical, secure, inclusive and aligned to our governance standards.

AI is being used to support productivity, improve decision-making, enhance client responsiveness and reduce repetitive manual work. Current and planned use cases include bid response automation, predictive sales insights, operational reporting, contract analysis, recruitment support, compliance tools, sentiment analysis, labour optimisation, knowledge automation and AI-assisted productivity tools.

Tsebo's approach is grounded in responsible use, clear guardrails, access controls, training and ongoing monitoring. The aim is to unlock operational value while ensuring that people remain central to service delivery, judgement, ethical decision-making and client relationships.

Key enablers of our responsible AI implementation include:

Leadership-driven strategy

AI adoption is guided by Group leadership and aligned to Tsebo's values, Vision 30 priorities, governance requirements and operating model. The focus is on measurable business value, responsible use and sustainable adoption.

Communities of practice

Cross-functional Communities of Practice bring together representatives from Sales, Finance, HR, Operations, IT, Legal and Procurement. These forums share use cases, identify opportunities, encourage responsible experimentation and promote consistent standards across the Group.

AI Factory and structured delivery

Tsebo is establishing a more structured AI delivery capability to intake, prioritise and build AI-enabled tools and agents. This supports rapid development while ensuring appropriate governance, security, value assessment and safe deployment.

Training and awareness

AI fluency is being expanded through structured training programmes, including data appreciation, Excel and data essentials, Microsoft Copilot enablement and targeted capability tracks. Training focuses on responsible use, data protection, accuracy, confidentiality, secure platforms and appropriate human oversight.

Frontline inclusion

Tsebo recognises that AI must be inclusive and accessible. The Group is progressing AI literacy and enablement initiatives for frontline employees, including tools that support learning, wellness, career development and skills upliftment. This reinforces the principle that technology should empower people and not exclude them.

Policy and governance

Responsible AI use is supported by Tsebo's internal AI policy, mandatory user acknowledgement, usage guidance, access controls and compliance training. Governance standards cover data protection, accuracy, transparency, auditability, acceptable use and secure deployment.

Human-centred adoption

Tsebo's position is clear: automation and AI should remove repetitive work, improve insight and enhance service delivery, while people remain central to judgement, creativity, ethics and relationship-led service excellence.

Through these initiatives, Tsebo is embedding responsible AI into the business in a way that strengthens resilience, improves productivity, supports client outcomes and aligns with the Group's broader ESG and governance commitments.

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Safeguarding Personal Information

To comply with data protection regulations, including the **Protection of Personal Information Act (POPIA)**, Tsebo has established clear policies and procedures to manage personal information both lawfully and ethically.

In 2025, Tsebo updated its POPIA Policy and launched a Group-wide POPIA Refresh and Remediation Programme aimed at strengthening data privacy governance, improving compliance maturity, and enhancing the protection of personal information across the organisation.

All employees receive regular training to ensure awareness and adherence to these standards. We have implemented secure systems to prevent unauthorised access or data breaches, supported by ongoing assessments and upgrades to maintain high levels of protection.

Transparency and accountability underpin our approach, with clear communication channels that build stakeholder trust in how we manage data.

Spotlight Story

Launching Tsebo's POPIA Refresh and Remediation Programme

During 2025, Tsebo initiated a POPIA Refresh and Remediation Programme focused on strengthening data privacy governance and enhancing compliance across the Group.

The programme includes policy and process reviews, remediation planning, governance enhancements, and risk mitigation initiatives aimed at supporting responsible information management practices.

While the programme commenced during 2025, broader implementation activities and measurable outcomes are expected to accelerate during 2026.

This initiative reinforces Tsebo's commitment to ethical data stewardship, regulatory compliance, and the protection of stakeholder information in line with UN Global Compact Principles 1 and 2.



RISK MANAGEMENT

Effective risk management remains integral to Tsebo's operational resilience and long-term strategic sustainability. Given the scale and complexity of our operations, exposure to risk is inevitable; however, the proactive identification and management of risk remain essential to protecting stakeholder value and supporting sustainable business performance.

Tsebo's Risk Management Framework is embedded throughout the organisation and informed by decades of operational experience. The framework enables a structured approach to risk identification, assessment, mitigation, and monitoring, while remaining adaptable to emerging risks, evolving market conditions, and changing stakeholder expectations.

Strategic risk registers and financial heat maps are reviewed and updated regularly to reflect operational developments, regulatory changes, and the evolving external environment. Oversight is provided by the Board through the GARC, supported by regular reporting and informed governance processes.

This disciplined and forward-looking approach supports the protection of our people, clients, assets, reputation, and long-term sustainability across all areas of operation.



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Risk Management Process

Tsebo applies a structured enterprise-wide approach to the identification, assessment, and management of risks at both strategic and operational levels. Risks are evaluated using standardised methodologies, with defined ownership, mitigation measures, and monitoring responsibilities assigned across the business. Risk registers and heat maps are reviewed annually to ensure continued relevance and responsiveness to changing internal and external conditions.

1 Identification

Risks are identified through institutional knowledge, operational experience, professional judgement, and ongoing assessment of the external business environment. This process supports the development and maintenance of a comprehensive view of potential threats, uncertainties, and disruptions that may impact the Group's strategic objectives and operations.

2 Risk and Control Assessment (RCA)

The RCA process promotes a consistent and comprehensive evaluation of risks across Tsebo. This includes assessing the adequacy and effectiveness of key controls, evaluating the likelihood and potential impact of identified risks, and determining residual risk exposure.

3 Monitoring and Reporting

Risk owners and divisional management are responsible for maintaining the RCA process, monitoring the effectiveness of key controls, implementing appropriate mitigation actions, and escalating emerging risks where necessary. Regular reporting ensures that significant risk exposures are communicated to the Group Audit and Risk Executive and subsequently reported to the Group Audit and Risk Committee.

4 Annual Review

The RCA Framework, Risk Universe, and related guidance documents are reviewed annually, or more frequently where required, to ensure continued alignment with the Group's operating environment and risk profile. Proposed amendments are considered by the Executive Committee and approved by the GARC.

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SUPPLY CHAIN GOVERNANCE

A well-governed supply chain enables us to deliver on both our business and sustainability commitments. Our supplier framework goes beyond compliance; it's designed to ensure every partner reflects **our standards for quality, ethics, and sustainability.** With tools like Refinitiv World-Check, we take a **risk-informed approach to vetting supplier practices** and capabilities.

Suppliers are contractually required to comply with our **Terms of Procurement**, including our Code of Ethics, Anti-Bribery and Corruption Policy, Sustainability Policy, and Environmental Policy. **Ongoing performance monitoring** and **active engagement** help us respond quickly to issues. Where risks arise, we follow clear protocols to manage deviations and activate contingency measures that safeguard the continued delivery of goods and services.

We view transparency and communication as strategic enablers. By working closely with our suppliers, we ensure clarity of expectations and shared accountability. This approach supports **long-term partnerships, minimises risk**, and **reinforces the integrity of our supply chain.**

FINANCIAL CONTROLS

Tsebo prioritises sound corporate financial governance. Our finance teams, at the business and Group levels, are equipped to manage financial resources with integrity, transparency, and accountability. Well-established financial controls ensure that resources are used effectively and efficiently, in full compliance with legal and regulatory requirements. We maintain a **zerotolerance policy on fraud, waste, and financial misconduct.** Key controls include:

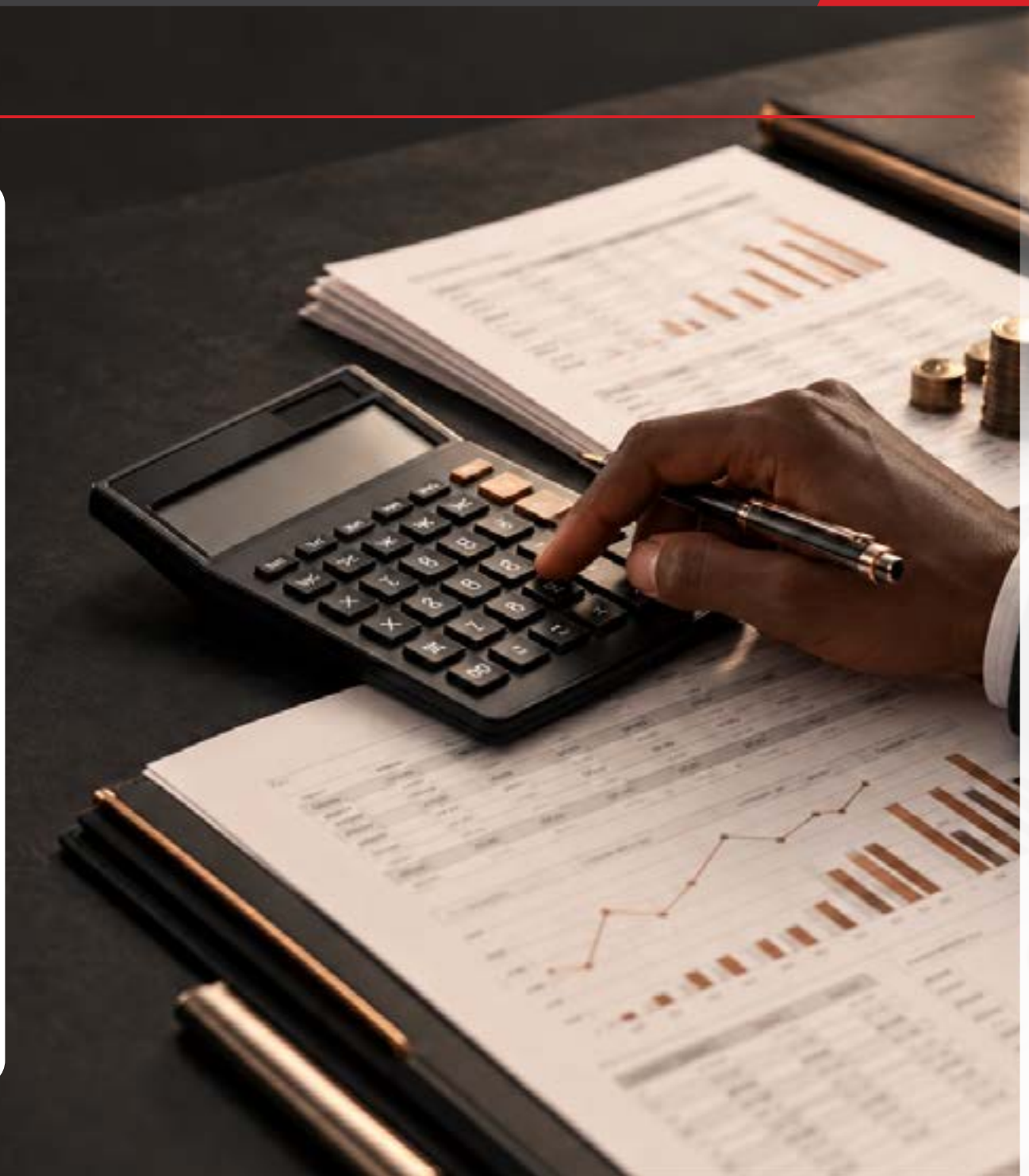
Budgeting: Aligning budgets with strategic goals, regularly reviewed and updated to remain relevant

Internal Controls: Preventing and detecting fraud, errors, and mismanagement, while ensuring transactions are properly authorised, recorded, and processed

Risk Management: Applying a risk management framework to identify, assess, and manage financial risks, supporting efficient resource use

Audit and Assurance: Independent external audits of financial statements provide stakeholders with confidence in accuracy, reliability and compliance

Compliance: Adhering to tax laws, financial reporting requirements, and data protection regulations, with strict controls in place to ensure ongoing adherence



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OUR VALUES

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

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

CARING
We care for people, communities and the environment.

DILIGENT
We are industrious, efficient and dependable.

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