

EMPLOYMENT EQUITY ('EE') POLICY STATEMENT



RCL FOODS'S EE TRANSFORMATION VISION

To be an employer of choice where equitable representation, fairness, equal opportunity, and diversity inclusion are embedded across RCL FOODS.

RCL FOODS AND ITS CONSTITUENCIES' EE PLANS AND/OR NUMERICAL GOALS

EE Plans shall be developed by RCL FOODS and its Divisions, and Numerical Goals set for each Vector Region and its Operations, each Consumer and Sugar and Milling's BU and its Operations (hereinafter referred to as 'RCL FOODS and its Constituencies'), after the following of a fully consultative process, as set out in RCL FOODS' EE Procedure.

RCL FOODS' EE TRANSFORMATION STRATEGY

RCL FOODS recognises that to implement EE effectively and achieve its EE Transformation Vision, it needs to develop and implement meaningful EE strategies (mainly through its EE Plan processes) to achieve the following EE Transformation objectives:

- **THE SETTING OF ACHIEVABLE NUMERICAL GOALS**, aligned to the objectives of the EE Act, and the active pursuit of their achievement.
- **AN OPTIMAL ENABLING ENVIRONMENT** that will ensure that employees (with emphasis on Designated Groups, and in particular persons with disabilities) are fairly and competently recruited, identified, trained, developed, managed and supported, fast tracked, accommodated and retained.
- **THE ALIGNMENT OF RCL FOODS' CORPORATE VALUES WITH EE TRANSFORMATION** and diversity inclusion, and the cascading of diversity inclusion in practice throughout RCL FOODS, its Divisions, Business Units and Operations.
- **BELIEF IN, AND EFFECTIVE LEADERSHIP** of, change and strategic EE transformation by RCL FOODS' Executive.
- **FULL AND COMPLETE BUY-IN AND COMMITMENT TO EE TRANSFORMATION** and change by RCL FOODS Managers at all levels.
- **THE REMOVAL OF ALL ENTRY LEVEL BARRIERS IN RCL FOODS POSITIONS** to the appointment of suitably qualified persons from Designated Groups.
- **EFFECTIVE PLANNING AND MANAGING** of RCL FOODS' EE Transformation.
- **RCL FOODS FURTHER RECOGNISES THAT TO DEVELOP SUCH MEANINGFUL EE STRATEGIES, IT IS CRITICAL THAT:**
 - When conducting its legally required barriers analyses ('audits') preceding the development of RCL FOODS and its Divisions' EE Plans:
 - RCL FOODS also conducts in-depth identification of any barriers to the achievement of each of the above objectives.
 - All audits are conducted on the basis that any respect in which RCL FOODS' HR enabling environment is not conducive to the attraction, selection, retention, and optimal development and advancement of all employees, irrespective of race, gender or disability constitutes a barrier to the advancement of persons from designated groups.
 - Its resultant strategies and action steps be geared towards addressing all identified barriers, and achieving the above objectives, and form the basis for RCL FOODS and its Divisions' EE Plans' Non-Numerical Goals and AA Measures.

EE TRANSFORMATION COMMITMENT

RCL FOODS commits, in pursuance of the attainment of its EE Transformation Vision, to:

- **ENSURE FAIR, NON-DISCRIMINATORY PRACTICES** that respect the rights and dignity of all our employees irrespective of colour, race, gender or disability.
- **DEVELOP AND IMPLEMENT MEANINGFUL EE STRATEGIES** to achieve each of the above EE Transformation objectives.
- **GIVE PREFERENTIAL TREATMENT TO PERSONS FROM UNDERREPRESENTED GROUPS IN RECRUITMENT AND SELECTION**, as determined by RCL FOODS' and Constituencies' respective Numerical Goals
- **HOLD LINE MANAGERS ACCOUNTABLE** for the achievement of EE Numerical Goals in their areas of control.
- **EMPOWER LINE MANAGERS TO ENABLE THEM TO FULFIL THEIR ROLE** of identifying training needs and developing subordinates effectively.
- **THE TRAINING (ALIGNED TO SETA AND ETQA REQUIREMENTS)**, development, advancement and maximisation of potential of all employees and, in particular, those from Designated Groups.
- **ENFORCE AND, WHERE APPLICABLE, INCORPORATE INTO THEIR RESPECTIVE JOB DESCRIPTIONS** the authority, responsibilities and reporting lines of all EE role players and structures, as set out in its EE Policy.
- **HOLD THE PERSONS/TEAMS TO WHOM RESPONSIBILITY HAS BEEN DESIGNATED IN TERMS OF THE EE PLANS** of RCL FOODS and its Divisions responsible for the timeous implementation of the AA measures and Numerical Goal strategies set out therein.
- **TIMEOUSLY IMPLEMENT ALL EE ACTIVITIES PLANNED** for each year by RCL FOODS and each of its Constituencies.
- **INSTITUTIONALISE THE MANAGEMENT OF EE TRANSFORMATION** at RCL FOODS and its Constituencies.

RCL FOODS' EE TRANSFORMATION STRUCTURES AND MANAGEMENT OF EE TRANSFORMATION

For EE Transformation to be properly and effectively facilitated at RCL FOODS and its Constituencies:

- **TRANSFORMATION COMMITTEES ('TCS')** have been established at RCL FOODS and its Constituencies in accordance with the provisions of RCL FOODS' EE Policy, which in turn is fully aligned to the requirements of the EE Act.
- **EE MANAGERS OR EE COORDINATORS HAVE BEEN APPOINTED** to be responsible for TC and EE activities at RCL FOODS and each of its Constituencies.
- **EACH TC WILL, ON A QUARTERLY BASIS, BE PROVIDED WITH A REPORT** containing updated information and data as set out in RCL FOODS' EE Procedure, and will after evaluating such information and progress made, make recommendations to its Executive/Management team.
- **EE SHALL BE ON THE AGENDA AT RCL FOODS' AND ITS CONSTITUENCIES' Executive/Management team meetings every quarter.** During the discussion of EE, the same progress report together with the TCs' recommendations shall be presented. Each Executive/Management team shall take whatever action it might deem necessary and practically implementable to ensure the effective implementation of EE transformation in its area of control.

EE ROLES AND RESPONSIBILITIES

The Chief Executive Officer

As the CEO, I am accountable for ensuring implementation of effective EE transformation at RCL FOODS and its Constituencies, and that RCL FOODS complies with the provisions of the EE Act. In this regard:

- **I SHALL PROVIDE THE LEADERSHIP** necessary for effective EE transformation at RCL FOODS
- **I SHALL ENSURE THAT RCL FOODS' above EE Strategy** is implemented.
- **I HAVE APPOINTED A SENIOR MANAGER ('EE MANAGER')** to take overall responsibility for the effective implementation of EE at RCL FOODS and its Constituencies, and the monitoring and implementing of RCL FOODS and its Divisions EE Plans.
- **I HAVE APPROVED RCL FOODS'S EE POLICY AND ITS EE PROCEDURE**, which are now both official RCL FOODS documents.

The EE Manager

THE EE MANAGER WILL, APART FROM THE ABOVE LEGAL OBLIGATIONS, TAKE RESPONSIBILITY FOR THE DRIVING OF EE TRANSFORMATION AT RCL FOODS AND ITS CONSTITUENCIES. The EE Manager has been delegated the authority to fulfil these obligations and reports directly to me regarding such responsibilities.

He/she will further oversee the performance of all Divisional EE Managers and EE Coordinators and their respective TCs, and RCL FOODS' and its Divisions' compliance with the EE Act, and the overall implementation of their EE Plans and RCL FOODS' other Constituencies' Numerical Goals, as well as communication to the workforce in accordance with the provisions of RCL FOODS' EE Procedure. He/she will also be supported in the exercise of his/her duties by the Chief Human Resources Officer (CHRO), Divisional EE Managers and EE Coordinators.

Divisional EE Managers and EE Coordinators

DULY APPOINTED DIVISIONAL EE MANAGERS, AND EE COORDINATORS (HRBPS DESIGNATED TO FULFIL THIS ROLE in terms of RCL FOODS' EE Policy), shall support RCL FOODS' EE Manager in the exercise of his/her obligations and, in particular, be responsible for their Constituencies and TCs' compliance with the EE Act and RCL FOODS' EE Policy and EE Procedure.

The TCs

THE MAIN FUNCTION OF THE TCS SHALL BE TO FULFIL THEIR RESPECTIVE CONSTITUENCIES' CONSULTING, MONITORING AND EVALUATION ROLE AS REQUIRED BY THE EE ACT AND RCL FOODS' EE POLICY AND EE PROCEDURE, AND TO MAKE RECOMMENDATIONS TO THEIR RESPECTIVE EXECUTIVE/MANAGEMENT TEAMS.

RCL FOODS and its Constituencies' Executive/Management Teams
RCL FOODS' and its Constituencies' Executive/Management Teams shall oversee the implementation of their respective EE Plans and/or Numerical Goals and EE Processes, and ensure that transformation takes place as planned at RCL FOODS and its Constituencies.

The CHRO

THE CHRO WILL ENSURE HE/SHE AND HR FULLY SUPPORTS RCL FOODS' EE MANAGER, ITS DIVISIONAL EE MANAGERS AND EE COORDINATORS in the discharging of their responsibilities, including the conduct of audits and development of AA measures. He/she will also ensure that HR provides all necessary data and information to facilitate the effective monitoring of the implementation of EE, and RCL FOODS and its Constituencies' EE Plans or Numerical Goals as the case may be.

Senior and Line Managers

SENIOR AND LINE MANAGERS SHALL BE HELD ACCOUNTABLE FOR THE IMPLEMENTATION OF EE PLANS/NUMERICAL GOALS AT RCL FOODS AND ITS CONSTITUENCIES. They are to be well represented on TCs and expected to give their full support to RCL FOODS' EE Manager, Divisional EE Managers, EE Coordinators and TCs, and to release TC members for EE meetings as and when required.

Call on all Employees

I LOOK TO ALL EMPLOYEES TO GIVE THEIR WHOLEHEARTED SUPPORT TO RCL FOODS' EE TRANSFORMATION PROCESS, assisting wherever possible in ensuring its success. It is to the ultimate benefit of each of us as individuals and the organisation as a whole. Our success is dependent on your support.

Yours sincerely

Chief Executive Officer

4 February 2019

Date