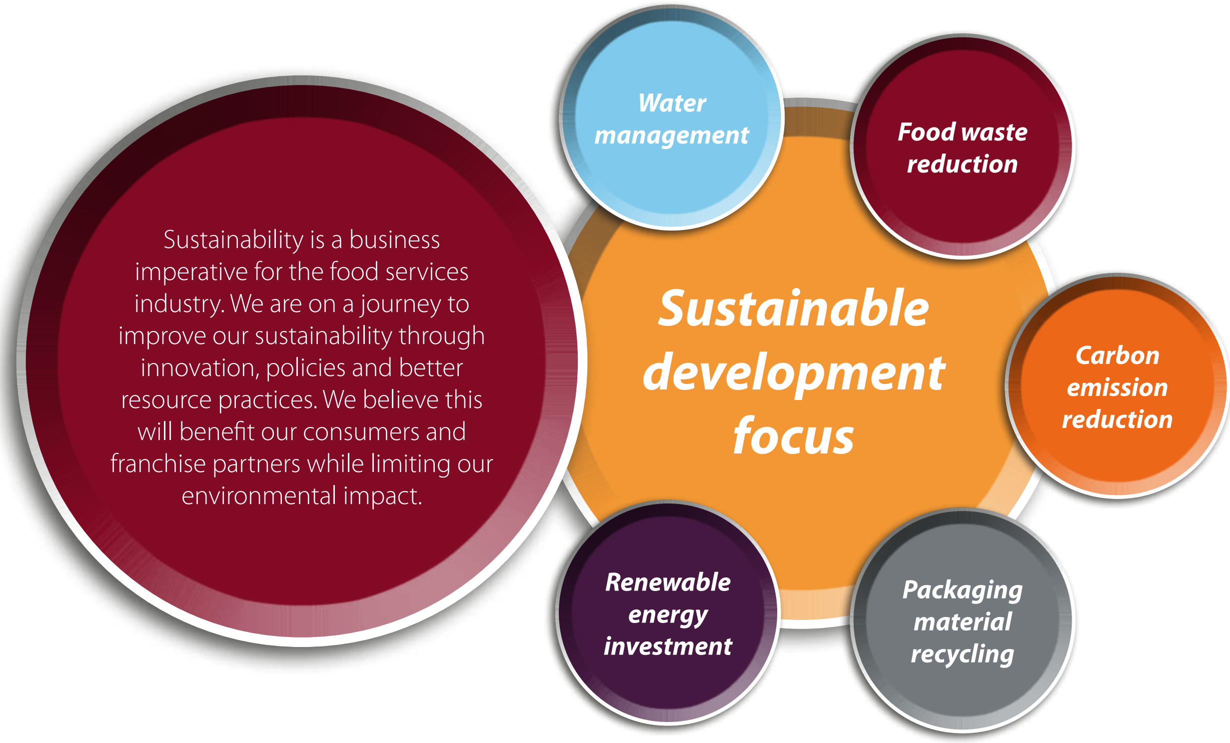
Our sustainability journey

As a food services business, we acknowledge our obligation to consider our practices to create sustainable products and reduce our waste and usage of resources.



Our sustainability achievements

All operations converted to **cage-free eggs** by 2022, ahead of the 2025 target.	We now generate **713MWh** from solar plants (2022: 650MWh). In 2023, we installed one new **334kWp** solar plant on the new KwaZulu-Natal Distribution Centre.
Famous Brands is a signatory to the **South Africa Food Loss and Waste Agreement**.	The refrigeration system for the new KwaZulu-Natal Distribution Centre is waterless, saving approximate **2 400 kilolitres** per year.

The United Nations Sustainable Development Goals

In 2020, we committed to contribute to the achievement of the SDGs. We have selected the most relevant SDGs to our business and where we can make the biggest contribution. In 2022, management and the Social and Ethics Committee approved targets for each SDG. In 2023, we integrated these into our business targets and are reporting our progress against achieving these.

Goal	*SDG target*
5 GENDER EQUALITY ***Achieve gender equality and empower all women and girls.***	– **Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life. ***Famous Brands opportunity*** Strengthen opportunities given to women at all leadership levels, including the Board. Increase the percentage of women at junior, middle and senior management levels. ***Performance in 2023*** We achieved our targets or came close to achieving these for female representation at junior (48%), middle (46%) and senior management (30%) levels. We currently have 30% representation of female directors on our Board, which is in line with our target. We encouraged female employees to participate in our development programmes that assist them to grow, perform and be promoted. These programmes have a 47% female participation rate, slightly ahead of our target of 46%.
8 DECENT WORK AND ECONOMIC GROWTH ***Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.***	– **Target 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. – **Target 8.6:** By 2030, substantially reduce the proportion of youth not in employment, education or training. ***Famous Brands opportunities*** – Ensure pay work for equal work across the Group. – Increase the support for Black-owned small and medium-sized enterprises (SMMEs). ***Performance in 2023*** All Famous Brands' employees are remunerated according to their role in the correct percentile. An equal work for equal pay review is completed annually. Famous Brands promotes the hiring and promotion of disabled people, with the aim of achieving a 3% representation within our workforce. In 2023, we achieved a 1.3% representation, slightly above our target of 1.2%. We have initiatives, including the YES Programme, to increase the absorption of unemployed people into our organisation. To support South Africa's economic development we: – Spent R894 million on SMMEs. – Spent R2.2 billion on more than 51% Black owned entities. – Spent R1.7 billion on more than 30% Black women owned entities. *Read more in our transformation report on page 100.*
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE ***Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.***	– **Target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action following their respective capabilities. ***Famous Brands opportunities*** Become a more energy independent organisation that is taking steps to reduce its carbon emissions. ***Performance in 2023*** We achieved our target of reducing our total CO_2 tonnes equivalent emission by our South African operations to under 50 000 CO_2 tonnes.

Goal	SDG target
12 RESPONSIBLE CONSUMPTION AND PRODUCTION ***Ensure sustainable consumption and production patterns.***	– **Target 12.1:** Implement the ten-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries. – **Target 12.2:** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses. – **Target 12.5:** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. ***Famous Brands opportunity*** – Decrease our carbon footprint by 25% by 2026. – Position Famous Brands as a leader in implementing more environmentally friendly packaging. – Remove all single-use plastic by 2026. – Reduce our food waste in our Manufacturing division by 50% by 2030. ***Performance in 2023*** We successfully reduced our overall carbon footprint through sustainable utilities practices and wastage reduction. Read more in our environmental report on page 91.
13 CLIMATE ACTION ***Take urgent action to combat climate change and its impacts.***	**Target 13.3:** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. ***Famous Brands opportunity*** Reduce our energy usage and carbon emissions by reducing our electricity, coal, gas and fuel usage. We will also reduce emissions related to water usage through water saving projects. ***Performance in 2023*** While our overall carbon emissions declined slightly, our diesel usage increased due to load shedding. Our water consumption for 2023 increased from 363 906 kilolitres to 389 692 kilolitres due to increased production at Lambert's Bay Food and a change in processes at the Famous Brands Cheese. Our target for 2023 was 331 533 kilolitres. We have projects planned for 2024 to recycle water and reduce water used in our cleaning practices.

Plastic waste reduction and recycling initiatives

All Famous Brands brand packaging ranges are 100% recyclable[1], and work is underway to accelerate the conversion to biodegradable and compostable packaging where possible.

We regularly examine and adapt the brand packaging materials to align with best practice benchmarks. This includes considering bulk packaging rather than single packaging options and replacing plastic with more eco-friendly solutions.

In 2019, Famous Brands implemented a packaging initiative to provide better, more environmentally friendly packaging across the brands. These improvements have seen Famous Brand reduce plastic consumption by 108.9 tonnes per year. Further successes include:

- Our Logistics division no longer stocks plastic straws.
- All brands have removed single-use black plastic cutlery and replaced this with wooden cutlery that is recyclable, biodegradable and compostable.
- All plastic straws were removed from the SA and UK restaurants and replaced with paper straws. This was implemented in 2019 and resulted in a plastic reduction of 80 tonnes per year.
- In the Manufacturing division, we have stopped shrink-wrapping products, reducing plastic waste and eliminating electricity previously used.
- All Leading Brands restaurants have removed polystyrene and now offer recyclable take away packaging.
- Eliminated balloons in Debonairs Pizza, Fishaways, Wimpy SA and AME restaurants. Wimpy UK is in the process of removing balloons with the aim of eliminating these by December 2023.
- In 2023, Wimpy removed the single-use plastic outer wrapping from their coffee biscuits.
- Mugg & Bean discontinued their takeaway box with a plastic insert and replace this with a polylactic acid-lined cardboard box.
- In October 2022, Fishaways and Wimpy replaced the plastic salad container with a polylactic acid liner container with a plastic window, removing 7.9 tonnes of plastic per year. This has resulted in a plastic reduction of four tonnes per annum.
- The polyethylene-lined hot coffee cup changed to a polylactic acid-lined cup across all brands with the exception of Fego Caffé. These are eco-friendly as they are recyclable and biodegradable.

Quick fact:

Famous Brands has committed to removing all single-use plastic by 2026.

Single-use plastic, or disposable plastic, is any plastic item that is used once, and then discarded. According to the Organisation for Economic Co-operation and development, bans and taxes on single-use plastics exist in more than 120 countries.

Our impact in numbers

Switching from plastic to paper straws in 2018 reduced our annual plastic waste by **80 tonnes** per year.

Removing balloons from all restaurants in 2020 has reduced our latex waste by **20.4 tonnes** per year. The removal of cups and sticks used in conjunction with balloons has reduced our plastic waste by **26.3 tonnes** per year.

Replacing the plastic wrapping of toothpicks in 2020 with paper wrapping has reduced our cellophane waste by **3.1 tonnes** per year.

Removing all shrink-wrapping for Retail sauce bottles in favour of recycled cardboard boxes in 2022, resulted in an average saving of **30.5 tonnes** of shrink-wrap packaging per year.

In 2023, Wimpy removed single-use plastic wrapping from their biscuits, reducing our plastic usage by approximately **4 tonnes** per year.

In 2023, we reformulated the Famous Brands refresher towel to reduce plastic by 38%. This will result in a potential plastic reduction of **17 tonnes** per year.

[1] *100% recyclable means that our products can return to the waste stream and be broken down and reused, contributing to the circular economy.*

Future focus areas for 2024

- Mugg & Bean continues to trial eco-friendly coffee lids and offers consumers a greater choice of lid.
- All brands will replace the plastic stirrer plug with wooden stirrers, which are recyclable, biodegradable and compostable.
- Steers will replace their milkshake plastic cup and domed lid with a paper cup and lid.

The successful completion of these projects will reduce the total plastic consumption in Famous Brands by an additional 323.4 tonnes per year.

Extended Producer Responsibility

In May 2021, the Department of Forestry, Fisheries and the Environment introduced Section 18 Extended Producer Responsibility regulations as part of the Waste Act. These regulations aim to ensure that producers take greater responsibility for the lifecycle of their products, including post-consumption waste disposal. The aim is that more waste will be diverted from landfills, and recycling and other circular economy activities will be supported.

In 2022, the Group registered with several producer responsibility organisations that manage the Extended Producer Responsibility schemes for various packaging schemes and we were deemed 100% compliant with Section 18 requirements as legislated by the department.

In 2023, there were changes to the regulations stating that brand owners are responsible for submitting their own declarations. Due to this change, Famous Brands became non-compliant as we initially relied on Nampak and Consol to declare on our behalf. To ensure compliance, Famous Brands has registered with MetPac SA and The Glass Recycling Co. By registering with MetPac SA, The Glass Recycling Co and the Department of Forestry, Fisheries and the Environment, as well as declaring our volumes and paying accordingly, Famous Brands is once again 100% compliant regarding the Section 18 Regulations.

South Africa Food Loss and Waste Agreement

Famous Brands became a core signatory to the South Africa Food Loss and Waste Agreement in 2021. This agreement was developed by the Consumer Goods Council of South Africa, the Department of Trade, Industry and Competition, and the Department of Forestry, Fisheries and the Environment. As a signatory, our commitments include the following:

- Contribute to achieving the SDG target 12.3: "By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses".
- Adopt the food utilisation hierarchy, which prioritises increased food utilisation and waste reduction, and redistributing edible, nutritious surplus food for human consumption and creating secondary markets for surplus food while considering food safety.
- Confidentially report our annual quantities of food waste and quantities diverted to food surplus redistribution, according to the agreed reporting protocol. In 2023, Famous Brands submitted our food waste figures, which show that we have further reduced our food waste.

Quick fact:

The CSIR's Waste Research Development and Innovation Roadmap Report, published in November 2022, indicates that achieving the extended producer responsibilities targets would mitigate 14% of GHG emissions between 2023 and 2040 (compared to business-as-usual projections) due to the partial replacement of virgin plastic with recycled plastics.

Our efforts are focused on the following:

- Reducing food waste in our Manufacturing division by 50% by 2030.
- Identifying food loss and waste arising from our operations and isolating the underlying causes.
- Ensuring that food safety is maintained at every level.
- Supporting our non-profit partner SA Harvest to redistribute edible surplus food to those in need.

We have an established partnership with the charitable organisation SA Harvest whose mission is to end hunger in South Africa. This relationship began during the pandemic when Famous Brands management worked closely with the organisation to re-distribute stock that our hibernated operations could not use. We continue to work with them and other non-profits to distribute food close to its expiry date.

Our food philosophy

We create food that is good for our consumers, employees, franchise partners, local communities and the environment. We believe in FOOD with thought.

We acknowledge the need to regularly assess our FOOD philosophy practices to see if they align with best practices. This means we will:

- Frequently review and update our goals and timeframes.
- Assess and respond to emerging health and wellness trends, sustainability and our communities.
- Consider our stakeholders' evolving interests and expectations.
- Be accountable for our actions.

Responsible sourcing

Famous Brands only procures from reputable suppliers that have undergone our stringent vetting process. Most suppliers have service level agreements outlining expected quality and service standards, and we schedule site visits to ensure that suppliers continue to uphold our standards.

Local sourcing	*Seafood*	*Cage-free eggs*
We have placed significant emphasis on purchasing from local suppliers. Today, approximately 85% of food products purchased are from local suppliers.	All our seafood is sustainably sourced. We only purchase seafood from well-managed populations, where these species can handle current fishing pressure or are farmed in a manner that does not harm the environment.	All our brands only use cage-free eggs in their recipes.

Read more about our local beef project in our transformation report on page 100.

Enabling better food choices

When creating our menus, we consider the Department of Health's objectives of lowering obesity and promoting healthy living. Our brands' menus accommodate dietary needs, food allergies, intolerances, and lifestyle preferences.

Our Leading Brands' menus have "Better for You" options, including vegetarian and vegan options. Our sugar-free sodas are priced lower than regular sodas. Steers allows consumers to swap bottled water for sweetened beverages. Fishaways promotes a variety of "Healthier for you" meals under 500 calories. Our bun and sauces recipes exclude eggs, which makes them allergen and vegan-friendly. Our TruFruit juice range was reformulated to reduce sugar below the sugar-tax threshold.

All Leading Brands have full kilojoule counts on their menus, while full nutritional guidelines, including allergens, are on our Leading Brands' websites. Consumers have indicated that having kilojoule counts available is helpful and does guide their decision making.

Mugg & Bean partners with a chef to produce plant-based options

In 2023, Mugg & Bean has engaged one of South Africa's top planted-based food experts and the author of the cookbook *Veggielicious*, Chef Mokgadi Itsweng, to work with our chefs to create exciting and healthy plant-based meals that are better for the planet. New menu items included Strawberry Hibiscus and Ginger Slush, Veg Rosti with Pea Pesto, Smashed Chickpea Mayo Open Sandwich, Spicy Beans on Toast and a Sorghum Nourish Bowl.

Environmental report

We remain committed to operating with high standards of environmental responsibility and lowering our overall environmental footprint. We have plans to reduce our carbon and water usage by 25% by 2026 versus 2020's figures.

Our Environmental and Climate Change Policy

Our Environmental and Climate Change Policy outlines our commitment to responsible environmental practices and continuous improvement. This policy includes initiatives to limit air pollution, use more environmentally-friendly packaging, invest in renewable energy, and reduce water and energy usage.

Since this policy was developed in 2022, we have consistently achieved our environmental objectives. There is still a significant opportunity to further reduce food waste across the front and back end and lower energy consumption through energy efficiency initiatives.

In 2023, we invested in solar energy at key sites, including the meat plant and the new KwaZulu-Natal Distribution Centre. We have plans to invest further in solar energy in 2024.

Our environmental focus areas	
Brands	– Maximising recycling opportunities for our general waste. – Using more environmentally friendly packaging. – Offering fully biodegradable and compostable take away coffee cups. – All brand packaging ranges are 100% recyclable. – Reduction in food wastage through portion control and made-to-order practices in our restaurants. – Responsible re-use or redistribution of food through the donation of excess food products. – Recycling coffee grounds through a new project (read more on page 105).
Manufacturing	– Investigating alternative cleaner fuel and energy options (with lower GHG emission factors), including planned renewable energy projects. – Use of improved quality refrigerants to reduce electricity consumption. – Efficient water usage and effluent management are set against a continuous improvement target. – New plant design focused on responsible consumption. – Maximising recycling opportunities for our general waste. – Responsible sourcing of sustainable food products for processing (read more on page 89). – Responsible re-use or redistribution of food through the donation of excess food products (read more on page 89).
Logistics	– Optimisation of transport efficiencies in our Logistics fleet. – Better route planning and reduction in the number of trips. – Responsible redistribution of near-expiry date stock through donations to identified charities. – Use of improved quality refrigerants to reduce electricity consumption.
Retail	– Controls are in place to ensure that any unsold products are donated to non-profit organisation's prior to expiry date to prevent food waste.

Carbon footprint report

Famous Brands aligns its carbon footprint assessment methods with global best practices. This alignment allows the Group to appropriately prepare for the potential introduction of a carbon tax while taking steps to reduce its overall footprint.

While our operations are below the threshold for paying a carbon tax, all sites are registered for this tax with the South African Revenue Services. Famous Brands conducted a detailed annual assessment of the Group's carbon footprint for its Manufacturing and Logistics divisions and Company-owned restaurants. The Group does not have equity in nor financial or operational control of franchised restaurants, and the franchise operations are not included in this assessment.

This assessment focused on:

– **Scope 1:** Identifying and quantifying direct GHG emissions that will require reporting to the Department of Environment, Forestry and Fisheries and be liable for the carbon tax. Direct emissions include mobile fuel combustion (own fleet) and stationary fuel combustion (on-site equipment).
– **Scope 2 and 3:** Understanding the primary sources of indirect GHG emissions contributing to the Group's overall carbon footprint. Indirect emissions include purchased electricity, water supply and waste disposal.

The Group's total GHG emissions in 2023 by scope and division are detailed below.

Scope 1 - 36%

Mobile fuel combustion
Manufacturing: 45.47
Logistics: 7 363.01
Total: 7 408.48 tCO_2e

Stationary fuel combustion
Manufacturing: 11 200.76
Logistics: 301.08
Total: 11 501.84 tCO_2e

Total Scope 1 emissions
Manufacturing: 11 246.23
Logistics: 7 664.09
Total: 18 910.31 tCO_2e

Scope 2 - 61 %

Purchased electricity, heat and steam
Manufacturing: 24 161.58
Logistics: 7 553.92
Total: 31 715.50 tCO_2e

Total Scope 2 emissions
Manufacturing: 24 161.58
Logistics: 7 553.92
Total: 31 715.50 tCO_2e

Total Scope 1 + 2 emissions
Manufacturing: 35 407.81
Logistics: 15 218.01
Total: 50 625.82 tCO_2e

Scope 3 - 3%

Purchased goods and services (water supply)
Manufacturing: 528.00
Logistics: 19.64
Total: 547.64 tCO_2e

Waste generated in operations
Manufacturing: 848.38
Logistics: 122.62
Total: 971.00 tCO_2e

Total Scope 3 emissions
Manufacturing: 1 376.38
Logistics: 142.26
Total: 1 518.64 tCO_2e

All Scopes

Total Scope 1, 2 and 3 emissions
Manufacturing: 36 784.19
Logistics: 15 360.27
Total: 52 144.46 tCO2e

Division Contribution (%)

Manufacturing	71
Logistics	29
Total	**100**

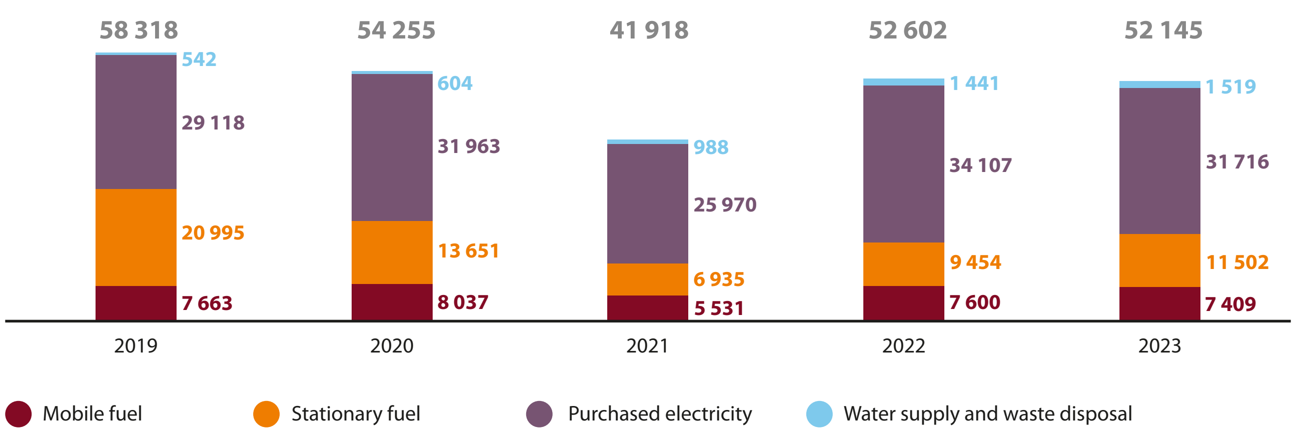
Energy and water usage

The Group's consumption of non-renewable resources on a geographical basis is detailed below. In 2023, our diesel usage has increased substantially due to the high incidence of load shedding.

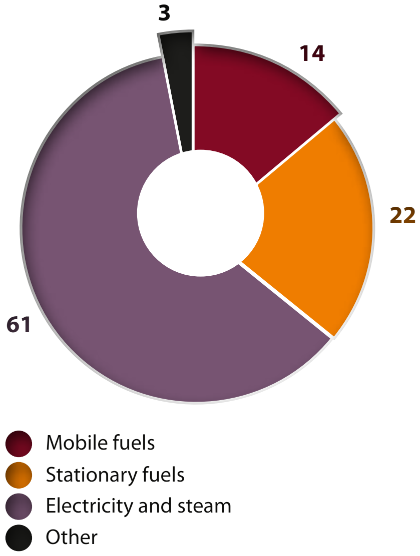
Input	Unit of measurement	2022	2023
SA operations: Manufacturing and Logistics divisions			
Water	kilolitres	363 906	**381 849**
Energy			
Electricity	MWh	29 301	**27 879**
Electricity – solar	MWh	650	**713**
Diesel	kilolitres	2 010	**6 481**
Petrol	kilolitres	635	**645**
Paraffin	kilolitres	67	**73**
Liquefied petroleum gas	kilogram	37	**39**
Natural gas	gigajoules	34 886	**31 627**
Coal	tonnes	2 827	**3 220**
Steam*	tonnes	7 754	**1 109**
CO_2 emissions	metric tonnes CO_2e	52 602	**52 145**
Direct		17 054	**18 910**
Indirect		34 106	**33 234**
SA operations: Signature Brands, excluding Group associates			
Electricity			
All Company-owned restaurants	MWh	1 779	**1 811**
Water			
All Company-owned restaurants	kilolitres	11 143	**13 517**
Botswana			
Electricity			
All Company-owned restaurants	MWh	4 148	**8 406**
Headquarters	MWh	139	**1 396**
Water			
All Company-owned restaurants	kilolitres	32 218	**35 161**
Headquarters	kilolitres	164	**2 434**
Kenya			
Electricity			
All Company-owned restaurants	MWh	272	**291**
Water			
All-Company owned restaurants	kilolitres	1 419	**1 483**

* Supplied from a third-party coal user.

Carbon footprint by type for Supply Chain (2019 to 2023) (tCO_2e)



Emissions source tCO_2e (%)



Total emissions across Scope 1, Scope 2 and Scope 3 in our Supply Chain decreased by 0.9% year-on-year due to increased trading activity from the front end of the business.

- Mobile fuel usage decreased by 2.5%, while stationary fuel increased by 22%. The increase in stationary fuel is attributed to the burning of diesel in our generators due to increased load shedding.
- Purchased electricity usage decreased by 4.9%.
- Water supply emissions increased by 5.4%, driven by increased production in the Lambert's Bay Production facility, and the commissioning of new plant in the Famous Brands Cheese Company plant. Both facilities have planned capital investment to reduce usage going forward.

Waste generated in our operations was 1 719 tonnes for a mix of industrial and commercial waste to landfill. Emissions related to waste decreased by 10.4% and were calculated at 971 metric tonnes of CO_2e. We recycled 903 tonnes of waste material including paper, plastics, metal and glass. We composted 211 tonnes of organic waste material.

We have the following measures in place to reduce our emissions:

- A Group-wide utilities savings awareness programme and an employee awareness campaigns to encourage environmentally responsible behaviour.
- Smart metering of electricity, water and key fuel usage tied to key performance indicators.
- Fuel type conversion to lower carbon fuels wherever possible, and an annual investment in solar plants.
- Close monitoring and evaluation of new generators as well as monitoring electricity usage by refrigerators.
- Cultivating potatoes closer to the Lamberts Bay Foods processing plant, reducing travel emissions.
- Enhancing plant efficiencies to produce more units per hour of plant time.
- Fleet route optimisation to reduce the number of trips required.

Our plans to improve in 2024

We are targeting a 25% improvement in our water and carbon usage per case of production between 2022 and 2026. We have identified the following focus areas to reduce our carbon footprint further:

In 2024, we will invest in **529 kW** of renewable energy.	Ground and Green, our coffee grounds recycling initiative, will reuse **100 tonnes** of coffee grounds. *Read more on page 105.*

Closely monitoring our **electricity usage** at our largest plants (The Meat Plant, Cater Chain, Lamberts Bay Foods and our Midrand Campus).

Human capital report

Our business model relies on having the right people with the right skills in the right positions. We invest in ongoing training and development to ensure our people can execute our strategy.

Human capital achievements 2023	Human capital objectives for 2024
– Entrenched our values and increased the net promoter score from 19.6 to 21.4. – Improving the ready now succession score from 28% to 40% and introduced a mentorship programme. – Secured SETA funding of R3 million. – Successfully implemented the SAGE 300 People system. – Improved the employment equity score on the B-BBEE scorecard. – Rolled out the Famous Brands Academy Barista Learnership	– Improve ready now succession score to 60%. – Secure SETA funding of R3.5 million. – Increase the net promoter score from 21.4 to 22.47. – Launch a business unit communication platform. – Embed the SAGE 300 People system across the Group. – Enhance the employee value proposition. – Complete the two-year wage agreement.

Employee value proposition

The Famous Brands employee value proposition promises to provide employees with an environment that considers their needs and recognises high-performance. The elements of this promise are as follows:

Our employee value proposition is designed to address the Group's main human capital challenges, which include:

- Attracting and retaining talent.
- Ensuring a robust succession pipeline.
- Responding to new employee demands after the COVID-19 pandemic.
- Losing skills through emigration.
- Ensuring that the employee value proposition remains relevant.

Read more about our transformation initiatives in our transformation report on page 100.

Driving a winning culture

We promote a culture of values-driven leadership that connects to Famous Brands' vision and models the right behaviours for employees to follow. We communicate our vision and ensure it is incorporated into all business plans.

Our core beliefs are embedded in our people management processes, including performance appraisals, succession planning discussions, leadership development and our Grow and Lead Awards. Every employee has a personal development plan.

The annual Voice Your View Employee Survey communicates and measures these values.

Mentoring to boost succession

All Famous Brands employees have a Personal Development Plan. Each year, the employee and manager discuss short, middle and long-term career goals and how to improve performance. Employees are encouraged to learn new skills, maximise their current performance and increase their interest and satisfaction with their current role.

In 2023, we added a mentorship programme to support the Personal Development Plans. Although Famous Brands has had a culture of informal mentorship, this is the first structured, formal mentorship programme. It is called the Growth Network Mentorship Programme, and is designed to improve our succession pipeline and our ready-now succession score. The programme assists selected employees in expanding their professional networks and leveraging their mentors' experience. Over time, mentees should gain confidence, new skills and knowledge.

This year, 36 employees were selected for the programme and mentees are assigned to mentors for a period of nine months.

Key talent and succession indicators

98	**internal promotions** *(2022: 80)*
421	**external appointments** *(2022: 478)*
97.59%	**retention rate** *(2022: 98.64%)*
29%	**ready now succession score** *(2022: 38%)*
83%	**of internal promotions were Black** *(2022: 75%)*
96%	**of external appointments were Black** *(2022: 95%)*
8.47	**years average tenure** *(2022: 8.52 years)*

Grow and Lead Awards

The Grow and Lead Awards is a Group-wide annual recognition platform which recognises outstanding achievement by the administration employees. Employees who have demonstrated excellent performance and displayed behaviours congruent with the Group's values are nominated from each business unit or department .

Voice Your View Employee Survey

The Voice Your View Employee Survey, launched in 2015, is an electronic survey distributed to 901 South African administration employees (2022: 901 employees). The survey contained 67 statements that respondents were asked to rank on a five-point scale. These include questions about culture, leadership, happiness and communication. The scale is converted to a percentage when calculating the report, and each statement's scores are averaged to give an overall score. The overall score for Famous Brands is 77%, which places the organisation in the Top Company Category.

The Net Promoter Score is based on the question: How likely are you to recommend Famous Brands to your friends and family as a place to work? It is calculated by taking the percentage of employees who are promoters and subtracting the percentage who are detractors. The trajectory of the Net Promoter Score remains positive.

The high-level results are as follows:

– The overall response rate was 92% (2022: 89%)
– The overall score was 77% (2022: 77%)
– The Net Promoter Score improved to 21.4 (2022: 19.6)

Focusing on the world of work

Our world of work cascades the Group's business strategy into divisional and business unit strategies down to personal scorecards, aiming to optimise business outputs and results. Our world of work also includes comprehensive onboarding and induction programmes, flexible working hours and the option for some employees to apply for four days per month of working from home.

Implementing SAGE 300 People

In 2023, Famous Brands implemented SAGE 300 People, an HR, payroll and self-service solution designed to increase an organisation's productivity by eliminating repetitive, manual HR tasks and providing HR analytics capabilities. Employees can apply for leave and complete other HR tasks through a web-based service channel or mobile application.

Career development

Our career development opportunities include:

- Leadership development and sponsored courses.
- Technical and job-specific training, and a comprehensive eLearning offering.
- Financial assistance for approved studies.
- The opportunity to work on innovative projects.

We have established a strong relationship with FOODBEV SETA and have rolled out learning and development offerings that are SETA-funded. These offerings cover technical skills for the Supply Chain of our business, including the supervisory level.

Quick fact:

Our Remuneration Policy aligns the interests of senior executives and employees with the interests of shareholders and the Group's overall business strategy.

We attract, retain and reward talented employees by offering fair and competitive compensation within our industry.

Read more in our remuneration report on page 134.

Key talent and succession indicators

856	**total employees trained in South Africa** *(2022: 167)*
R9.1 mn	**total training spend in South Africa** *(2022: R13.3 million)*
31	**internships completed** *(2022: 0)*
43	**Ethics Programme delegates** *(2022: 46)*
570	**total employees trained outside South Africa** *(2022: 237)*
633	**African, Coloured and Indian (ACI) employees trained** *(2022: 135)*
36	**employees assigned mentors** *(2022: 0)*
61	**People with Disabilities Learnerships** *(2022: 71)*

Leadership development

Famous Brands has several programmes to develop leaders at all levels of the Group.

1 ***International Executive Development Programme (IEDP)***	This programme is designed for Exco members and other executives that would benefit from international exposure. Here, we sponsor candidates to complete a four to 17 week leadership course from leading international universities.
2 ***Executive Development Programme (EDP)***	The EDP supports senior management in developing the skills to lead at an executive level. Candidates complete a short course on leadership from a top university.
3 ***Managers Challenge (MC)***	The MC exposes middle management to best practices in leadership. This includes a mix of classroom training and eLearning. Approximately 18 managers are selected to participate in the challenge each year.
4 ***Junior Management Programme (JMP)***	Our JMP develops employees in junior management positions who have demonstrated leadership potential. Approximately 15 managers undergo this 12-month programme each year.
5 ***Supervisory Development Programme (SDP)***	The SDP is for the supervisory employees in our Manufacturing and Logistics divisions. Approximately 15 supervisors are put through this 12-month programme each year.

Our eLearning offering – iPerform

In response to COVID-19 in 2021, Famous Brands rolled out an online training and performance management system. This system gives all employees with computers access to training courses that include technical skills, compliance and life skills. This also allows us to reach more employees for training while reducing training costs. In 2022, 4 044 courses were completed, with women completing 2 285 courses and AIC employees completing 3 254 courses.

Employee benefits and well-being

We enable employees to thrive by offering the following:

- Medical aid and provident fund.
- On-site clinic at Head Office.
- Access to an employee wellness provider offering counselling.
- Death benefit and education death benefit to pay school fees and tertiary education.
- Group risk cover including disability benefit and death benefit (three times annual salary tax-free).
- Funeral cover.
- Dread disease benefit.
- Special rates across FNB and Nedbank's banking products.

Caring for employee well-being

Famous Brands engaged Independent Counselling and Advisory Services (ICAS), a corporate wellness solutions provider, to provide employees access to an Employee Wellness Programme. The programme aims to give employees the freedom to unpack their feelings and find solutions to the many problems people experience.

The overall engagement rate, which includes uptake of all services provided, amounted to 7.3% during the period under review, which compares to 4.5% during the comparable previous period. Annualised individual usage of the core counselling and advisory services of 4.6% was recorded during the most recent period, which compares to 4.3% during the previous period and 8.2% across all ICAS client companies during the most recent review period.

The percentage of employees whose problems appear to be having a severe impact on their work is 12.2%. This compares to an ICAS average of 10.5% during the same period. This indicates that our overall employee mental well-being is resilient, despite the pressurised industry known for long and irregular working hours, demanding customers and difficult situations.

Employee wellness
76 lost time injuries *(2022: 31)*
0 fatalities *(2022: 0)*
1 465 employees visits to the on-site clinic *(2022: 0)**
1.17% lost time injury rate *(2022: 1.72%)*
7.3% percentage of employees who used the employee well-ness provider *(2022: 4.5%)*
1.65% absenteeism rate *(2022: 1.34%)*

* Not measured in 2022.

Occupational health and safety

The original Occupational Health and Safety Act (OHSA) was enacted in 1993 to protect people's health and safety while operating equipment and machinery. This act is legally enforceable and managed by the Department of Labour. The OHSA Amendment Bill aims to ensure that businesses have a direct consequence for non-compliance. This amended bill will be gazetted and signed into legislation in the first half of 2023. The bill enforces stricter health and safety requirements for South African businesses.

Famous Brands has a positive track record of adherence to health and safety standards across the Group. Famous Brands appoints health and safety representatives at every facility in terms of section 16(2) of the OHSA. These appointments come with statutory health and safety responsibilities, which they accept in writing.

An independent third-party is appointed to verify that work environments are safe, suitable and sanitary, that employees have the correct protective clothing, and receive safety training. Management reviews feedback on suggested improvement areas based on the audits. No serious transgressions were reported to the Audit and Risk Committee (2022: nil).

New employees and contractors attend induction programmes with a health and safety component. Regular OHSA Committee meetings are conducted at all business units. Health and safety training conducted includes firefighting and first aid.

Trade union engagement

Famous Brands protects employees' rights, including the rights to non-discrimination and freedom of association. The Group complies with South African labour laws and informs employees of these laws at induction. The Group complies with the labour laws in its other operating territories, which are communicated to employees in the countries' business languages. Our working hours and disciplinary procedures comply with statutory requirements.

Most of the Group's unionised workforce is employed at its logistics operations and manufacturing plants. These employees are classified as bargaining unit employees. In 2023, the percentage of Bargaining Unit employees who belonged to unions increased to 75.9% compared to less than 73% the previous year.

Famous Brands has recognition agreements with three unions, the Food and Allied Workers Union (FAWU), the Security, Cleaning, Manufacturing and Allied Workers Union (SCMWU) and the National Union of Public Service and Allied Workers (NUPSAW).

Our two-year wage agreement negotiations were concluded in May 2023.

Transformation report

We support a more equal and inclusive South Africa through the ongoing transformation of our business and value chain. We moved from non-compliant in 2018 to achieving a Level 2 B-BBEE rating in 2023.

Famous Brands strives to establish an employee demographic representing the South African population. We observe the principles of equality and fair treatment in all operations and interactions with employees. Our business transformation strategy is guided by the Department of Trade and Industry's B-BBEE Codes of Good Practice objectives.

In 2021, Famous Brands moved from CATHSSETA (Tourism and Hospitality) to FOODBEVSETA (Food and Beverages), which better matches our business activities. In the subsequent years, we have benefited from this move, including unlocking substantially more funding for our skills development initiatives.

Our Group Transformation Manager, supported by our executive leadership team, is responsible for executing and monitoring our B-BBEE transformation strategy across our South African operations. Transformation is overseen by the Social and Ethics Working Committee and the Board's Social and Ethics Committee. We follow best practices and align our activities with the 10 Principles of the United Nations Global Compact. We operate according to high standards of responsibility, ethics and accountability.

Our B-BBEE scorecard

We monitor our scores across the five elements of the B-BBEE scorecard, as set out below.

We have strategies to improve our scores across all of these elements except for ownership.

As agreed with the B-BBEE Commission, we have moved our B-BBEE verification timeline forward from September to August and issued our B-BBEE certificate at the end of August 2022.

This report describes our progress, targets and outlook regarding our transformation journey. Over the years, we have made significant progress in fostering diversity at the Board level, throughout our workforce and within our value chain. In 2023, we achieved a Level 2 B-BBEE rating for the first time. The challenge ahead of Famous Brands is maintaining this rating, despite potential changes to B-BBEE legislation.

Composition of our B-BBEE scorecard	Target points	2022	2023
Ownership	27.00	9.82	**9.23**
Management control	19.00	15.01	**14.14**
– Board representation	6.00	5.27	**4.27**
– Employment equity	13.00	9.74	**9.87**
Skills development	20.00	20.00	**20.00**
Enterprise and supplier development	40.00	34.61	**36.76**
– Procurement	25.00	19.61	**20.76**
– Supplier development	10.00	10.00	**10.00**
– Enterprise development	5.00	5.00	**5.00**
Socio-economic development	5.00	5.00	**5.00**
Total	110	84.43	**85.13**
Level contributor status		4	**2***

* This includes the contribution from the YES Programme which moves the Level Contributor status from 4 to 2.

Ownership

The ownership element measures the effective ownership of enterprises by Black people, including how they are entitled to the voting rights and economic interest associated with the equity holding. Voting rights afford the rights to determine strategic and operational policies of an enterprise, while economic interests result in the accumulation of wealth by Black people.

In 2023, Black ownership decreased to 12.27% (2022: 14.4%) based on an analysis of mandated investments. Famous Brands' shares are publicly traded on the JSE, and many of our shareholders are ordinary South Africans who own shares through their pension funds and other investments.

Management control

Management control is exercised through the Company's governing bodies, including the Board and executive management. In July 2022, at the time of verification, the Board comprised 40% Black non-executive directors, with Black women making up 20%.

Read more about our Board and Exco composition on page 114.

Employment equity

The employment equity element tracks the Group's plans to increase the representation of Black people in the workplace and management positions.

Our employment equity score declined from 9.74 to 9.87. We are committed to our targets with the Department of Labour. The table below is for South African employees.

Quick fact:

Our South African employees are

66% male

34% female

89% Black (ACI)

4.55% people with disabilities, of which 4.40% are ACI

	Male				Female				
Occupational levels	**African**	**Coloured**	**Indian**	**White and designated groups**	**African**	**Coloured**	**Indian**	**White and designated groups**	**Total**
Executive management	–	1	–	1	–	–	–	–	**2**
Other executive management	5	2	4	24	5	1	2	10	**53**
Senior management	3	–	1	3	–	–	–	2	**9**
Middle management	30	7	10	40	29	2	6	35	**159**
Junior management	135	24	9	36	94	15	18	43	**374**
Semi-skilled	638	57	9	5	263	28	3	22	**1 025**
Unskilled	227	26	–	–	71	33	–	–	**357**
Total	1 038	117	33	109	462	79	29	112	**1 979**
Disabilities	36	15	1	2	30	5	–	1	**90**

Skills development

The skills development element measures the investment that Famous Brands makes in the training and development of its Black workforce to improve their skills and competencies. In 2023, our score for skills development was 20.00 (2022: 20.00).

Key projects included our partnership with the YES programme to provide a workplace experience to 160 young Black South Africans. We allocated approximately 6% of our total skills development budget on developing Black employees across all levels. Of this, 0.5% was spent at senior and executive management levels.

The HR teams play an important role in developing employees and supporting the Group in achieving its objectives. Training initiatives include the programmes detailed on page 95 and learnerships and internships.

Supporting people with disabilities

Famous Brands has offered people with disabilities learnerships since 2019. These learnerships sponsored qualifications in professional cookery and call centre operations. We experienced several challenges with these learnerships, including escalating costs to run the programme, high drop-off rates for learnership and minimal absorption of learners into our business. These challenges made it difficult for Famous Brands to meet our B-BBEE targets for training people with disabilities.

In 2023, we restructured the learnership programme and brought it in-house to run parallel with our normal recruitment processes. The intention is to recruit people with disabilities, wherever possible, to replace employees who leave the Group. Finding the right interns increases our overall base of employees with disabilities and lowers the number of learnerships required each year. Our employees with disabilities participate in ongoing training, which is offered to all employees.

This revised programme kicked off in November 2022 and we worked with recruitment agencies that specialise in these areas to select interns. We have begun building relationships with higher education institutions as a potential referral channel for interns. Since then, we have hired 61 interns.

We invested R11 million and developed training for employees on how to interact with people with disabilities and provide support for both the interns and hosting departments.

R4.4 million	R983 000	R12.5 million	249	130
spent on disabled training and development	spent on bursaries	spent on the YES Programme	learnerships and internships for Black people	learnerships for people with disabilities

Case study: Celebrating the success of the YES programme

Our collaboration with YES allows young South Africans to gain work experience while also developing a talent pipeline of trained baristas for our restaurants.

In February 2022, Famous Brands launched the Famous Brands Academy Barista Learnership in partnership with the YES Programme.

The learnership programme offered 159 unemployed youths a 12-month work experience. Of this, 120 youths underwent a training course on coffee and what it takes to be a top barista and 39 youths were placed as interns within the Group. The aspiring baristas were trained in all aspects of working in a restaurant through the Training Institute. They also completed the YES work readiness training programme with 25 modules on life skills, such as money management and digital literacy.

After completing their training, they were placed in franchise partner restaurants to gain valuable work experience for 12 months. At year-end, 104 youths graduated from the Famous Brands Academy Barista Learnership. We had an overall absorption rate of 91%, where 133 graduates of the YES programme have been employed at restaurants or within the Group.

YES is a South African non-profit initiative that brings together business, government and labour to address South Africa's youth unemployment crisis. The YES initiative allows for up to two B-BBEE levels of enhanced B-BBEE status recognition. This depends on the level of job creation against the prescribed targets and the subsequent absorption of the youths.

Our impact in numbers

84%
female youths placed. This is above the YES average of 58%.

77%
of youths come from grant recipient households.

79%
of youths have dependents.

+R9 million
into the community through youth wallets. An incredible contribution from a single entity.

Enterprise and supplier development

The enterprise and supplier development element comprises:

- **Preferential procurement:** the extent to which Famous Brands procures goods and services from suppliers with strong B-BBEE credentials
- **Enterprise and supplier development:** the financial and non-financial support to develop new or existing small and micro Black-owned enterprises

This element aims to improve market access for Black-owned businesses by incentivising corporates to support and purchase from these businesses.

In 2023, our score for preferential procurement improved to 20.76 (2022: 19.61). This reflects our increased focus on buying from Black, Black women-owned and qualifying small and micro-enterprises. We aim to improve the diversity and transformation of our supplier database. We focus on understanding the contributor level of each suppliers.

Suppliers between non-compliant and a level 5 contributor status are assisted with a transformation plan or replaced with a qualifying supplier. Each month we track B-BBEE certificates and monitor our supply chain B-BBEE initiatives.

1 890 suppliers supported	**R6.17 billion** spent with qualifying B-BBEE suppliers	**R893 million** spent with small and medium enterprises
911 small and medium enterprises supported	**R2.2 billion** spent with >51% Black-owned suppliers	**R1.7 billion** spent with Black women-owned suppliers

We invest in projects that further diversify our supplier base and improve the lives of our Black suppliers and their communities. Some key initiatives are detailed below.

Owner-Driver Programme

The Group's Owner-Driver Programme was established in 2010 to assist Black drivers in starting their businesses. The project contributes points to our B-BBEE scorecard while providing efficiencies and improved consumer service levels in our distribution network.

We have 27 owner-drivers in the programme, which has created over 75 direct jobs. Famous Brands injected R23.5 million of enterprise and supplier development support to these drivers. In 2023, owner-driver operated businesses delivered 6.4 million cases to our restaurant network.

Berlin Beef

Famous Brands has supported the Berlin Beef project in the Eastern Cape since 2018. The project aims to improve sustainable cattle production in previously disadvantaged communities while providing the Group with access to high-quality and locally produced beef. As the beef is from a B-BBEE-compliant supplier, Famous Brands receives enterprise and supplier development points from this initiative.

Over 90% of slaughtered stock comes from the commercial sector, although smallholder farmers farm 40% of cattle. The main limitations of smallholder livestock production are poor genetic make-up of the cattle and natural resources management. These limitations affect the quality and consistency of production and reduce the marketability of livestock.

This project aims to improve the quality of the existing cattle by introducing suitable and adaptable genetic material that the formal market will accept. The project also trains farmers on natural resource management to enhance their livestock production.

The project works with 188 Black smallholder farmers and 1 000 communal farmers based in 200 villages in the Eastern Cape. In 2023, the project allocated 200 breeding bulls and 10 000 breeding heifers to these emerging farmers. As each village has an average of 40 households, this investment will benefit approximately 8 000 families in the participating villages.

Berlin Beef project in numbers

R5 million per year Famous Brands will contribute a total of R20 million, made up of R5 million per year over four years	**188** Black beef farmers in the Eastern Cape are supported by the initiative	**18 500** calves on farms are taken care of by Black and land reform farmers under the mentorship and supervision of the fund	**800** jobs were created by this initiative	**3 750** people are direct and indirect beneficiaries in the Eastern Cape

Ground and Green – turning coffee grounds into eco-friendly products

Every day more than two billion cups of coffee are consumed across the globe. Most of the coffee grounds used to make those cups are thrown away, with six million tonnes sent to landfill every year . As great coffee is a key component of many of our restaurants' offerings, Famous Brands looked for an opportunity to develop a product based on used coffee grounds. Coffee beans contain natural oils and a fraction of these oils are released into a cup of coffee, this makes coffee grounds a viable alternative to wood-based fire products. Recycling coffee grounds into fire products prevents emissions from decomposing grounds and also harnesses their untapped energy to give them a second life as a useful product.

Famous Brands decided to launch the business opportunity as an enterprise and supplier development project and invited qualifying employees to participate. Vincent Madiboho was selected and entered into a partnership with Famous Brands. He now owns 51% of the new company, called Ground and Green. While the company was registered in February 2023, the journey to develop the product and branding took a full year. The project involved over nine months of research and development to transform coffee grounds from raw materials into effective products. Then, the products were further refined to reduce costs in the manufacturing process and ensure that they are easy to handle and package.

Today, Ground and Green collects coffee grounds from 47 Gauteng restaurants to be dried and prepared to be transformed into useful products. The first two products being a fire lighter and fire brick which are competitively priced.

Socio-economic development

Socio-economic development refers to financial and non-financial contributions to individuals or communities where at least 75% of the beneficiaries are classified as Black. Our socio-economic development initiatives alleviate poverty and hunger and support local investment in our communities. In 2022, Famous Brands spent more than R16.4 million on its CSI activities in South Africa.

Read more in our corporate social investment report on page 107.

Gift of the Givers Foundation	**R1 million** was donated to Gift of the Givers to support their hunger alleviation initiatives including feeding schemes, agricultural programmes and food parcels.
FOOD FORWARD SA	**R500 000** was donated to FoodForward SA to support their programmes that benefit more than 950,000 South Africans each day.
FNB VARSITY CUP	**R7.9 million** was invested in grassroots rugby development reaching 1 058 beneficiaries.
	R2.5 million was donated to support children who have cancer.
TEMBISA Child & Family Welfare Society	**R671 770** was spent to provide meals for the Tembisa Feeding Scheme.
smile foundation	**R371 850** was donated to Smile Foundation to help children with facial abnormalities and severe burns by providing them with surgery, psychological care and support for their families.
Rounda	**R1.1 million** to the ROUNDA initiative to support feeding schemes.
slipper day reach for a dream	**R1.5 million** donated to Reach for a Dream to assist children facing life threatening illnesses.
DOUGH NATION	**R1 million** worth of flatbreads created from excess pizza dough was donated to charities and organisations that feed children, the elderly, families, and other vulnerable groups.

Looking forward

We are committed to identifying additional strategies for all B-BBEE elements to transform our business further and contribute to a better South Africa. We are monitoring changes to B-BBEE legislation, including the Employment Equity Amendment Bill that will come into effect on 1 September 2023.

Our focus areas for 2024 are as follows:

- Maintain Level 2 B-BBEE status.
- Improve employment equity scores.
- Encourage non-compliant suppliers to comply with B-BBEE regulations.
- Strive to improve our enterprise and supplier development scores.

Corporate social investment report

Our CSI programme has been developed over several years to ensure a strong match with our brands and tangible benefits for our long-term CSI partners.

Our CSI Programme is professionally managed according to a policy framework and is seen as a brand building pillar across our Leading Brands portfolio in South Africa. Some of our CSI activities qualify for recognition under the socio-economic development pillar of the B-BBEE scorecard.

The Transformation Office, with guidance from the Social and Ethics Working Group and oversight from the Board's Social and Ethics Committee, is responsible for coordinating CSI activities. There is a high level of involvement in CSI activities from Leading Brands management and franchise partners.

Our franchise partners may also contribute to their own CSI activities with guidance from Famous Brands. Our franchise partners' contributions to CSI activities are celebrated at annual brand conferences.

Our CSI objectives

Our CSI policy and activities focus on:

- Long-term partnerships with reputable and effective CSI partner organisations.
- Supporting initiatives that enjoy broad-based stakeholder appeal.
- Avoiding unsustainable relationships and handout tendencies.
- Programmes that actively consult the beneficiaries in the programme design, implementation and evaluation.
- Quantifying the costs and benefits of the selected programmes in terms of their ability to contribute to capacity building, improving quality of life and sustainable development.
- Defining the roles and responsibilities of stakeholders and beneficiaries, with a specific emphasis on financial controls and corporate governance compliance.
- Gaining buy-in and commitment from our franchise partners.
- Contributing to the socio-economic upliftment of historically disadvantaged communities.
- Improving relationships with our existing stakeholders and engaging new stakeholders.

CSI initiatives

Each brand within the Leading Brands portfolio has its own CSI initiative, some established, some new, and some in development. Each CSI initiative is linked to the brand story, and activities elevate the profile of recipient non-profits and funds raised to allow them to sustain their activities. All brands report that supporting CSI activities lift employee morale at the restaurant level.

Over time, our CSI approach has evolved from being about 'what we do' to becoming 'who we are'. In 2023, we focused on driving increased franchise partner involvement in CSI activities and training their employees to promote campaigns and assist consumers to participate. We also showcased more CSI promotional material at restaurants, including posters and t-shirts. Most of our fleet of trucks now include CSI messaging in their branding.

IFA Lethu

In August 2022, Famous Brands launched IFA Lethu, which means 'our legacy', a CSI initiative that covers all our franchise partners' registered home delivery drivers in the event of accidental death or disability while on duty. Famous Brands fully funds the premiums for both the death and disability products. This unique offering gives us a competitive edge in retaining drivers while looking after their well-being.

Steers

Sports sponsorships

Since 2019, Steers has sponsored the Varsity Cup and Varsity Shield contests that showcase the best young rugby players. Steers also connects players with various scholarship programmes to ensure players continue with their education.

Quick fact:

According to Statistics South Africa, South Africa has a major hunger problem with 11% of the population suffering from hunger and malnutrition.

Steers ROUNDA

Steers has supported the ROUNDA initiative since 2018. ROUNDA is an initiative by the Nikela Charity Funding and Development Trust. Nikela means 'to give' in Zulu. The trust aims to combat hunger and alleviate poverty in South Africa. ROUNDA, which runs both in-store and online, enables consumers to donate an additional R1 when making a purchase.

In 2023, Steers raised R1.1 million (2022: R1.07 million) from its 'Feed the Flame' campaign to donate to ROUNDA to support the trust's feeding schemes.

Since its inception, Steers has raised more than R5.3 million for the ROUNDA initiative. The trust, together with Steers, selected FoodForward South Africa, a non-profit partner with a national footprint, to distribute the funds to feeding schemes throughout the country.

Debonairs Doughnation

Debonairs Pizza's Doughnation is an initiative that began in 2012. Our franchise partners transform excess pizza dough into flatbreads delivered to community organisations that feed children, the elderly and families in need. Our franchise partners and their employees select and partner with a community organisation from their community and are responsible for cooking the dough and making weekly deliveries. Doughnation runs throughout South Africa and Botswana. Over 65% of the Debonairs Pizza franchise partners consistently participate in Doughnation every week. In 2023, more than R1 million worth of flatbreads were donated to 946 charities and non-profits were supported by Doughnation.

The Debonairs Pizza brand supports Doughnation by incentivising quarterly franchise partners winners. The total prize money provided for Doughnation is R620 000. The four winning franchise partners donate the prize money to their community organisation and work with that organisation to determine the best way to spend the cash. The brand supports Doughnation through a dedicated newsletter where our franchise partners' CSI stories are shared with the network.

In 2023, Debonairs Pizza donated R900 000 worth of food to the KwaZulu-Natal region to support those affected by the April 2022 floods.

Wimpy and Reach for a Dream

Wimpy has supported the Reach for a Dream Foundation since 2013. For 34 years, Reach For A Dream has been offering children a magical moment to regain their childhood lost to an illness.

Wimpy and other corporate sponsors support the foundation's annual Slipper Day event in May. Wimpy consumers can purchase a Slipper Day sticker for R20 or donate. For every sticker purchased, or every donation over R20, Wimpy rewards consumers with a free coffee to be enjoyed on Slipper Day. In 2023, Wimpy raised R1.5 million for Reach for A Dream through Slipper Day contributions.

Case study: Wimpy partners with Ethnikids to launch a series of children's books

In September 2022, Wimpy commemorated National Literacy Month and Heritage Month by launching a series of five children's books celebrating South Africa's rich diversity. This is the second year the brand has collaborated with the online children's bookstore Ethnikids to make African stories accessible to children in their home language.

The books embrace the vibrant heritage of local folk tales in all 11 official languages. The original stories are created by local authors and illustrators and celebrate South African creativity and encourage a culture of reading.

South Africa faces a literacy crisis, with 80% of 10-year-olds unable to read in their native languages.

Ethnikids, an online bookstore, was established by five mothers in 2016. The bookstore was founded to sell books that feature characters of colour in various South African languages. In South Africa, mother tongue books are not easily available, and most children's books lack our cultural context. There is a profound psychological and educational benefit of children reading books in their first language and being able to relate to the content in African stories.

Children receive a free book with every Wimpy Kids Combo meal. The translated versions in 11 official languages and in Khoe/Nama, the language of the Khoisan people, including audiobooks, are available for free download on Wimpy's website.

The partnership speaks to Wimpy's positioning as a family-friendly, proudly South African restaurant.

Mugg & Bean

Cupcakes for Cancer

In 2023, Mugg & Bean marked its ten-year partnership with Cupcakes of Hope. The non-profit helps between 100 and 130 families every month by either paying for their medical treatment or assisting with everyday expenses like transport money to and from the hospital, healthy food, clothing and nappies. The Mugg & Bean brand ethos of generosity perfectly fits the generous contributions that Cupcakes of Hope make to families in need. As Cupcakes of Hope expanded, Mugg & Bean also grew its support each year. Mugg & Bean has a donation portal on its website for Cupcakes of Hope and consumers can donate any amount via a safe and secure donation form. The portal can even generate a consumer tax receipt if required.

In 2023, Mugg & Bean expanded its support of Cupcakes of Hope from one month to the full year. For every Giant Muffin sold, Mugg & Bean donated R1 to Cupcakes of Hope. In September 2022, which is Childhood Cancer Awareness Month, the brand donated R5 for every giant muffin purchased. This meant that Mugg & Bean franchise partners could raise a new record of R2.5 million for the charity (2022: R1.1 million).

Milky Lane

The Smile Foundation

Milky Lane has supported the Smile Foundation since 2018. Founded in 2007, the Smile Foundation has helped over 4 000 disadvantaged children with facial abnormalities, including cleft lip and palate, facial paralysis and burns, receive life-changing corrective plastic and reconstructive surgery.

Milky Lane franchise partners host fun events, including cycling challenges, to raise funds for the foundation. Our franchise partners actively participate in these events and provide Milky Lane vouchers as prizes. The brand gives children who have just undergone the procedure a gift bag with a teddy bear and blanket. In 2023, the brand matched our franchise partners' contributions to donate R102 000 to the foundation. This enabled one child to receive an operation.

Milky Lane's partnership with the Smile Foundation extends its brand promise of sharing smiles and feeling good.

Tembisa Feeding Scheme

Famous Brands Head Office has been a major supporter of Tembisa Child and Family Welfare since 2020. The canteen at the Group's Midrand Campus supplies the organisation with meals for a daily feeding scheme for 80 children and staff members.

Tembisa Child and Family Welfare was founded in 1986 to care for abandoned, abused, neglected children and HIV/AIDS infected orphans. The organisation works to place children with foster or adoptive families. The organisation also creates local employment through projects such as a sewing school, a bakery, food gardening and soap recycling.

Famous Brands started the CAN Initiative in March 2022, to encourage employees to donate canned food to the charity. In December 2022, we delivered over 4 000 canned food items which were distributed to the children and their families in the broader Tembisa community.