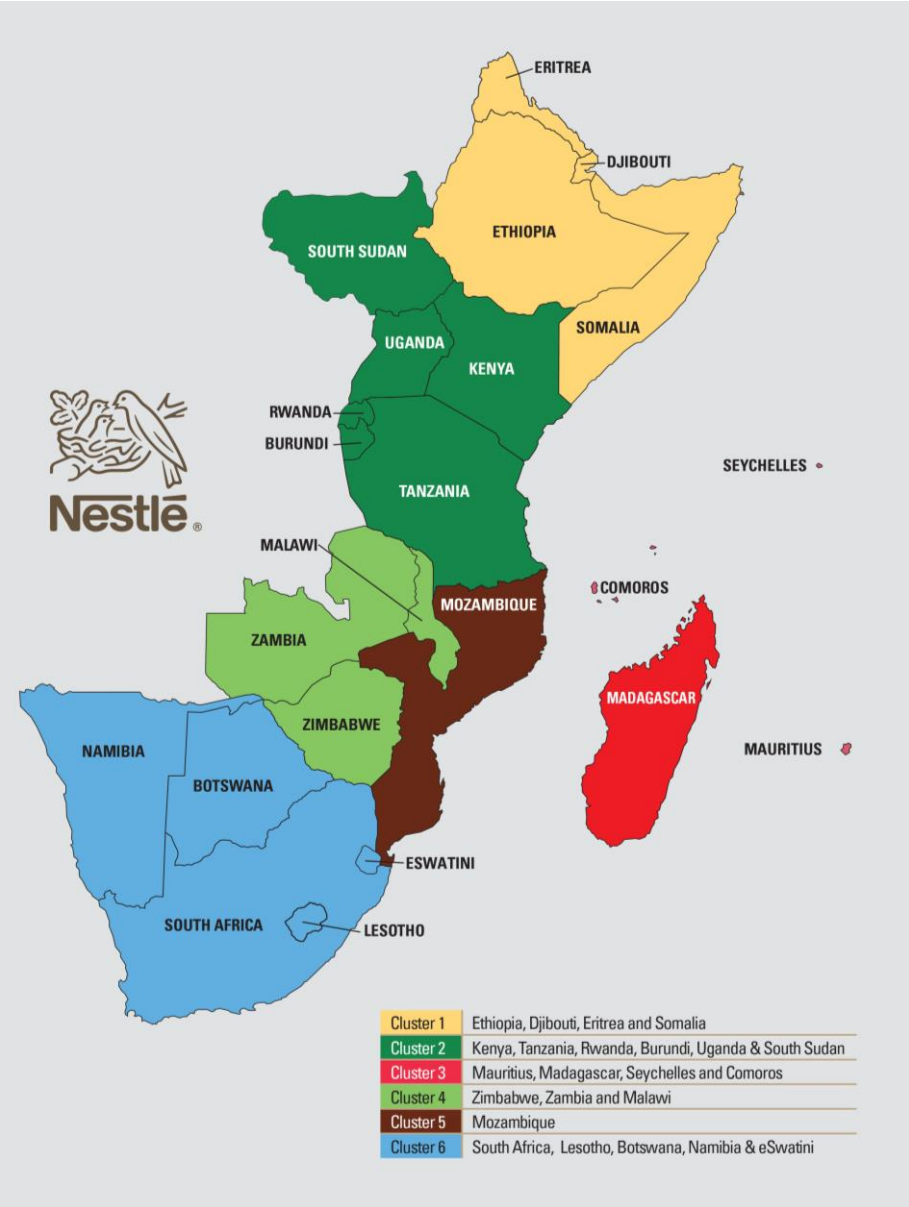
Nestlé Good food, Good life

The Nestlé East & Southern Africa Region Transformation Story

28 April 2021

Nestlé East & Southern Africa Region: A region spanning 23 countries



TOTAL NESTLÉ ESAR HEADCOUNT
3,211

OFFICE BASED EMPLOYEES IN NESTLÉ ESAR **1,235**

SHOPFLOOR BASED EMPLOYEES IN NESTLÉ ESAR **1,976**

% MALES IN ESAR
60%

% FEMALES IN ESAR
40%

Our purpose. . .

Unlocking the power of food to enhance quality of life, today and for generations to come

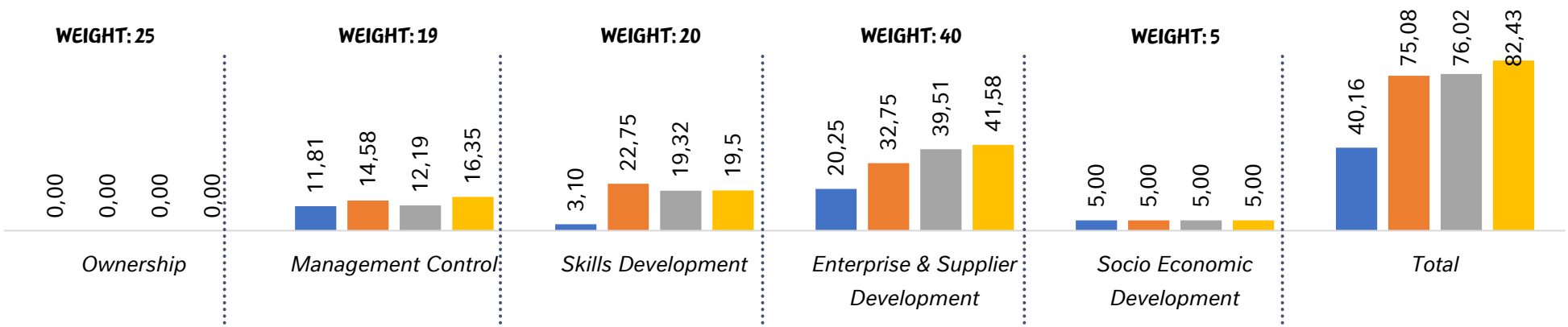
Creating Shared Value is our business approach, aligned to purpose

Our Transformation Story: From non-compliance to Level 3 in 3 years

	2017	2018	2019	2020
BBBEE Level	**Non-Compliant**	**6**	**4**	**3**

Versus

Company	Level
Unilever	8
Mondelez	8
Tiger Brands	7
Coca Cola	4
AVI	5



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Our Challenges over the years; mindset shift from burden to opportunity

- BBBEE **strategy not clearly articulated**
- Driven as **HR initiative**
- Gap in BBBEE **understanding, knowledge & appreciation**
- No effective **governance structures**
- Lack of **processes & systems**

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Our actions to improve our scorecard with focus on systematic and persistent interventions

Management Control / Structures

- Right people
- Succession planning

Skills Development

- Record training
- Differently Abled learners placement

Preferential Procurement

- Procurement criteria:
  - Small Business
  - Suppliers with BEE certificates

Enterprise & Supplier Development

- Partner with small black owned businesses

YES Programme

- 3rd year
- 200 unemployed black youth each year
- Majority get employed

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Makhoba community model demonstrates transformation in action

Corporate + Community + Implementation Partner = YES 4YOUTH .CO.ZA / Nestlé needs YOUth

Community impact partnership in support of national YES Youth Employment programme (YES4YOUTH) and Nestlé Needs Youth

BBBEE points from project

Sourcing of Dairy from Farm

Youth Empowerment & Employability

Youth capacitated	Men capacitated	Women capacitated	Training Modules completed	Training Hours delivered
200	103	97	11	695

Our Success to date; better D&I&B as well as Level 3 BBBEE

1. Transformation committee in place as a governance structure
2. Effective Affinity Networks
3. Improved black female management representation
4. Strong female pipeline
5. Technical & Production hiring 80% females in graduate program

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Nestlé

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