

WORKPLACE MANAGEMENT SOLUTIONS ACROSS AFRICA MIDDLE EAST



TSEBO

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

Facilities Management. Remote Camps. Catering. Cleaning. Protection. Hygiene. Energy. Procurement.

THE COMPANY SUPPORTING THE BEST COMPANIES ACROSS AFRICA MIDDLE EAST



FACILITIES MANAGEMENT



REMOTE CAMPS



CATERING



CLEANING



PROTECTION



HYGIENE



ENERGY



PROCUREMENT

ISO 9001 Quality Management

We hold the internationally recognised QMS standard, a powerfully designed business quality tool ensuring continuous improvement.

ISO 9001: 2000 ISO 9001: 2008

ISO 14001 Environmental Management

We follow the specific EMS standards for handling environmental issues within an organisation.

ISO 14001: 2004

ISO 22000 Food Safety Management

We are proudly compliant to specific FSM standards, with a system which ensures that all organisations in the food chain control safety up to the time of consumption.

ISO 22000:2005

OHSAS 18001 Occupational Health & Safety

We eliminate or minimise the health and safety risks of our activities for employees and other interested parties.

OHSAS 18001:2007



FOOTPRINT AND OPERATING EXPERIENCE

28 Countries
47 Years
47 Offices
5 300 Sites
40 000 Employees

OUR DIFFERENCE

LOCAL EXPERTISE

GLOBAL STANDARDS

Leaders in **Community Empowerment**

Deep Roots in Local Communities

Our extensive local CSR programmes bring community development through programmes on entrepreneurship development, adult education and literacy, support for the vulnerable, health and wellness initiatives and employment of the disabled. **We have created over 30,000 jobs and upskilled over 250,000 staff since 2003.**



Uplifting and Supporting **Local Communities**

Community Engagement through Developing Local Supply Chains

Over 90% of inputs are sourced locally across AME, through **25 years of localisation experience** built into our business processes, systems and strategy.



A Market Leader in **Skills Development**

Sheer Professionalism from the Ground Up

Tsebo is the largest industry skills developer on the continent. **We train over 20,000 people annually** and partner with leading institutions to create careers of opportunity.



Customer-centricity in Everything We Do

Unique Customer-centricity Systems Ensure Clients' Needs Come First

Tsebo sets the world industry standard in deploying systems that measure, track and enhance client satisfaction. **Tsebo has a 4% annual client churn rate vs the 6-7% global benchmark in Workplace Management solutions.**



Innovation that Never Stands Still

Leading Edge Technology for Simplicity, Speed and Quality

Tsebo utilises technology to **enhance human performance in a labour-centric business model**. This creates continuous improvement in client value and experience.



An Obsession with **Quality Systems**

The Assurance of Global Quality Standards – ISO 9001, ISO 22000, HACCP, OHSAS

Leading multinationals rely on Tsebo to measure quality on their terms – time, productivity, efficiency and values. **Our ISO 9001 quality system delivers precision and reliability over distributed, large-scale operations.**



Highest Standards of **Health and Safety**

The Knowledge and Experience of Danger To Keep You Safe – ISO 18001

Our ISO 18001 OHSAS Framework incorporates **250+ safety procedures, 50,000 hours of H&S training annually**, and +5 million hours of H&S experience. We work in hostile, dangerous environments daily, with minimum incident.



Reliable Partners in **Corporate Risk Management**

The Security of Best Practice Systems

Tsebo operates a time-tested, globally benchmarked Risk Management Methodology – procedures, audits, training and processes that identify and mitigate our clients' operational, strategic, financial and intellectual risk.



Ethics at the Heart of Our Business

Zero Tolerance, Complete Transparency, No Exceptions

Tsebo's Governance and Ethical Compliance Framework subscribes to the **European SAPIN II** Laws on transparency, anti-corruption and compliance, the **US Foreign Corrupt Practices Act**, as well as the **King IV Governance Statutes** and **UN Global Compact Principles**.



Passionately **Protective of the Environment**

A Partnership based on Lean, Green and Responsible Values

Tsebo's ISO 14001 Environmental Management Standards minimise energy consumption, optimise responsible practices and maximise recycling. They are designed to be cyclical rather than linear, and innovate for sustainability.



OUR VALUES

As the leading workplace management solutions provider across Africa Middle East, we provide employment for more than 40,000 people and form an important part of many societies.

Our values underpin who we are and serve to direct our thinking, our decision-making and the way we conduct our business as ‘One Tsebo’.

The four Tsebo values support our vision, shape our culture, and reflect what we value.

Our values guide our actions and behaviour. They influence the way we work with each other, the way we serve our clients and engage with our communities.



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

INTEGRITY



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

ENTERPRISING



We care for people, communities and the environment.

CARING



We are industrious, efficient and dependable.

DILIGENT

TSEBO'S INTEGRATED WORKPLACE MANAGEMENT SOLUTIONS THAT SUPPORT YOUR SUCCESS



WHAT WE MANAGE FOR OUR CLIENTS

WHAT OUR CLIENTS FOCUS ON



DELIVERING MEASURABLE BUSINESS BENEFITS THAT IMPROVE PROFITABILITY AND PRODUCTIVITY

Lower Complexity

Improve Asset Values and RONA

- Asset Life Extension
- Optimised Capital Spend
- Optimal Real Estate / Space Utilisation
- Improved Cash Management / Liquidity
- Project Execution

Lower Cost

Improve Overheads / Revenue and Gross Margin

- People Costs
- Overheads
- Optimised Procurement / Economies of Scale
- Minimised COS / Inputs
- Minimised Repair Costs

Lower Risk

Reduced Business Risk Profile

- Operational Risk Management
- Health & Safety
- Governance and Ethics (3rd Party Contracting)
- Regulatory Compliance
- Risk Transfer to Outsourced Partner
- Embedded Risk Mitigation Processes

Improve Competitiveness

Improve Brand Execution Capability

- Great Brand Image & Customer Experience
- Built-In Business Continuity
- Optimal Project Speed of Execution
- Ergonomics and Staff Morale
- Environmental Credentials
- Increased Flexibility and Mobility

Improve Efficiency

Business Partnership that Creates Value

- Single Source of Communication and Decision Making
- Consistency of Management Approach Aligns to Client Culture
- Standardised Measurement and Reporting
- Consistency in Performance Management
- Simple Invoicing

Improve Productivity

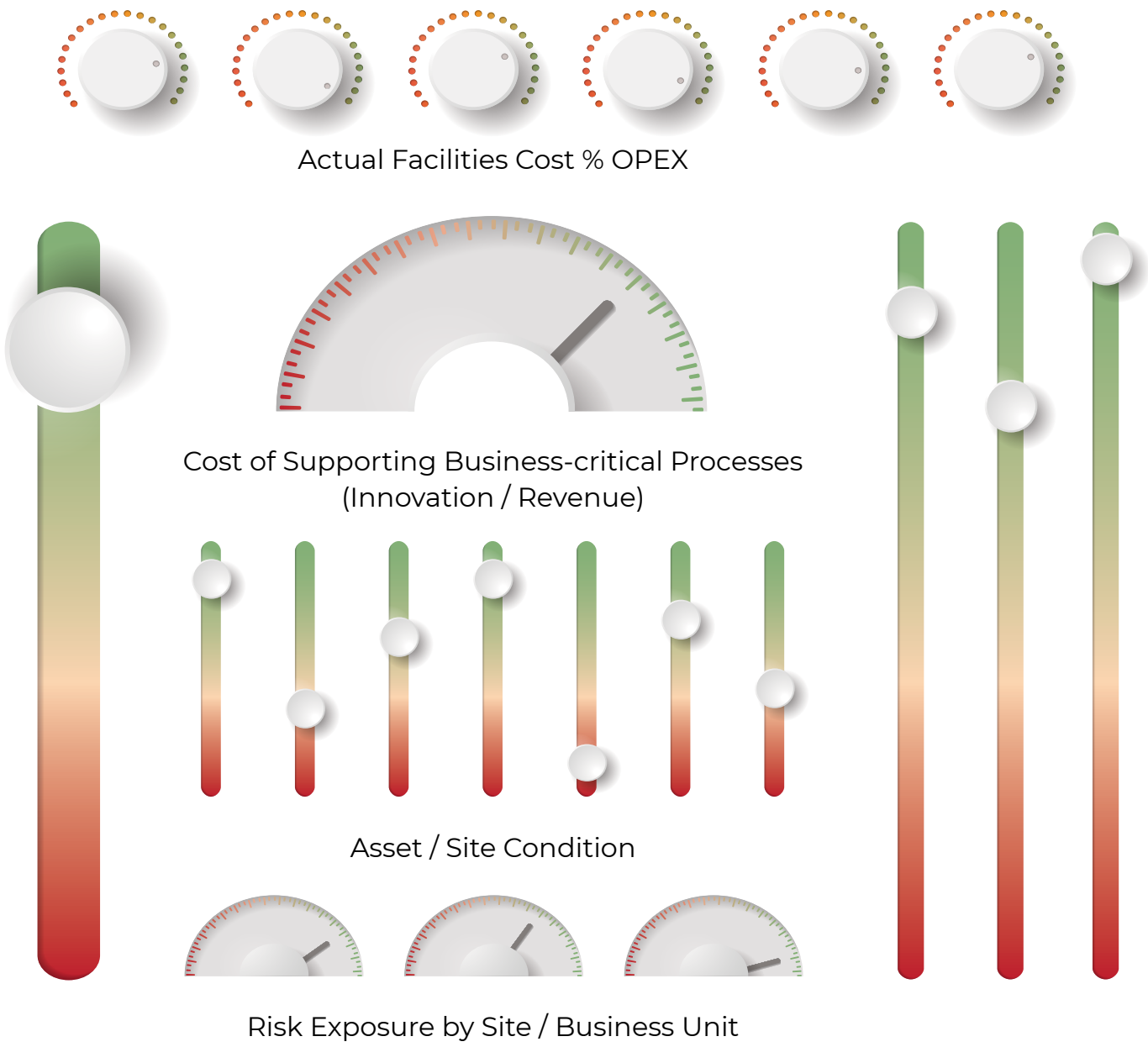
Reduced Clutter and Optimal Focus

- Management Focus on Core Business
- Cost Visibility & Transparency / Granularity
- Integration of FM Technology
- Continuous FM Best Practice
- Reduced "Complexity in The System"

Costs

Revenue

GIVING YOU A NEW LEVEL OF VISIBILITY AND CONTROL OVER WORKPLACE PRODUCTIVITY METRICS



EXTENSIVE EXPERIENCE GAINED ACROSS AFRICA MIDDLE EAST INDUSTRY SECTORS



Over 10 years' experience in delivering integrated, full life support solutions to drilling rigs up to 60km offshore. Our clients include leading multinational drillers.

OIL AND GAS



Over 30 years' experience across 28 countries, delivering integrated camp management solutions for camps housing up to 5,000 people, often in inaccessible locations.

MINING AND RESOURCES



Four decades of experience in delivering integrated solutions to multinational financial institutions, professional services firms and corporate offices.

CORPORATE AND FINANCIAL SERVICES



Delivering comprehensive solutions that meet the precise needs of motor manufacturers, commodity processors, petrochemical plants, consumer goods producers and pharmaceutical providers for **over 20 years**.

MANUFACTURING



Over 25 years of close partnership with the largest private and public providers in AME, delivering tailored, integrated solutions.

HEALTHCARE



Tsebo has delivered integrated solutions to leading private and public schools and tertiary institutions for **over 30 years**.

EDUCATION



Decades of partnership with leading resort chains and independent groups, delivering customised industry solutions.

LEISURE AND HOSPITALITY



Over 20 years in partnership with leading regional and international retailers, delivering highly specialised solutions for distributed environments.

RETAIL AND WHOLESALE

OIL AND GAS SOLUTIONS



The recognised leaders in life support services

Tsebo has **deep-rooted experience operating on-shore and off-shore drilling rigs.**

The average off-shore rig has approximately 80 people on board (POB) who work in a cramped and difficult environment for long periods of time. Under these harsh, dangerous working conditions, the level of productivity depends on life support solutions that maintain morale, health, safety and quality.

The demands of rigs are about more than just providing these services – supply chain management is critical. Using various mechanisms, from barging to air freight, Tsebo manages services end-to-end, thereby avoiding impact on production. We understand the demands of taking care of an on-board team on crew rotations of 30 to 45 days. We understand the need to ensure that supply chain, food quality and variety, staff attitudes and health and safety matters are always working perfectly.

We operate according to HACCP and utilise HUET (Helicopter Underwater Escape Training), H2S, First Aid, Fire Fighting, and other essential skill requirements as standard. Tsebo delivers thorough, exacting standards of discipline and efficiency, understanding that the productivity of the entire operation relies on consistent performance excellence.

MINING AND RESOURCES SOLUTIONS



Integrated remote camp facilities anyway, anyhow, anywhere.

Tsebo operated several large camps during the **West African Ebola Epidemic (2013–2016)**, with **zero interruption** and **zero incidents**.

Tsebo operates an entire town adjacent to a large mine in a remote location, providing **all municipal services**.

Tsebo is the leading established remote site and workplace management solutions provider across AME, providing integrated solutions to camps and mining operations.

Mining operations exist in rural, often remote locations. These massive capex operations are highly sensitive to production disturbances, which can create risk to investors and local communities. Large remote sites require world-class, integrated workplace management solutions.

Quality of processes and systems is critical. Without thorough, tested processes, the entire operation is placed under risks such as food safety, access control and disease and/or infection. These issues are more severe in remote locations where help is limited or far away. A remote camp operator literally has the lives of the staff in their care. Health and Safety and quality standards training are paramount, and are a core requirement of Tsebo's industry solutions.

Corporate Social Responsibility (CSR) is a central requirement, and Tsebo is skilled in developing local-to-source supply chains within client communities. The result is real transformations of these communities through training and development, and small business empowerment.

Localisation is an imperative, and Tsebo not only invests in communities, but our local content sourcing is responsible for over 90% of total procurement. Thus, a Tsebo solution provides community beneficiation, creating harmonious relationships and improved productivity on-site. Tsebo has the experience across geographies, cultures, languages and commodities to support any mining operation across AME.

CORPORATE AND FINANCIAL SERVICES SOLUTIONS



A workplace that is brand-enhancing for clients and staff, underpinned by a thorough risk and compliance framework

Diversity in solution design is key in this sector, given how distributed and varied the number and nature of sites can be. Tsebo implements a service framework of multiple site-specific standards under a single Master Agreement.

Tsebo ensures that corporate offices reflect the brand essence and maximise staff retention, and simultaneously keeps complex networks of ATMs, cash centres, warehouses and factories operating efficiently. We are trusted with maintaining client Data Centres that not only transact, but also ensure the economic liquidity of entire nations.

Our Risk Management processes are unique, from physical access management to secure document management, data destruction and risk profiling.

Tsebo supports the Compliance Framework of global financial institutions, providing everything from global standards in reporting and auditing, to full 3rd Party Attestation. Tsebo creates this weave by deploying specialist teams that understand unique industry business drivers and compliance standards.



MANUFACTURING SOLUTIONS



Lean production facilities that support productivity and quality

Our catering division has served 6,000 meals in a 20-minute production window flawlessly for over 10 years at a large motor plant, including the serving of highly specialised expat meals.

Tsebo sites routinely maintain a **75% ratio of Planned Preventative Works** to Reactive Works, supporting our clients' efficiency.

Tsebo supports manufacturing plants in many industries, and understands how production differs between food and vehicles, chemicals and electronics. Our teams traditionally work outside the line, but closely support client technical teams to ensure zero production disruption.

The Tsebo difference is that our process framework is completely tailored for each type of factory or plant, so that it is unique to that site.

A production facility relies on its infrastructure. The simple maintenance and weatherproofing of the roof structure of a paint shop facility in a manufacturing plant is mission-critical to productivity. Manufacturing sites often use highly specialised equipment that requires careful looking after, such as nuclear welders sensitive to dust, or food processors vulnerable to contaminants. Tsebo ensures that conditions for optimal performance and quality are maintained.

We ensure that our teams continuously adhere to client safety protocols. We place huge emphasis on site induction, ongoing training and the maintenance of safety standards. Tsebo deploys integrated teams dedicated to our clients' production efficiency, every hour, every shift.

HEALTHCARE SOLUTIONS



Facilities that promote healing and patient wellness

Tsebo manages the facilities of the largest specialist referral hospital in the Southern Hemisphere. In 2014, they partnered with a surgical team to conduct the longest recorded single medical operation: a marathon 48-hour procedure to successfully separate conjoined twins.

After flooding caused the closure of an adjacent facility, **Tsebo commissioned an additional 30% capacity for a leading hospital in under 4 hours, enabling patients to be moved and accommodated.**

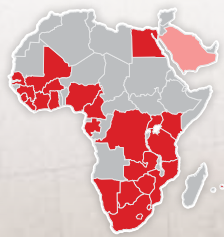
Cleanliness and infection control are of paramount importance in healthcare. The simple task of moving assets around the site – of little consideration in other industries – needs to be precisely planned and managed in healthcare, in order to prevent the spread of infection and avoid cross-contamination.

Healthcare facilities are high-tech environments which make use of specialised equipment - maintaining this equipment requires an understanding of how to manage gases, reticulation, sterilisation, suction and lighting equipment. Every surgical cycle requires sterilisation and the precise use of consumables, detergents and materials. Tsebo's staff is highly trained in all of these elements, and can routinely turn around an operating theatre in under 7 minutes.

There is more to hospitals than theatres, wards and ICU requirements. Tsebo maintains specific conditions of temperature and ventilation to prevent infection, and in such environments, it is procedure to run weekly "black starts", to test that electrical cutovers to generators are 100% seamless.

Tsebo has deep knowledge in healthcare catering. A team of dieticians produces a range of over 20 different healing menus for specific medical conditions. These are prescribed by doctors as essential to healing. The maintenance of a triple back-up system on critical assets and processes is standard, ensuring that all infrastructure is sound. Waterproofing is particularly key, as water can be highly instrumental in the spread of infection. Tsebo operates under the Centers for Disease Control and Prevention (CDC) protocols.

PUBLIC SECTOR SOLUTIONS



Partnering with the public sector for service delivery

The Public Sector is mandated to deliver services, and partnering with Tsebo powers this agenda, particularly through the use of PPP's (Public Private Partnerships).

Tsebo successfully partners with numerous public entities on several PPP's. Public entities benefit through access to capital, management expertise and technical skill, together with long-term planning certainty.

Tsebo's experience in managing PPP's delivers continuous availability and outstanding asset maintenance. This translates into a core benefit of a PPP: that state assets are preserved and enhanced with a view to handing them back to the entity in the future in excellent condition. This is a responsible and effective way of utilising state resources for social benefit.

Benefits of the Tsebo PPP approach also flow through to communities. Long-term programmes for local procurement and employment are inherent in PPP's, as well as local business and community development. A PPP never exists in isolation – it is an effective means to create opportunity.

LEISURE AND HOSPITALITY SOLUTIONS



Memorable guest experiences through an obsession with detail

Tsebo has managed on-site animal sanctuaries, and adapted the colour scheme of the surrounding environment to **influence animal comfort and behaviour.**

Tsebo understands that guest perceptions are highly influenced by the appeal of the facilities, and that the tiniest imperfections are noticed and not easily forgotten.

Our leisure solutions division focuses on the smallest aspects of guest experiences – to us, a small blown bulb in the reception area is a priority-one fault and a guest bed turndown, a critical service line item. The leisure industry is not a “steady-state” operation; its operating model must withstand the constant fluctuations in demand, and the facilities solution must seamlessly adapt to changes in occupancy levels impacting on the cost per room. Our scalable solutions deliver this.

Guest experiences are everything. Our operational practices are designed to be completely unobtrusive – maintenance happens after hours, and our staff are trained in sensitive guest interactions.

Leisure is a high-capex environment and much of it is highly sensitive. A simple discipline like controlling and minimising power fluctuations can dramatically reduce damage and costly maintenance. Our staff training focuses on the management of guest relations under pressure – managing the customer’s emotions in every interaction. Tsebo carries its clients’ brand experience in leisure with pride. Your guests are our guests.

RETAIL AND WHOLESALE SOLUTIONS



Enticing shopper experiences built on a low-cost operational framework

We even assist with **store design**, optimising aisle layouts to reduce wastage and theft.

Tsebo understands the low-margin, high-volume retail business model, where small operational changes can scale into significant bottom-line impacts.

Maintaining pleasant store environments is essential. Everything from lighting, ventilation, temperature, clutter, exterior and interior aesthetics all influence shopper loyalty and their propensity to spend.

Tsebo maintains front-of-house appeal while optimising value chain cost efficiencies and driving down overhead costs. Simple elements of our retail solution include floor cleaning techniques that last for longer and energy-efficient lamping for electricity cost savings.

Our retail solutions are highly distinctive in their operational structure. Help desk and support teams align to store opening hours, maintenance teams are configured for fast deployment to sites which are widely distributed over large geographical areas, solutions are geared to support multiple store sizes and formats, and labour practices are geared for seasonality and flexibility.

Tsebo retail solutions keep you trading efficiently, from high prioritisation of till-point repair to specialised preventative maintenance of chilled equipment, to ensure shelf availability and minimal wastage.

EDUCATION SOLUTIONS



Helping to educate tomorrow's leaders



A place of learning is a community in itself. Tsebo works with leading universities, colleges, and private and public schools to deliver learning to every pupil. This requires a specific solution design – one that is built for cost optimisation with maximum personal focus.

Many educational institutions need to run on fixed, tight budgets in an environment that is exceptionally fluid, with constant new demands in the form of technology, regulation, social demands and increasing scope. With limited sources of income, these institutions need to optimise their asset base for longevity, de-risk their operating model and use all possible sources of efficiency to reduce the “drain” on operating income caused by non-educational activities.

Tsebo creates value in many ways. By optimising the existing asset portfolio, it maximises the “return to the pupil”, enhancing the educational outcome. It removes a major source of distraction from the educational staff, leaving them free to focus on their passion for education. Tsebo has even innovated in supporting education. Our catering products are designed to work in conjunction with educational materials to teach learners about healthy eating. Tsebo teams operate as an integral part of the school community, enabling enhanced learning while providing educators with more resources to focus on the job of education.

GLOBAL STANDARDS OF OPERATIONAL EXCELLENCE

The Tsebo Solutions Group is committed to internalising internationally recognised best practices. As such, we embrace policies and invest in accreditations and certifications in order to deliver the best services to our clients.

ISO 9001
Quality Management

We hold the internationally recognised QMS standard. A powerfully designed business improvement tool ensuring continuous improvement.

ISO 9001: 2000 ISO 9001: 2008

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Environmental Management

We follow the specific EMS standards for handling environmental issues within an organisation.

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Food Safety Management

We are proudly compliant to specific FSM standards with a system that ensures all organisations in the food chain control safety up to the time of consumption.

ISO 22000:2005

OHSAS 18001
Occupational Health and Safety

We eliminate or minimise the health and safety risks of our activities for both employees and other interested parties.

OHSAS 18001:2007



Our global standards across operational delivery, health and safety, financial management, operational procedures, business transparency, tax and regulatory compliance, labour management ethics and governance, skills building and use of technology all enable us to deliver the highest quality services and provide clients with absolute confidence.



Anti-Bribery and Corruption (ABAC) Policy

Tsebo has a zero tolerance policy on theft, corruption and inducements.



Code of Ethics and Good Business Practice

Tsebo subscribes to the ethical principles underpinning good corporate governance as laid out in King IV (responsibility, accountability, fairness and transparency) and the UN Global Compact Principles on human rights, labour, the environment and corruption.



Internal Audit

Tsebo's internal auditing is an independent, objective team of compliance professionals that ensure our operations are conducted according to world-class compliance standards. This assures our clients that they are in safe hands. It brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

We have zero tolerance on bribery and corruption



CORPORATE CITIZENSHIP

WE **DEVELOP** PEOPLE, TO **SERVE** PEOPLE, TO **UPLIFT** SOCIETY ACROSS AFRICA MIDDLE EAST



West, Central and East Africa

In 2015 alone, we trained 4,700+ people. Impacted community and local supply represented over 91% of total procurement for the period.



Sierra Leone

Internship programme for graduates and students from local vocational and technical institutions. Management, leadership, business and marketing training for leaders of community suppliers.



Côte d'Ivoire

Health and safety training programme for bread supplier, Boulangerie Centrages. Food safety training programme for local food vendors.



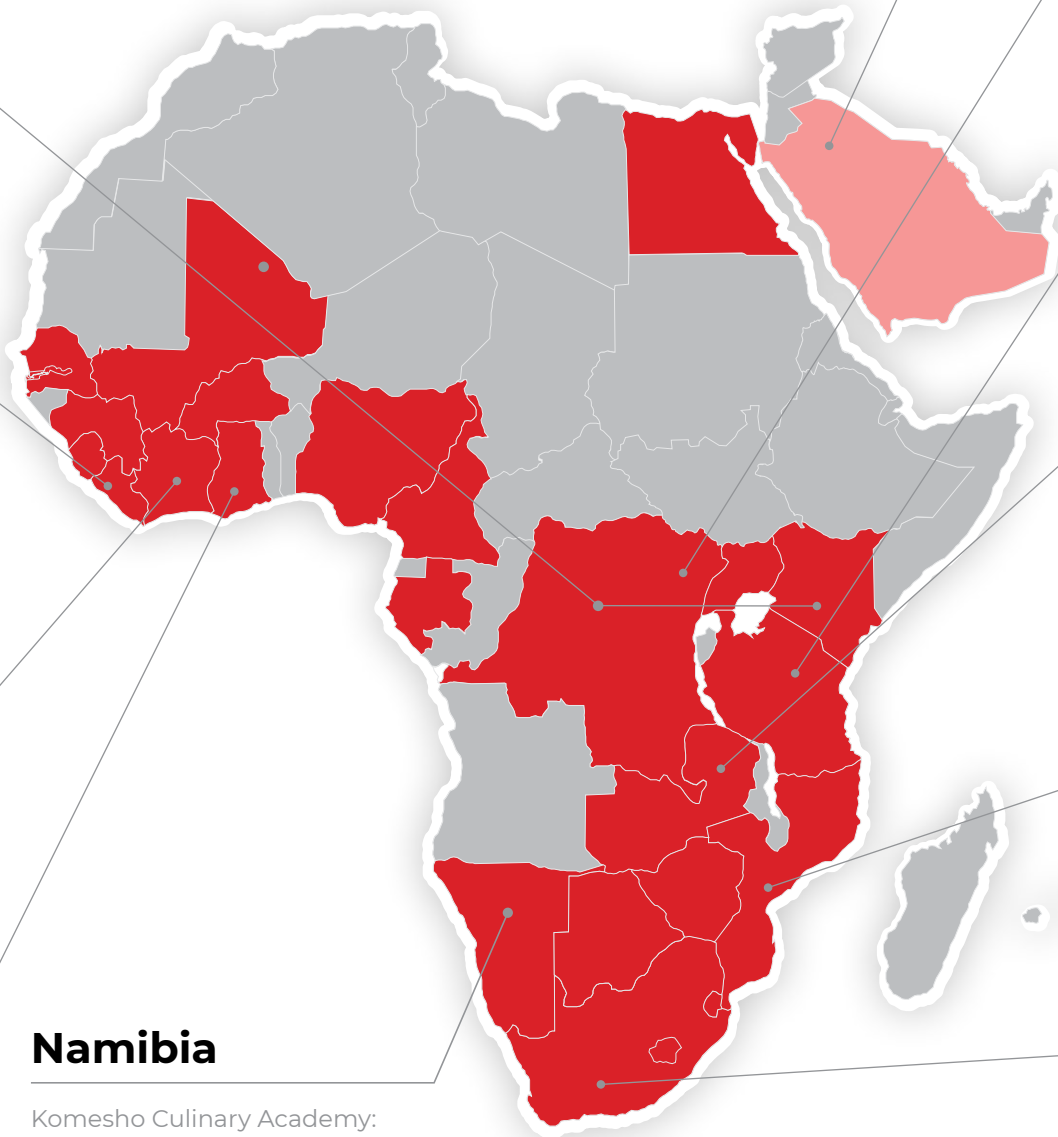
Ghana

Basic bookkeeping training for local vendors. Food safety training for street food sellers within the local communities. Good farming practices training for community farmers. Hygiene and sanitation training for street food sellers and community suppliers.



Namibia

Komesho Culinary Academy: trains previously disadvantaged youths. Leatherworking training for local women in Tutungeni. Joinery Project – now a thriving kitchen design and installation business.



Saudi Arabia

Aligned to the Nitaqat system / Saudisation policy, Tsebo established the first and largest industry training centre in the region, providing hundreds of candidates with marketable skills and management competencies.



DRC

By 2016, we increased local suppliers from 2 to 45. 98% of the workforce is from local communities: 200 jobs created. 26% of supply procured.



Tanzania

Business and marketing training for suppliers of fruits and vegetables in Mtwara.



Zambia

Investment in local businesses: a baked goods business increased weekly productivity by 400%. Incubating local aquafarming businesses to supply operations. Catering internship programmes. Agronomic training programmes.



Mozambique

Training farmers in effective growing methods: now grow 90% of the produce necessary to feed 10,000+ people at nearby operations.



South Africa

Extensive support for charitable initiatives and good causes are channeled through our Tsebo Foundation. Establishing SMME suppliers in rural areas. HIV and Wellness programme. Partnering with clients in connected CSI programmes.



HUMAN CAPITAL

Developing our people is the foundation of our purpose and the key to your success

Leadership development:
100 managers sponsored
for post-grad MBA / MAP
studies with a
leading African
Business School



Our people
understand Africa
Middle East as only
true locals can



**Annual
basic skills
development for
20,000+ staff**

USD 4 million
earmarked for
skills development
in **2017 / 2018**

Over 50 Nationalities

Over 30 Languages
Spoken

**Diverse
workforce**
in a
motivating
company
culture



We have
our own
**In-house
Training
Institute**



**People development
at all levels**

Mentorships, and fully-fledged
facilities management careers,
at the core of the business. **1,200
learnerships and apprenticeships.**



HISTORY

Nearly 50 years of supporting the best companies across Africa Middle East



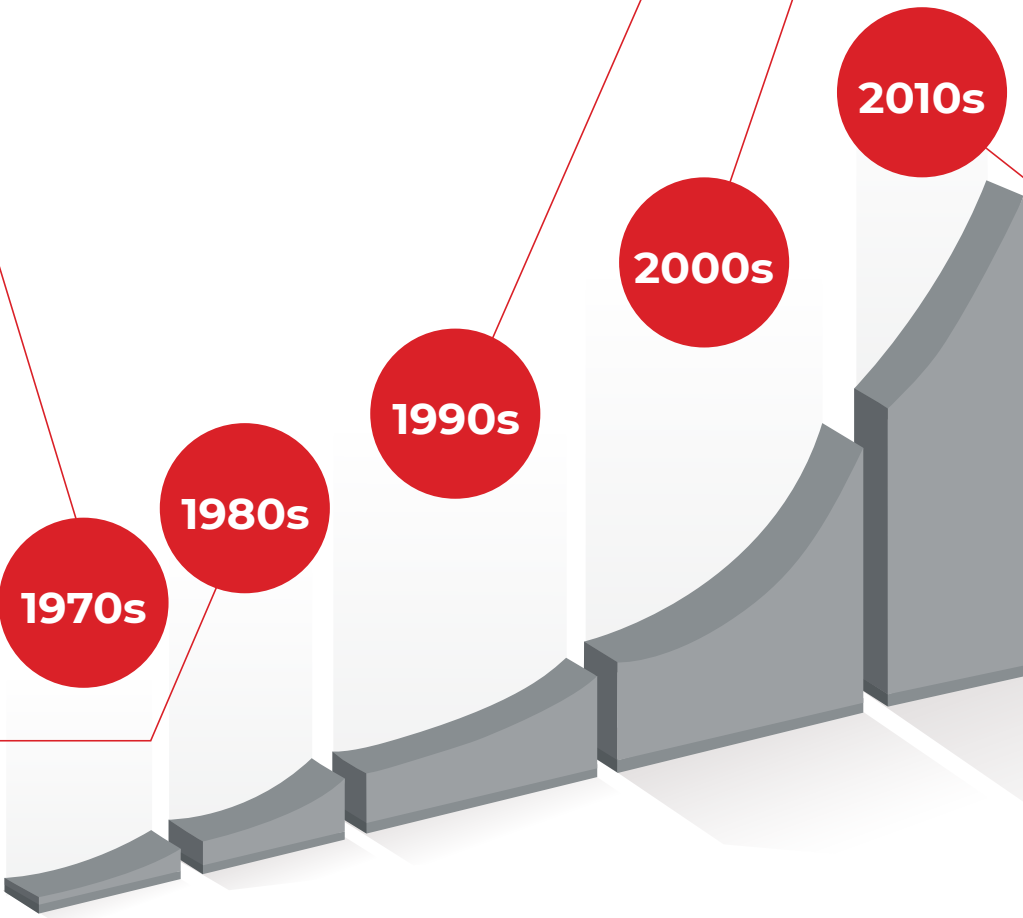
An Economic Pioneer

Company Founded.
Longest-standing Client.



A Leader in Progressive Business

Affirmative Action Programme.
Enter Hospitality and Retail Sectors.



New Solutions New Horizons

Enter Facilities Management Sector.
First PPP (Public-Private Partnership).
Tsebo Rebrand.
Refocus on Outsourced Business Solutions.

A Growing Multinational Force

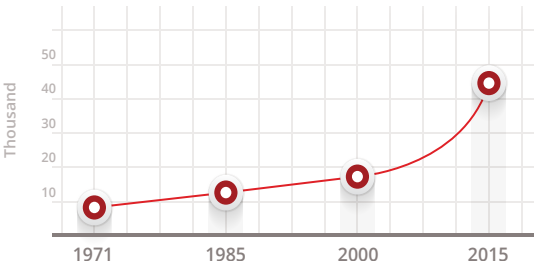
Enter Cleaning Sector.
Enter Middle East and Oil & Gas Sector.
Landmark Contract
– All Africa Games (Nigeria).

Consolidation of an Integrated AME Solutions Provider

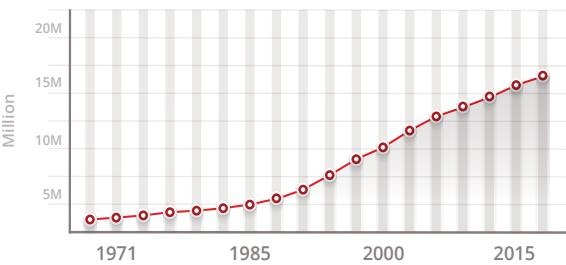
40th Anniversary – Charitable Foundation Established.
Pan-African Merger with ATS.
Enter Security Sector.
Scale-up – 12 Acquisitions in 5 Years.
Multiple International Pan-African Clients.
Enter Tsebo Egypt.



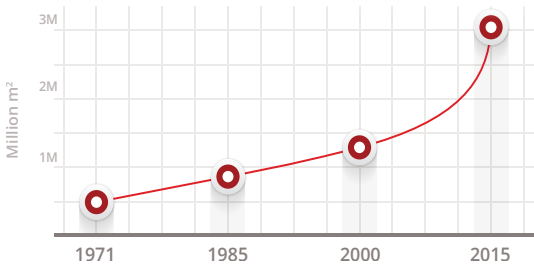
No. of Employees



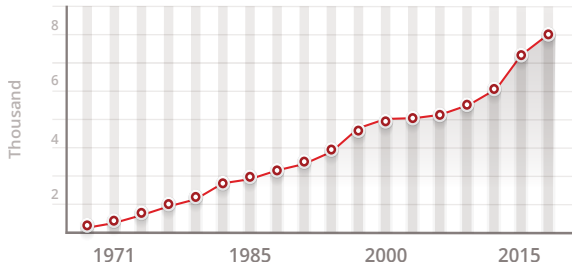
No. of Meals Served Annually



m² Under Management



No. of Client Sites





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