

## Company Employees Report

### Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	12441
2009	0	0	12362
2010	0	0	12031
2011	0	0	12159
2012	12456	16355	29000
2013	12645	18021	30666
2014	0	0	31937
2015	12838	20176	33014
2016	0	0	0

### Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
Malawi	No	No	76% of Illovo Sugar (Malawi) Limited Sugar cane estates 2 sugar factories 2 refineries Interests in ethyl alcohol production 2010 - 5300 permanent workers and 8000 seasonal workers at peak periods / 2011 - 5400 and 4500 4529 seasonal agricultural workers We strive to be an employer of choice and offer competitive wages above country-based standard minimum wages.
South Africa	Yes	No	100% of Illovo Sugar (South Africa) Limited 3 sugar cane estates 4 sugar factories 1 managed operation 2010 - 2100 permanent employees, 2000 seasonal workers at peak periods. / 2011 - 2000 and 2100 1 refinery 3 downstream operations Corporate centre of the group 2012: 2 052 permanent employees 1 841 seasonal agricultural workers
Zambia	No	No	82% of Zambia Sugar in Zambia Sugar cane estates 1 sugar factory 1 refinery Domestic sugar fortified with Vitamin A 2012: 1 848 permanent employees 3 530 seasonal agricultural workers 2010 - 2000 permanent workers and 4000 seasonal workers at peak periods. / 2011 - 1600 and 3500 /
Swaziland	No	No	60% of Ubombo Sugar Limited in Swaziland Sugar cane estates 1 sugar factory 1 refinery 2010 - 1300 permanent workers and 1500 seasonal workers at peak periods. / 2011 - 1250 and 1400 / 2012: 1 256 permanent employees 1 394 seasonal agricultural workers
Tanzania	No	No	55% of Kilombero Sugar Company in Tanzania Sugar cane estates 2 sugar factories 1 refinery 2010 - 700 permanent workers and 4500 seasonal workers at peak periods. / 2011 - 850 and 1900 2012: 879 permanent employees 2 156 seasonal agricultural workers
Mozambique	No	No	74% of Maragra Açúcar SA in Mozambique Sugar cane estates 1 sugar factory 2010 - 1000 permanent workers and 3000 seasonal workers at peak periods./ 2011 - 1000 and 3500 2012: 1 021 permanent employees 3 605 seasonal agricultural workers

### Total Employee Count:

Country:	Year	No.	No.	No.	Total	Union(s):	Degree of	Min Wage (Local) Per	Min Wage USD (Per	Min Wage USD (Per
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	End:	Operations	Employees:	Contractors:	Workforce:		Unionisation:	Month:	Annum):	Annum):
South Africa	2014	0	2224	0	0	0	80.000	0	0	No
Tanzania	2014	0	908	0	0	0	80.000	0	0	No
Malawi	2014	0	5679	0	0	0	95.000	0	0	No
Mozambique	2014	0	1015	0	0	0	98.000	0	0	No
Swaziland	2014	0	1213	0	0	0	96.000	0	0	No
Zambia	2014	0	1917	0	0	0	91.000	0	0	No