



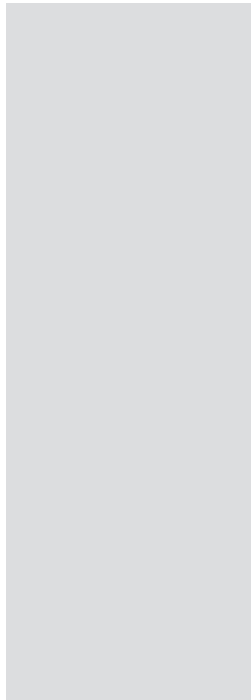
STAKEHOLDER ENGAGEMENT


Stakeholders' category	Type of stakeholder	Engagement
 <p>Investors</p>	<ul style="list-style-type: none"> • current shareholders • lenders and funders • investment analysts • potential shareholders 	<ul style="list-style-type: none"> • transparent reporting maintained at all times to shareholders through the integrated annual report, SENS announcements, group website, social media, print media and circulars • additional to the aforementioned public information, regular reporting to lenders and funders on covenants • excellent relations and transparent reporting to investment analysts via an investor relations department • maintain a favourable investment grade credit rating in order to provide more favourable borrowing rates and offer shareholders additional confidence in the security and sustainability of earnings • diversify geographically by expanding the product base into Africa and beyond into the emerging markets
 <p>Directors and employees</p>	<ul style="list-style-type: none"> • board members • employees 	<ul style="list-style-type: none"> • reasonable and market-related remuneration for board members • open formal and informal communication and correspondence through management and by the company secretary • regular site and office visits to ensure a better understanding of operations, projects and progress • ongoing directors training • fair and balanced remuneration packages and target linked incentives for employees

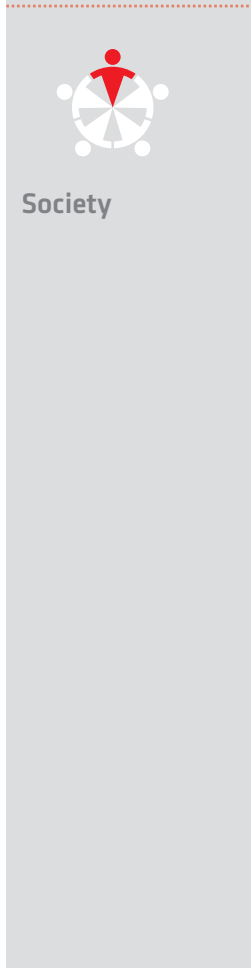
Stakeholders' category

Type of stakeholder

Engagement



- employees were kept abreast of the content of the integrated annual report of 2015 due to compulsory tests in order to qualify for annual salary increments and quarterly bonuses
- wellness programme, free lunches, transport, social scheme benefits, training opportunities, company shares. (Refer to the remuneration report) 
- group communication to employees through various committees and forums including a company intranet
- open door policy with management, daily coffee table meetings and one-on-one meetings with management and HR
- employees offered both formal, informal and in-house training and skills transfer to ensure they are able to fulfil their roles
- quarterly self-assessments with management comments and formal annual performance evaluations



- government and regulatory bodies
 - compliance with legislation and regulations
 - open and transparent communication with government agencies and regulators
 - committed to ensure the highest levels of compliance with all relevant legislation and regulations
- community
 - charitable donations, community outreach and upliftment programmes, sport, education and culture sponsorships. (Refer to the CSI report) 
- customers
 - provision of service excellence through constant improvement of products, research of customer expectations and needs, communication via call centres, electronic mail and SMS, social media, telephone and specially designed roaming mobile offices
- media
 - active web and social media interaction to increase visibility (such as Facebook, Youtube and Twitter) *Informanté* newspaper, marketing community-related topics and corporate activities, media briefings and information sessions
- service providers
 - continuous interaction and service level agreements with service providers