




# STAKEHOLDER ENGAGEMENT

The group firmly believes that engaging its stakeholders must be an integral part of its daily operations, as opposed to a separate function. Stakeholder engagement is therefore key to achieving the triple context as it contributes to the decision making and accountability of the group in respect of economic, social and environmental matters.

Each key stakeholder group provides a form of capital that contributes to the successful execution of the group's strategy, vision and mission.

STAKEHOLDER CATEGORY	TYPE OF STAKEHOLDER	ENGAGEMENT
 <p><b>Shareholders and investors</b></p>	<ul style="list-style-type: none"> <li>current shareholders</li> </ul>	<ul style="list-style-type: none"> <li>transparent reporting maintained at all times to shareholders through the integrated annual report, SENS announcements, group website, social media, print media and circulars</li> </ul>
	<ul style="list-style-type: none"> <li>potential shareholders</li> </ul>	<ul style="list-style-type: none"> <li>enhanced communication via advertising, face-to-face engagement events and increased media coverage and exposure</li> </ul>
	<ul style="list-style-type: none"> <li>lenders and funders</li> </ul>	<ul style="list-style-type: none"> <li>additional to the aforementioned public information, regular reporting to lenders and funders on covenants</li> </ul>
	<ul style="list-style-type: none"> <li>investment analysts</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
 <p><b>Directors and employees</b></p>	<ul style="list-style-type: none"> <li>board members</li> </ul>	<ul style="list-style-type: none"> <li>a competent and balanced board and executive leadership</li> <li>the board members are constantly upskilling and receiving ongoing training on various related topics</li> <li>the importance of corporate governance and a set of best practices are followed and maintained across the group</li> <li>open formal and informal communication and correspondence through management and the company secretary to the board</li> <li>regular site and office visits to ensure a better understanding of operations, projects and progress</li> </ul>
	<ul style="list-style-type: none"> <li>employees</li> </ul>	<ul style="list-style-type: none"> <li>fair and balanced remuneration packages and target linked incentives for employees</li> </ul>

STAKEHOLDER  
CATEGORY

## TYPE OF STAKEHOLDER

## ENGAGEMENT

Directors and  
employees

- employees were kept abreast of the content of the integrated annual report of 2016 as well as company policies with compulsory tests in order to qualify for annual salary increments and quarterly bonuses
- wellness programme includes, free lunches, transport, social scheme benefits, training opportunities and, company shares as set out in 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



## Society

- government and regulatory bodies
  - committed to the highest standard of compliance with governance principles, legislation and regulations across all segments to various regulatory bodies
- community
  - open and transparent communication with all government agencies and regulators
- customers
  - charitable donations, community outreach and upliftment programmes, sport, education and culture sponsorships (Refer to the CSI report)
- media
  - provision and maintenance 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
  - 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