

15 STAKEHOLDERS

A nighttime photograph of a city street. The scene is dominated by light trails from moving vehicles, creating long, horizontal streaks of white and yellow light across the lower half of the image. In the background, a multi-story building is visible, with some windows illuminated. A sign for 'Hilton' is partially visible on the building. The overall color palette is dark, with highlights from the streetlights and building lights.

STAKEHOLDER ENGAGEMENT

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STAKEHOLDER CATEGORIES

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CORPORATE SOCIAL INVESTMENT

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STAKEHOLDERS

STAKEHOLDER ENGAGEMENT

The group firmly believes that engaging its stakeholders is 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 strategy, vision and mission.

As an active corporate citizen of Namibia, South Africa, Mauritius and Sierra Leone, the group aspires to be known as a nation builder at the forefront of economic growth in the countries in which it operates. The group realises the importance of open and transparent dialogue with its stakeholders and continuously focuses on improving stakeholder engagement.

STRATEGIC OBJECTIVES AND PRINCIPLES

The overall objective is to improve ongoing engagement with the group's stakeholders and to ensure their needs are considered in decision making.

Strategic objectives:

- support sustainability of business in the long-term
- meet changing customer and community demands and expectations
- improve existing relationships with stakeholders and
- ensure best practice engagement and demonstrate leadership in the industries in which the group operates.

Best practice	Follow regulatory and best practices guidelines and demonstrate leadership in the industries in which the group operates
Inclusive	Be inclusive, inviting stakeholders' views where appropriate to improve engagement and to promote accessibility
Informative	Inform stakeholders <i>via</i> open, transparent, relevant and timeous communication
Transparency	Be transparent, clearly outlining what stakeholders can expect and how their feedback will be taken into consideration
Listen	Listen to and seek to understand stakeholders' views and concerns
Responsive	Consider and respond to concerns, providing prompt and clear feedback
Consistent	A proactive, coordinated and consistent approach to engagement across the group
Targeted	Ensure engagement is prioritised, proactive and tailored to specific issues and projects
Measurable	Measure the success of engagement and apply outcomes in designing and developing future engagement.

The group is committed to working together with its stakeholders to understand their needs and to deliver services which address their needs.

STAKEHOLDER CATEGORIES



Type of stakeholder

- current shareholders
- potential shareholders
- lenders and funders
- investment analysts

Engagement

- transparent reporting maintained at all times with shareholders through the integrated annual report, SENS announcements, group website, social media, print media and circulars
- enhanced communication via advertising, face-to-face engagement events and increased media coverage and exposure
- additional to the aforementioned public information, regular reporting to lenders and funders on covenants
- maintain a favourable investment grade credit rating in order to provide more favourable borrowing rates and offer shareholders additional confidence in the security, sustainability and governance of the group.

STAKEHOLDERS

CONTINUED



DIRECTORS AND EMPLOYEES

Type of stakeholder

- board members

Engagement

- a competent, diverse and balanced board and executive leadership team
- the board members receive ongoing training on various relevant topics
- the board members are cognisant of and continuously trained on the importance of corporate governance. Best practices are followed and maintained across the group
- formal and informal communication and correspondence between management and the board through the company secretary
- regular site, off site and other informal visits to ensure a better understanding of operations, projects and progress
- strategic annual planning and budget presentation sessions between the board and senior management
- fair and balanced remuneration packages and target linked incentives for employees
- employees were kept abreast of the content of the integrated annual report of 2018 as well as company policies, on an e-policy system, with compulsory tests in order to qualify for annual salary increments and quarterly bonuses
- staff social scheme includes free lunches, transport, hospital benefits, life and disability cover, training opportunities and a wellness programme
- 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 were offered both formal, informal and in-house training and skills transfer to ensure they are able to successfully fulfil their roles
- quarterly self-assessments with management input and formal annual performance evaluations.

- employees



Type of stakeholder

- government regulatory bodies and public
- community
- customers
- media
- service providers

Engagement

- committed to the highest standard of compliance with corporate governance principles, legislation and regulations across all segments and to various regulatory bodies
- open and transparent communication with all government agencies, regulators and the public
- charitable donations, community outreach and upliftment programmes, sport, education and culture, sponsorships as well as the QVRCODE (Refer to the CSI report)
- 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, contact classes, phone and specially designed mobile offices
- active web and social media interaction to increase visibility (such as Facebook, Instagram, YouTube and Twitter), *Informanté* digital news, marketing community related topics and corporate activities, media briefings and information sessions
- continuous interaction and service level agreements with service providers.