

SUSTAINABLE DEVELOPMENT REPORT CONTINUED

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.

KEY PRINCIPLES THAT GUIDE ENGAGEMENT

- 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 *via* 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.

SHAREHOLDERS, INVESTORS, FUNDERS AND ANALYSTS

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2019/20 KEY MATTERS
Current share-holders	Periodically, quarterly, bi-annually, annually	Transparent reporting maintained at all times with shareholders through the integrated annual report, SENS announcements, voluntary announcements, group website, social media, print media, circulars, GMs and AGMs.	<ul style="list-style-type: none"> • Overall strategic direction and updates • Virtual investor conferences and webcasts • ADR uplisting on OTCQX • Governance, financial control and listed environmental matters • 2020 interim and annual audits and results
Investors, funders, potential shareholders and investment analysts	Periodically, quarterly, bi-annually, annually	Regular reporting to lenders and funders on covenants, general frequent updates and communication via telecons, face-to-face engagement and increased media coverage and exposure to offer additional confidence and security in the sustainability and governance of the group.	<ul style="list-style-type: none"> • Tellimer issuer sponsored research • Regular investors presentations • Debt restructuring process • Raising new debt facilities • GCR credit rating review

SUSTAINABLE DEVELOPMENT REPORT CONTINUED

DIRECTORS AND EMPLOYEES

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2019/20 KEY MATTERS
Board members	Periodically, quarterly, annually	<p>Formal and informal meetings, regular communication, telecons, memoranda and correspondence between management and the board via the company secretary.</p> <p>Regular site, offsite and other informal visits to ensure a better understanding of operations, projects, progress and issues.</p>	<ul style="list-style-type: none"> • Strategy sessions • Operational and financial performance updates • Corporate governance issues • Debt restructuring process • Raising new debt facilities • Strategic annual planning and budget sessions between the board and senior management
Employees	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	<p>As an employer of choice employees are kept abreast of all company information, the latest content of the integrated annual reports as well as company policies, on an e-policy system.</p> <p>Group communication and engagement with employees through various committees and forums including a company intranet, emails, SMS and WhatsApp groups.</p> <p>Employees were offered both formal, informal and in-house training and skills transfer to ensure they are able to successfully fulfil their roles.</p> <p>Open door policy with management, daily coffee table meetings and one-on-one meetings with management and HR.</p> <p>Quarterly self-assessments with management input and formal one on one annual performance evaluations.</p>	<ul style="list-style-type: none"> • Compulsory tests on the group's annual reports in order to qualify for annual salary increments and quarterly bonuses • Compulsory annual AML testing and fraud awareness refresher training • Annual independent employee survey administered by Deloitte in which all employees participate - the survey audits employee sentiments regarding values, culture, care and feedback, fairness and integrity • Uniform application of policies • Job security as a result of recession, impact of COVID-19 pandemic and restructuring in the group • Consequence management, transparency and accountability

GOVERNMENT, REGULATORS, COMMUNITY, CUSTOMERS, SERVICE PROVIDERS AND MEDIA

STAKEHOLDER	FREQUENCY	ENGAGEMENT	2019/20 KEY MATTERS
Government and regulatory bodies	Periodically, quarterly, bi-annually and annually	<p>Highest standard of compliance with corporate governance principles, legislation and regulations across all segments and to various regulatory bodies.</p> <p>Open and transparent communication with all government agencies and regulators.</p>	<ul style="list-style-type: none"> • Global COVID-19 pandemic created operational challenges as well as required reporting on compliance • Group engaged with relevant regulators at all times prior and during this reporting period
Community	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	Charitable donations, community outreach and upliftment programmes, sport development sponsorships as well as the QVR Code.	<ul style="list-style-type: none"> • Refer to the CSI report
Customers, service providers and media	Daily, weekly, monthly, periodically, quarterly, bi-annually and annually	<p>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 calls.</p> <p>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.</p> <p>Continuous interaction and service level agreements with service providers.</p>	<ul style="list-style-type: none"> • Dedicated customer service and call centres • Following up on all issues and complaints • Active engagement on social media platforms • Maintaining customer complaints registers which include conclusion of all matters reported • Reporting material matters to social and ethics committee • Information and contact sessions