

How we engage with our Stakeholders

HOW WE CREATE VALUE

Stakeholders	Expectations	Channels
 <p>Investors and shareholders, analysts</p>	<ul style="list-style-type: none"> · Profitability · Accurate information about performance · Access to board and management team · A clear strategy and risk-management approach · Compliance · A clearly defined sustainability approach 	<ul style="list-style-type: none"> · Analysts' briefings · Annual general meetings · Transparent, complete integrated report · Quarterly earnings reports and investor presentations · Public relations work that accurately communicates IBL's activities
 <p>Government and regulatory and institutional bodies</p>	<ul style="list-style-type: none"> · Regular dialogue between government/regulatory body officials and IBL senior management · Ethical business practices and compliance with national regulation · Fair labour practices · Community investment · A clearly defined sustainability approach 	<ul style="list-style-type: none"> · Meetings between senior executives and government/regulatory representatives · Participation in public policy forums · Transparent, complete annual and quarterly reports · Regular PR activities
 <p>IBL team members</p>	<ul style="list-style-type: none"> · Regular, timely communication regarding the Group's activities and strategy · Involvement in decision-making · Equitable pay and labour practices · Training and development opportunities · Performance incentives · Become an employer of choice 	<ul style="list-style-type: none"> · Function-specific networks e.g. for IT, Human Capital, Sustainability · Designation of IBL Together culture/values champions · Regular email memos circulated to all staff · Regular meetings held between IBL management and team member representatives
 <p>Community (including NGOs and voluntary organisations)</p>	<ul style="list-style-type: none"> · Transparency and involvement in decisions that affect the local community · Ethical business practices · A clearly defined sustainability approach · Fair labour practices · Funding and sponsorship 	<ul style="list-style-type: none"> · Community events · Website with information about sponsorship, upcoming events, blog with latest news · Public relations · Social media




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What we delivered this year	Targets
<ul style="list-style-type: none"> · Held two analysts' briefings (one every six months) to present IBL's performance against strategy · Held one AGM · Published quarterly abridged reports · Communicated in the press regarding all major transactions (Winners rebrand, Monoprix, LUX*, ABAX, BlueLife, MELCO) · Creation of risk management framework (New Head of Risk appointed) 	<ul style="list-style-type: none"> · Continue to improve and embed integrated reporting into Group way of working · Develop more detailed and qualitative quarterly management reports · Launch new, mobile-friendly website with improved investors' corner and newsroom · Further develop IBL risk management framework
<ul style="list-style-type: none"> · Continued efforts to apply the principles of the new Corporate Governance Code of Mauritius · Membership in sectorial trade organisations including Transparency Mauritius, MioD · New Group-level function created: Head of Compliance and Regulatory Affairs 	<ul style="list-style-type: none"> · Continue to engage in open, forthright dialogue with national authorities · Launch and enforce updated Code of Ethics
<ul style="list-style-type: none"> · 2000+ team members took part in a full-day values workshop · Corporate Centre team-building workshop facilitated by Robin Banks · Training needs analysis completed within Corporate Centre and ongoing training and development provided · Reviewed Corporate Centre job descriptions and remuneration to align with market norms · Formalisation of long term and short term performance-related incentives within Corporate Centre to improve retention · Great Place to Work survey completed 	<ul style="list-style-type: none"> · Launch new website with blog communicating latest Group information · Create new Human Capital Information System to allow team members to track performance and annual leave online · Digitalisation of on-boarding, learning and development and recruitment · Based on results of Great Place to Work survey, create roadmap to enhance corporate culture and stakeholder engagement
<ul style="list-style-type: none"> · Rs 42M disbursed via Fondation Joseph Lagesse, including completion of major social housing project at Chemin Rail · Bursaries provided to 12 Mauritian students for tertiary studies in Mauritius or abroad · IBL scholarship programme available to children of IBL team members · Funding provided to organisations including Caritas, Kinouété, Soleil de L'Ouest, Terre de Paix, Passerelle, Breast Cancer Care, Tipa · Continued support of Small Step Matters, a crowdfunding platform for environmental and community initiatives 	<ul style="list-style-type: none"> · Continue to sponsor community events and NGO initiatives · Source alternative funding for CSR activities and focus on impact · Continue to fund community projects in education, community development and health via Fondation Joseph Lagesse

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 <p>Clients</p>	<ul style="list-style-type: none"> Service and product safety and quality Transparent communication regarding Group activities/decisions that affect clients Fair and ethical trading practices 	<ul style="list-style-type: none"> Website and social media Regular meetings between IBL decision-makers and external stakeholder groups Public relations
 <p>Suppliers</p>	<ul style="list-style-type: none"> Transparent communication regarding Group activities/decisions that affect suppliers Opportunities to learn about / connect to other IBL businesses Information about changes in decision-making impacting/affecting suppliers Fair and ethical trading practices 	<ul style="list-style-type: none"> Supplier meetings and workshops Site visits Roadshows in Mauritius and internationally
 <p>Group entities (as IBL Corporate Centre clients)</p>	<ul style="list-style-type: none"> Regular, timely communication regarding the Group's activities and strategy Involvement in decision-making relevant to their businesses Support from IBL management and Corporate Centre functions in implementing Group policies (operations) Sharing of best practice and opportunities for cross-fertilisation across businesses 	<ul style="list-style-type: none"> Regular meetings between IBL management and Group entities' management Networks and forums (Human Capital, IT, Sustainability, etc.)

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What we delivered this year	Targets
<ul style="list-style-type: none"> Launched a dedicated webpage for IBL products and services, linked directly to relevant sales departments Communications regarding all major transactions affecting clients (Winner's rebrand, acquisition of Monoprix, LUX*, ABAX, BlueLife, MELCO) Creation of Group-level risk management and ethics function: New Head of Risk Management, Compliance & Regulatory Affairs - Ethics Officer appointed E-commerce platforms created e.g. Winner's online retail platform 	<ul style="list-style-type: none"> Launch updated website with refreshed products and services page and blog with latest news Launch of new e-commerce platforms Launch and enforce updated Code of Ethics
<ul style="list-style-type: none"> Launched a dedicated webpage for IBL products and services, linked directly to relevant sales departments Made progress in implementing a digital strategy to improve operations' stock management and process flows Communications regarding all major transactions (Winner's rebrand, acquisition of Monoprix, LUX*, ABAX, BlueLife, MELCO) Creation of Group-level risk management and ethics function: New Head of Risk Management, Compliance & Regulatory Affairs - Ethics Officer appointed 	<ul style="list-style-type: none"> Launch updated website with refreshed products and services page and blog with latest news Launch and enforce updated Code of Ethics
<ul style="list-style-type: none"> Transformation of IBL Corporate Centre: shared functions as business enablers, working with our operations' management to help them implement their strategies and Group-level policies Finalisation of digital transformation plan to centralise resources and provide information/key functions online Rollout of a Human Capital strategy Strengthening of IBL Together culture: 2000+ team members took part in a full-day values workshop Opening of representative office in Nairobi and appointment of a business executive to assist IBL's businesses with their expansion in the region Creation of Group-level roles for innovation, strategy, risk and sustainability, to help business implement policies 	<ul style="list-style-type: none"> Digitalisation of on-boarding, learning and development and recruitment functions among others Customer satisfaction survey to be undertaken Rolling out of digitalisation strategy and provision of information about Group policies and certain functions online (staff on-boarding, learning and development, recruitment, etc.)