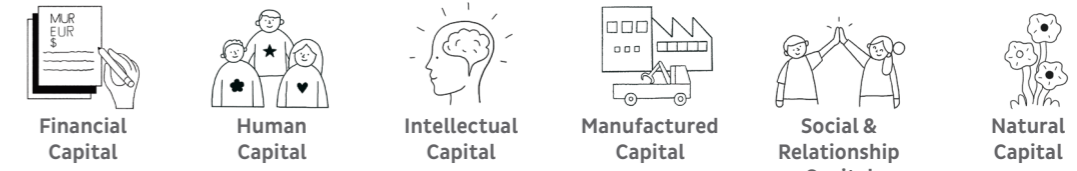


# Stakeholder Engagement

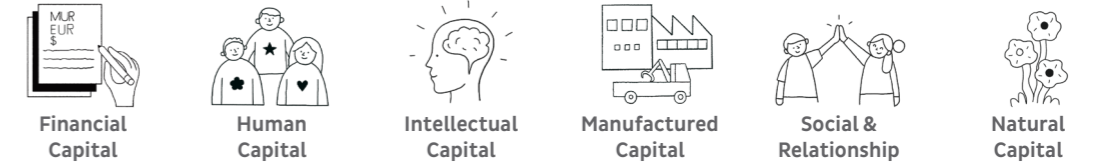
- 1 External Shocks
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- 4 Compliance
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- 6 Fraud
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- 8 Liquidity & Funding
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STAKEHOLDER	INTERESTS & CONCERNS	HOW WE ENGAGE	RELATED STRATEGIC PILLAR (KPIs)	CAPITALS IMPACTED	RISK AWARENESS
<p><b>OUR PEOPLE</b></p>	<p>Employees wish to know more about the Group and how it is doing with:</p> <ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Work environment</li> <li>Learning and development opportunities</li> <li>Health and safety of employees</li> <li>Recognition, fair assessment and feedback</li> <li>Succession planning</li> <li>Open and honest dialogue and communication</li> <li>Effective grievance mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Exchange of ideas and best practices through <b>Group functional forums</b> (HR, Sustainability, Finance &amp; Risk Forums)</li> <li>Foster and nurture an innovative culture within the Group through recognition programmes such as <b>innovation awards, excellence awards at both Group and cluster levels</b></li> <li><b>CIEL Annual Symposium</b> held with the management teams across all clusters to communicate on the Group strategy and goals</li> <li>A deep dive <b>Employee Engagement Survey</b> is conducted bi-yearly. A regular annual independent survey is also conveyed by an external service provider. Action plans are developed following results in collaboration with employees through focus groups</li> <li>Promoting awareness around gender and diversity through the <b>Go Beyond Gender Programme</b> and the creation of specific training programmes for the management and team leaders</li> <li><b>Workers' councils/unions</b> are across most sites to discuss key topics such as Health and Safety and working conditions with employees</li> <li>Our employees have access to <b>learning and development tools</b> as well as tailor-made training programmes with leading international training institutions (HEC, Stellenbosch University and India Institute of Management Bangalore)</li> <li><b>Structured performance management</b> in place to provide direction and regular feedback to our employees</li> <li>Encouraging <b>informal social interactions</b> among colleagues to enhance team spirit and collaboration</li> <li><b>Grievance policy and mechanism</b> in place across sites and concerns are addressed through a consultative approach with relevant stakeholders</li> </ul>	 		<div style="display: flex; flex-wrap: wrap; gap: 10px;"> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">3</div> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">4</div> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">6</div> <div style="border: 1px solid black; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">10</div> </div>

# Stakeholder Engagement

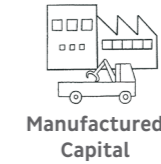
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STAKEHOLDER	INTERESTS & CONCERNS	HOW WE ENGAGE	RELATED STRATEGIC PILLAR (KPIs)	CAPITALS IMPACTED	RISK AWARENESS
<p><b>OUR REGULATORS, GOVERNMENT AND PUBLIC AUTHORITIES</b></p>	<ul style="list-style-type: none"> <li>Laws regulating permits and licenses</li> <li>Business environment</li> <li>Access to talent (both local and overseas)</li> <li>Business and industry perspectives included in the policy-making process</li> </ul>	<ul style="list-style-type: none"> <li>CIEL's <b>public sector engagement efforts</b> are governed by its code of ethics which ensures that employees uphold the highest standards of ethical conduct in every action taken on CIEL's behalf. Regulatory and public sector engagement activities are also governed by existing laws and regulations</li> <li><b>Consultative meetings</b> with government and independent public bodies to submit proposals to enhance the local business environment, and to discuss upcoming regulations' impact on businesses</li> <li><b>Collaborative approach</b> with the Economic Development Board to explore and identify government incentives and financial assistance likely to support and accelerate business development</li> </ul>			<ul style="list-style-type: none"> <li style="margin-right: 5px;">1</li> <li style="margin-right: 5px;">4</li> <li style="margin-right: 5px;">7</li> <li>10</li> </ul>
<p><b>OUR BOARD/ SHAREHOLDERS</b></p>	<ul style="list-style-type: none"> <li>Strategy, financial performance, and market dynamics</li> <li>Governance and remuneration</li> </ul>	<ul style="list-style-type: none"> <li><b>The annual meeting</b> is an important corporate event and shareholders are encouraged to attend to express their views and receive feedback from directors on the Group's financial performance and strategic directions. In case a shareholder cannot attend, votes can still be cast on all resolutions through completion of the proxy form/postal vote</li> <li>Notices of annual meetings are sent to the shareholders within the prescribed period imposed by law and are also published in the press</li> <li><b>The annual integrated report</b>, which includes the notice of annual meeting, may also be viewed on the Company's website</li> <li>CIEL publishes, on a quarterly basis, a <b>financial review document</b> together with its <b>unaudited abridged financial statements</b>. This document provides a detailed review on the clusters of the Group to facilitate the understanding of the financial results</li> </ul>			<ul style="list-style-type: none"> <li style="margin-right: 5px;">1</li> <li style="margin-right: 5px;">2</li> <li style="margin-right: 5px;">3</li> <li style="margin-right: 5px;">4</li> <li style="margin-right: 5px;">5</li> <li style="margin-right: 5px;">6</li> <li style="margin-right: 5px;">7</li> <li style="margin-right: 5px;">8</li> <li style="margin-right: 5px;">9</li> <li>10</li> </ul>

# Stakeholder Engagement (Cont'd)

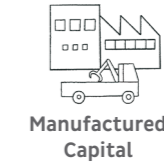
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STAKEHOLDER	INTERESTS & CONCERNS	HOW WE ENGAGE	RELATED STRATEGIC PILLAR (KPIs)	CAPITALS IMPACTED	RISK AWARENESS
<p><b>OUR LOCAL COMMUNITIES, NGOs and CBOs</b></p>	<ul style="list-style-type: none"> <li>Local employment and support to SMEs</li> <li>Community health</li> <li>Being a responsible neighbour</li> <li>Environmental concerns: plastic pollution, water stewardship, biodiversity and ecosystem stewardship, circular economy</li> <li>Diversity and inclusion</li> <li>Responsible sourcing (eg: prioritising local suppliers, protecting human rights, etc.)</li> <li>Rights of communities (being heard)</li> <li>Support for research programmes</li> <li>Supporting NGOs and CBOs to optimise delivery (organisational structure, upskilling, psychological support)</li> <li>Support to NGOs and CBOs for priority areas: Poverty alleviation, health, disability</li> </ul>	<ul style="list-style-type: none"> <li><b>CSR campaigns and social investments</b> within clusters or through the CIEL Foundation to train, raise awareness and empower Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs) and local communities</li> <li><b>ACTogether platform</b> (social platform aiming at connecting over 100 NGOs together, with the communities and with other agents providing NGOs technical support and at encouraging civil society engagement)</li> <li>Organisation of specific programs designed to build bridges between employees and communities such as the <b>Act for Community and Act for Environment programs</b></li> <li>Participation to <b>consultative committees</b> and workshops with the Government (e.g.: Ministry of Environment and Solid Waste in Mauritius), business associations and chambers of commerce (e.g. Business Mauritius, International Chamber of Commerce on the Standards for Sustainable Trade) to discuss stakeholders' interests and concerns</li> <li><b>Engagement in industry associations</b> at national and international levels (eg: Association of Hoteliers and Restaurants in Mauritius, Sustainable Apparel Coalition)</li> <li>Collaboration with local and international training institutions to <b>foster research locally</b> and support students (e.g.: MoU with Université des Mascareignes) or <b>develop talents locally</b> (Nursing programme at Charles Telfair Institute &amp; Polytechnique Mauritius)</li> <li>Collaboration with specialised environmental NGOs (Mauritius Wildlife Foundation, Mission Verte, etc.)</li> <li>Provision of punctual humanitarian aid (e.g. following the severe drought in Ambovombe, southern Madagascar and donation of food packs in Mauritius)</li> </ul>			<p>9 10</p>

# Stakeholder Engagement (Cont'd)

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STAKEHOLDER	INTERESTS & CONCERNS	HOW WE ENGAGE	RELATED STRATEGIC PILLAR (KPIs)	CAPITALS IMPACTED	RISK AWARENESS
<h3>OUR CUSTOMERS</h3>	<ul style="list-style-type: none"> <li>Quality &amp; service</li> <li>Being a reliable partner (reduced reputation risk and increased transparency)</li> <li>Safety of our products and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, audits, surveys, visits</li> <li><b>Customer satisfaction surveys</b> (internal &amp; external) and partner performance feedback mechanism</li> <li>Participation in <b>rating platforms</b> (Higg Index) and <b>certifications</b> (Comparative Health Knowledge System, Earthcheck, Travelife, Zero Discharge of Hazardous Chemicals), <b>recognition awards</b> (Industry awards)</li> </ul>			
<h3>OUR FINANCIAL &amp; OTHER STRATEGIC PARTNERS</h3>	<ul style="list-style-type: none"> <li>The main recurring topic of discussion is financial performance and strategy</li> </ul>	<ul style="list-style-type: none"> <li>Communication with the financial community in general takes place through <b>announcements to the stock exchange, press releases</b> and via emails for those who have opted for <b>financial communiques</b> to be sent to them</li> <li>CIEL further strives to promote dialogue through <b>analyst meetings</b> which are conducted twice yearly with a presentation of the financial statements being made by the executives of the Group</li> <li>Executives also attend <b>road shows</b> and <b>investor conferences</b> to promote, not only CIEL, but Mauritius as an investment destination</li> <li>All the financial documents shared with the market are also available for download on CIEL's website</li> </ul>			