

Co-creating value

through our stakeholder relationships

Value creation is an ongoing process that cannot occur without continuous dialogue and engagement with our key stakeholders. We recognise that our stakeholders' needs are dynamic and evolving, particularly as we live in a world fraught with uncertainty and challenges. More than ever, we are committed to listening to their individual concerns and taking into account their expectations in our decision-making process. This way, value is not created for them, but rather with them. In doing so, we co-create opportunities that benefit all our stakeholders equitably and co-build an inclusive, sustainable future.

The strength of our stakeholder ecosystem, which we have been nurturing over the years, has played a key role in helping us improve the relevance of our products/solutions, and in delivering on our core purpose. We use the six capitals to measure the value we generate for our stakeholder groups and to assess the quality of our relationships with them.

Our stakeholders		
Our employees, management team, executive team and Board members	Our shareholders and debt providers	Our clients
Their contribution to our value creation		
They provide the skills, experience, diversity, productivity and ideas necessary to drive our strategy, grow our brand and deliver high-quality service	They provide the financial resources we need to invest in our existing operations and growth areas, and ensure the sustainability of our business	Our diverse clients, from wholesale and retail operations, to tenants and individual consumers, underpin our existence and reputation. They inform the relevance of our products and services
Our desired outcome		
To be led by an effective and ethical Board and leadership team, and be an employer of choice for a diverse and engaged workforce	To meet our financial commitments and deliver annual growth	To anticipate and exceed customer needs in developing our products, services and platforms

Our stakeholders		
Our business partners and suppliers	Registered NGOs, our communities and society at large	The government, regulatory bodies and authorities
Their contribution to our value creation		
As providers of the cost-effective and quality products and services required for us to deliver our value proposition, they are an extension of our business	We form part of diverse communities who drive our social licence to operate; their development, prosperity and wellbeing and therefore intrinsically linked to our own	Regulators provide the permits, licences and frameworks that inform the scope of our activities, and that are critical to our ability to innovate and achieve long-term success
Our desired outcome		
To offer quality goods and services, favourable terms and fair procurement practices	To uplift and empower our communities, ensuring an equitable and inclusive future for all	To contribute to better socio-economic outcomes for the country through continuous cooperation and compliance

CO-CREATING VALUE THROUGH OUR STAKEHOLDER RELATIONSHIPS

Financial capital

Human capital

Relationship capital

Our shared priorities	<ul style="list-style-type: none"> Meet our financial targets and deliver on our strategy Attractive and sustainable returns Strong balance sheet and capital efficiency The responsible allocation of financial capital Timely, accurate and transparent disclosure of operational and financial performance so they can make informed decisions Compliance with local and international regulations Communication on ESG strategy and performance Strong and experienced leadership and management 	<ul style="list-style-type: none"> A safe and congenial work environment Flexible work arrangements and remote access to data Job security and maintenance of salaries A focus on wellbeing Continuous updates and relevant information on the evolving crisis Market-aligned compensations and benefits Open dialogue and communication Clear responsibilities and expectations through a structured Performance Management Process Acceleration of digital skills Opportunities for professional and personal development Recognition and fair reward for good performance and behaviours An inclusive, diverse and values-driven culture Adherence to established HR policies and procedures, including Code of Conduct Adherence to Workers' Rights Act and other regulations 	<ul style="list-style-type: none"> Affordable and accessible products and services in light of the challenging economic situation Digital solutions to minimise contact in the Covid-19 context Regular updates on CJ's performance, risks and opportunities Regular and positive interactions that take into account needs and interests Open dialogue and lines of communication Mutually beneficial relationships based on trust and transparency Ethical and fair business practices Adherence to local and international regulations ESG considerations embedded in our decisions Customer satisfaction
	<ul style="list-style-type: none"> Ongoing execution of the Group's three-year strategic plan Continuous assessment of strategy in light of a dynamic operating environment Improvement of our performance monitoring and financial reporting Leverage Group synergies to reduce costs and explore growth opportunities Strengthened governance by appointment of new-Independent Directors, ensuring a good balance or skills, objectivity and gender Implemented business continuity and succession plans for key roles, including the Managing Director Approval of issue of a new bond Reviewed and updated the Board Charter Reviewed the composition and terms of reference of Board Committees Compliance with regulations Ongoing commitment to CSR initiatives in view of the pandemic 	<ul style="list-style-type: none"> Safeguarded 100% jobs (excluding attrition) and maintained salaries Flexible work arrangements and remote working when applicable Provision of technological equipment for remote working and access to data, with cyber security measures in place Access to a co-working space for employees across the Group Creation of HR strategy based on four pillars Opportunities for mobility across clusters Combined training sessions between business units, resulting in more agility and a stronger team spirit Annual training plans at the level of business units to address skills gaps Closer engagement with employees Fair remuneration and maintenance of all salaries following a Korn Ferry Remuneration Survey for benchmarking Adherence to HR-related regulations and best practices Business continuity and success plans Shared services Creation of Employee Wellbeing programme 	<ul style="list-style-type: none"> Products, services and behaviours are centred around customers expectations Continued strengthening long-lasting relationships with business partners Selected business partners and suppliers whose core values align with the Group Conducted focus groups with various stakeholders to identify and address material issues Revamped our website to enhance visibility to all groups of stakeholders Continued interaction with our employees and other stakeholders to keep them abreast of developments during the pandemic Maintained all essential services at no additional cost for individual and corporate subscribers of mobile, data and video-on-demand services
	<ul style="list-style-type: none"> Quarterly Board meetings to review the Group performance against the budget Quarterly presentation to shareholders on Group's performance Annual Shareholders Meeting (AGM) Regular meetings with lenders Dedicated 'Investors' corner on the Group website Transparent and comprehensive Annual Integrated Report 	<ul style="list-style-type: none"> Group Code of Conduct Frequent internal communication via CJ News and the Group Intranet, Together Currimjee Employee engagement surveys to continuously gauge satisfaction Frequent informal interactions between management and team members Performance appraisals and goal setting WhatsApp, Zoom and other apps for virtual meetings Training and development programme Leadership development 	<ul style="list-style-type: none"> Periodic briefings with shareholders and employees Regular meetings and ongoing constructive engagement with regulators Quarterly publications of CJ News Ongoing internal communication via Together Currimjee Social media platforms Group corporate website Regular customer surveys Annual Employee Engagement survey The media Loyalty programmes

Intellectual capital

Manufactured capital

Social and Natural capital

Our shared priorities	<ul style="list-style-type: none"> Ensure organisational resilience built on effective processes, policies and systems Lead the organisation with a team of passionate, forward-looking and agile leaders with uncompromising integrity Maintain the Group's brand image and reputation as a family-owned business Compliance with regulatory requirements Product innovation and strong value proposition to meet evolving customer needs 	<ul style="list-style-type: none"> A safe, efficient and comfortable environment adhering to strict Health & Safety protocols Well-maintained and continuously upgraded assets, equipment and physical infrastructure Mutually beneficial relationships with property owners An engaging customer experience using the latest technologies Adequate storage and distribution capacity Functional properties that deliver value to our tenants and customers Differentiated products and services Continued investment and leading the curve on investment in the latest technologies 	<ul style="list-style-type: none"> Health and safety Operate in a responsible and sustainable manner Access to affordable quality products Job creation, economic development and opportunities for communities Poverty relief schemes and initiatives Participation in broad national initiatives Fair and ethical business dealings Environmentally and socially responsible business practices Positive impact on lives and investment in our social fabric
	<ul style="list-style-type: none"> Continued reviewing, updating and improving established systems, processes and policies Partnerships with world-leading solution providers to develop innovative solutions A culture of innovation to support the development of commercially and environmentally sustainable products/solutions Unique products and services that give CJ a sustainable competitive advantage Ongoing training to equip our workforce with the knowledge and skills needed to be future-ready Continued disseminating Group core values across business units through our policies and behaviours, setting the tone from the top Increased flow and sharing of information between business units Protected our business brands and customer relationships Consideration of client feedback into our customer experience Continued cross-pollination of ideas between clusters and businesses 	<ul style="list-style-type: none"> Expanded digital channels and platforms to meet increased demand for online services, including payments Opening of combined showrooms with a better value proposition Continued investments in upgrading our network and data centre Continued to ensure that the population had access to connectivity during the national lockdown Maintained product availability through a review of our supply chain Improved organisational efficiency through new systems Encouragement of individual responsibility when it comes to safe work practices and procedures Ongoing partnerships with OTTs and global technology firms to bring new media services to Mauritians 	<ul style="list-style-type: none"> Continued support to vulnerable population through the Currimjee Relief Fund set up in 2020 Ongoing CSR strategy adhered to by all clusters and business units Integrated environmental considerations into our product and services life cycle Awareness sessions among employees and volunteering in CSR initiatives Responsible waste management and efforts to reduce energy consumption Ongoing tracking and monitoring of our environmental impact to measure our progress and hold ourselves accountable Set up a National E-Waste Recycling Project, led by Emtel Continuous employee engagement and volunteerism in projects and initiatives (blood donations, World Cleanup Day, forest revegetation projects...) Strengthened our governance system to ensure the fulfilment of our legal obligations in a responsible, ethical way
	<ul style="list-style-type: none"> Group Code of Conduct Frequent meetings with business partners and suppliers Reinforcement of our core values through our website and policies Clear brand guidelines Frequent communication and sharing of information via our corporate website, social media platforms and Group-wide Intranet systems 	<ul style="list-style-type: none"> Regular site visits to ensure proper maintenance of equipment Intranet enabling employees to work remotely and flexibly Regular meetings with reputed partners to bring in know-how and the latest technologies The MDA system for Real Estate is used to facilitate the properties management Customer feedback Internal awareness programmes on Health and Safety 	<ul style="list-style-type: none"> The Currimjee Foundation Annual CSR plan covering Education, Socioeconomic, Environment, Healthcare, Leisure and Sports Annual Integrated Report containing transparent information about our ESG practices Alignment with the 17 SDGs Community events and campaigns in collaboration with NGOs Informal frequent meetings with community members Group corporate website, Intranet and social media pages Quarterly forum with business representatives for deployment of the E&S Agenda Creation of Trampoline to support social entrepreneurs who address the island's socioeconomic and environmental challenges

Refer to *Our Environment and Sustainability strategy* on pages 118-133