

# Stakeholder engagement

Raubex adopts a stakeholder-inclusive approach in the execution of its roles and responsibilities. The Group aims to position itself as a credible partner and industry leader by meeting stakeholder expectations and fostering open, transparent, and constructive engagement with all stakeholders.

To support effective stakeholder engagement, we maintain ongoing interaction with key stakeholders, including shareholders, employees, trade unions, communities, and customers. The Social and Ethics Committee plays an oversight role by monitoring stakeholder engagement activities and supporting the Board in this regard.

The graphic below outlines our stakeholder groups and the primary channels through which the Group communicates with each.



Raubex Construction

## Investors



### Engagement with stakeholder group

- Presentations, including bi-annual results presentations
- Webcasts
- Roadshows
- One-on-one meetings
- Investor conferences
- JSE SENS announcements
- Media announcements

### Stakeholder group contribution

- Provision of financial capital to grow the business of the Group

#### Matters arising from engagement

Understanding the changing landscape and investor expectations

#### Key benefits of our engagement

Improves understanding of investors' concerns and expectations

## Employees



### Engagement with stakeholder group

- Monthly CEO Message
- Biannual internal newsletter
- Electronic communication
- Intranet
- Annual induction, training and development
- Onboarding for new employees
- Mentorship programmes
- Succession planning
- Performance reviews
- Employee meetings

### Stakeholder group contribution

- Employees form the foundation of our business and provide the performance and productivity required to grow and sustain the business of the Group

#### Matters arising from engagement

- Employees share innovative ideas that have raised levels of productivity as well as health and safety
- More active employee engagement at all levels of the organisation

#### Key benefits of our engagement

- Positive changes have been seen within the organisation from implementing employee recommendations
- Having an effective open channel of communication with employees offers valuable insights on how improvements can be made in the business

## Customers and clients



### Engagement with stakeholder group

- Regular operational meetings at project sites
- Customer service meetings
- Customer feedback surveys
- Processes to respond to complaints
- Protection of customer data, including adherence to the Protection of Personal Information Act (POPIA)

### Stakeholder group contribution

- Customers and clients are important stakeholders for purposes of awarding projects to the Group which brings income and ensures the success of the Group

#### Matters arising from engagement

- Areas of concern are highlighted

#### Key benefits of our engagement

- Areas of concern can be rectified, mitigated, and prevented
- Having open channels of communication allows Raubex to build more robust relationships with both customers and clients

## Stakeholder engagement (continued)

### Suppliers



#### Engagement with stakeholder group

- Attendance at construction or technical conferences
- Regular one-on-one meetings with key suppliers

#### Stakeholder group contribution

- Suppliers are the providers of services, materials, and equipment that the Group requires to service its customers

#### Matters arising from engagement

- The latest technology and methods are highlighted

#### Key benefits of our engagement

- Helps Raubex maintain a competitive edge and provide more cost-effective services and solutions to its customers whilst keeping employees at the forefront of all developments in their respective fields

### Providers of finance



#### Engagement with stakeholder group

- One-on-one meetings
- Biannual results presentations
- JSE SENS announcements

#### Stakeholder group contribution

- Financial institutions are the custodians of the Group's funds and provide funding for the acquisition of assets and/or investments

#### Matters arising from engagement

- Understanding expectations and concerns

#### Key benefits of our engagement

- Negotiating the most favourable financial rates

### Government and regulatory bodies



#### Engagement with stakeholder group

- Formal responses on policy and regulation
- Joint initiatives for industry solutions
- B-BBEE scorecards
- Employment equity reports
- Tax returns
- Workplace skills development plan

#### Stakeholder group contribution

- Provision of regulatory frameworks that will enable the Group to operate in an environment that provides reasonable certainty and is fair and transparent to all competing participants

#### Matters arising from engagement

- Regulators' expectations and methodologies

#### Key benefits of our engagement

- Understanding the regulators' expectations and how to comply with set requirements
- Adding industry comment on draft legislation to help improve legislative compliance

## JSE



### Engagement with stakeholder group

- Submission of documents for comment and approval in terms of the Listings Requirements
- Participating in JSE training sessions
- Submitting comments on JSE draft amendments to the Listings Requirements
- Engagement through the Group's corporate sponsor

### Stakeholder group contribution

- The JSE is responsible for the regulation of the Group's securities which are listed on the Main Board of the JSE

### Matters arising from engagement

- Understanding all voluntary and regulatory JSE expectations

### Key benefits of our engagement

- Ensuring all regulatory compliance requirements are met and value-added reporting is done for the benefit of investors

## Trade unions



### Engagement with stakeholder group

- One-on-one meetings
- Participation through bargaining units in respect of wage negotiations
- Participation by the Group HR Manager on the bargaining council, Exco, and sub-committees

### Stakeholder group contribution

- Trade unions ensure the welfare of their members such as safeguarding the interests of their members, protecting the reliability of their trade, and achieving higher wages by securing economic benefits

### Matters arising from engagement

- Concerns regarding Employee Equity, Health and Safety, etc.

### Key benefits of our engagement

- Through regular interaction with trade unions, we maintain open and transparent discussions

## Industry associations



### Engagement with stakeholder group

- The Group's engagement with industry associations is mainly through active membership

### Stakeholder group contribution

- Industry associations provide a forum to discuss and address industry-wide issues and also enable the industry to make representations to Government

### Matters arising from engagement

- The latest industry trends are highlighted

### Key benefits of our engagement

- Through regular engagement, Raubex strives to uphold the integrity of the industries within which it works and remains at the forefront of best practice



| National, provincial and local governments                                                                      |                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engagement with stakeholder group                                                                               | <ul style="list-style-type: none"><li>Regular engagement with various departments within Government</li></ul>                                                                                                                                           |
| Stakeholder group contribution                                                                                  | <ul style="list-style-type: none"><li>All levels of Government are important stakeholders as they set the regulatory environment within which the Group operates</li><li>Public sector departments and SOEs are also customers of the Group</li></ul>   |
| Matters arising from engagement                                                                                 | Key benefits of our engagement                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"><li>Understand the various expectations at each level of Government</li></ul> | <ul style="list-style-type: none"><li>Align operations within the areas/sectors in which Raubex works to help alleviate the challenges of the various levels of Government, whilst meeting the expectations of various Government departments</li></ul> |

| Communities                                                                       |                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engagement with stakeholder group                                                 | <ul style="list-style-type: none"><li>CSI initiatives</li><li>Meetings with community representatives before the start-up of projects</li><li>Interested and Affected Party meetings</li></ul> |
| Stakeholder group contribution                                                    | <ul style="list-style-type: none"><li>An understanding of social, economic, and environmental impacts on the communities in which we operate</li><li>Local labour</li></ul>                    |
| Matters arising from engagement                                                   | Key benefits of our engagement                                                                                                                                                                 |
| <ul style="list-style-type: none"><li>Community expectations are raised</li></ul> | <ul style="list-style-type: none"><li>Assists Raubex to understand and address the expectations of various local communities</li></ul>                                                         |

