


STAKEHOLDER RELATIONSHIPS

Grindrod's approach to managing relationships is based on King IV, which recognises that stakeholder inclusivity and sustainable value creation are interdependent and interconnected. Transparent, pro-active, two-way engagement is the foundation for creating mutually rewarding benefits for the stakeholder groupings that rely and thrive on, the sustainability of the business.

We prioritise our stakeholders according to their level of influence on us and the level of influence we have on them. Our core values guide us in our interactions with stakeholders. To meet and improve on our stakeholder commitments, we continually strive for: A safe and healthy working environment, ongoing and clear communication, driving a culture that views change as an opportunity to improve our customer solutions, delivering customer-focused business interactions and solutions, creating collaborative relationships with regulators and state-owned entities.

STAKEHOLDER GROUP	Key ESG objectives	Why they are important	How we engage	Key issues/areas of interest	Our response
Employees 3 787 employees 4 continents	<ul style="list-style-type: none"> Prosperity for all. Socially inclusive development.   	Employees are the cornerstone of Grindrod's sustainable business growth and performance.	Communication through: <ul style="list-style-type: none"> Face-to-face meetings. Campaigns. Emails. Newsletters. Roadshows. Workshops. Surveys. 	Grindrod's provision of: <ul style="list-style-type: none"> A safe working environment. Employment security. Competitive remuneration. Workplace transformation. Information and two-way dialogue. Participation and empowerment opportunities. Communication on strategy and direction. 	<ul style="list-style-type: none"> R1.4 billion in wealth distributed to employees. Ongoing health and safety initiatives. Continued investment in training and development. Wage adjustments. Strategic transformation targets.
Trade unions and bargaining councils 6 unions 373 employee members 1 council 42 employee members	<ul style="list-style-type: none"> Prosperity for all. Socially inclusive development. Good governance.   	With a contingent of our employees being part of unions and a bargaining council, these organisations can and do affect our operations.	<ul style="list-style-type: none"> Wage negotiations settled without major industrial action through fair and equitable negotiation. Skills training and development of staff. Strong focus on health and safety in the workplace. Transformation and diversity policies to promote inclusiveness. 	<ul style="list-style-type: none"> The fair treatment and remuneration of employees. Safe working conditions. Remuneration benchmarking. Good employee relationships and a positive workforce. Securing, retaining and developing necessary skills. 	<ul style="list-style-type: none"> Regular engagement and interaction with union leadership. Discussion of successes and challenges faced by the business and inviting union leadership to provide input into solutions.
Communities, including community-based and non-governmental organisations We support Adopt-a-School, Cyril Ramaphosa Education Trust, The Wildlands Conservation Trust, Blue Fund, Home Run for Education; Rally to Read; Hlahlindlela School and Rise Against Hunger, to name a few.	<ul style="list-style-type: none"> Prosperity for all. Socially inclusive development. Good governance. Regenerative environment.       	Establishing and maintaining respectful relationships with the communities in which we operate is central to our sustainability and Grindrod is committed to contributing positively to social and economic development. Our social responsibility favours investments in education and the environment and supports staff involved in these initiatives. Engaging and supporting the NGOs and communities in which we operate is not only the right thing to do, but builds goodwill and upholds our social licence to operate.	<ul style="list-style-type: none"> Meetings. Teleconferences. Emails. Site visits. Career exhibitions. Breakfast sessions. Round table discussions. Workshops. Memorandums of Understanding. 	<ul style="list-style-type: none"> Employment opportunities for communities near our operations. Small business development opportunities for local businesses. Development of community infrastructure through enterprise supplier development (ESD) and corporate social investment (CSI) programmes. Compliance with laws and regulations. Positive impact on fiscus. 	Continued contribution to community interest and wellbeing through: <ul style="list-style-type: none"> Support for key community and environmental initiatives. Sponsorships and donations. Employment opportunities. Social and environmental responsibility. Local procurement. Social upliftment. Funding for community projects.

STAKEHOLDER RELATIONSHIPS continued

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Investors, business partners and providers of financial capital, including banks 45 398 beneficial ordinary shareholders 1 916 preference shareholders	<ul style="list-style-type: none"> Prosperity for all. Socially inclusive development. Good governance.   	Investors support Grindrod's long-term growth. Our business partners enable us to expand its service offering and footprint to provide efficient and cost effective solutions to customers.	Grindrod aligns with the King IV guidelines in how we adopt a pro-active investor relations (IR) engagement process with stakeholders through: <ul style="list-style-type: none"> IR conferences. Independent interviews to gain insight into communication, reporting enhancements, risk analysis, valuation clarifying information and the need for deeper engagement. Enhanced IR website tools. Maintenance of an accurate investor communication database. 	<ul style="list-style-type: none"> Sustainable business growth and return on investment. Net asset value to share price equity. Responsible ESG management. Safety and reliability of operations. Balance sheet management. Ability to manage capital projects. Efficient and cost-effective solutions for customers. Diversification of revenue sources. Anti-bribery and corruption and sanctions controls. Operating environment. Ranking of claims relative to other financiers and creditors generally. 	<ul style="list-style-type: none"> R0.6 billion distributed in dividends. In addition to the interim and results presentations, engagement with analysts on an <i>ad-hoc</i> basis, with continued management access and engagement with key analysts.
Customers 6 000+ customers >R5 billion in revenue from core businesses	<ul style="list-style-type: none"> Prosperity for all. Good governance.  	Customers are our first strategic pillar, our core focus. We aim to meet and exceed customer expectations through consistently providing innovative, efficient and cost effective cargo-flow solutions thereby forging strong long-term partnerships.	<ul style="list-style-type: none"> One-on-one interactions. Site visits. Meetings. Community forums. Project management. Consultation. 	<ul style="list-style-type: none"> Building and improving relationships with stakeholders. Competitive pricing. Convert business inquiries into solutions. Reduce the cost of logistics. Customer service. Regional economic growth. 	<ul style="list-style-type: none"> We continue to enforce a one-touchpoint approach to customer relationships. We focus on integrated initiatives by providing customer-centric, end-to-end freight solutions with improved service delivery to current and new customers. We are exploring new business opportunities that will reduce business costs. We continue to conduct customer engagements. We continue to pursue cross-border opportunities.
Suppliers 2 300+ suppliers >R3.5 billion in procurement spend	<ul style="list-style-type: none"> Prosperity for all. Good governance.   	Long-term, sustainable and mutually beneficial relationships with suppliers and within Grindrod's supply chain support operational efficiency and customer service.	<ul style="list-style-type: none"> Site visits. Meetings. Performance audits. 	<ul style="list-style-type: none"> Ethical business. Strong anti-corruption policies and practices. Enterprise supplier development. Fair and transparent procurement. Fair payment terms. Responsible ESG. 	<ul style="list-style-type: none"> Focus on economic development spend to help grow SMMEs. Establish supply contracts with performance management metrics. Foster partnerships and mentoring as required. Work with suppliers to strengthen their commitment to sustainability and ESG performance, aligned with Grindrod's responsible purchasing standards and supplier performance management system.
Government departments and regulatory bodies 23+ countries	<ul style="list-style-type: none"> Good governance. 	Municipal, regional, local, national and international governments and governmental departments, the JSE, Takeover Regulation Panel (TRP), Competition Commission, SARS, Prudential Authority and SOEs all contribute toward an enabling environment for Grindrod.	<ul style="list-style-type: none"> Routine engagement through required reports and submissions. <i>Ad-hoc</i> engagement to raise or respond to issues. 	<ul style="list-style-type: none"> Compliance in all aspects related to governance, the environment and society. Contribution to the national fiscus of the countries in which we operate. Sound governance policies and procedures. 	<ul style="list-style-type: none"> Compliance with laws and regulations. Skills development. Transformation. Employment equity. Gender diversity.