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, proactive, two-way engagement is seen as the foundation for the creation of mutually rewarding benefits for the stakeholder groupings that rely and thrive on the sustainability of the business.

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 SOEs



STAKEHOLDER GROUP	Why they are important	How we engage	Key issues/areas of interest	Our response
Employees **3 916** employees **4** continents	Employees are the cornerstone for Grindrod's sustainable business growth and performance.	Communication through: • Face-to-face meetings. • Campaigns. • Emails. • Newsletters. • Roadshows. • Workshops. • Surveys.	Grindrod's provision of: • A safe working environment. • Employment security. • Competitive remuneration/a living wage. • Workplace transformation. • Information and two-way dialogue. • Participation and empowerment opportunities. • Information on strategy and direction.	• R1.2 billion wealth distributed to employees. • Ongoing health and safety initiatives. • Continued investment in training and development. • Living wage adjustments. • Strategic transformation targets. • A robust talent pipeline. • Bursary schemes.
Trade unions and bargaining councils **6** unions:- **462** employee members **1** council:- **46** employee members	With a contingent of our employees being part of unions and bargaining councils, these organisations can and do affect our operations.	• Meetings. • Direct negotiations.	• The fair treatment and remuneration of employees. • Safe working conditions at Grindrod. • Benchmarking of remuneration. • Good employee relationships and a positive workforce. • Securing, retaining and developing necessary skills.	• Wage negotiations for 2021 were 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.
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; and Thembelihle School, to name a few.	Establishing and maintaining respectful relationships with the communities in which we operate is central to our sustainability as a company and Grindrod is committed to contribute positively to social and economic development. Our social responsibility favours investments in education and the environment and supports staff who are involved in these initiatives. Engaging and supporting the NGO's and communities in which we operate is not only the right thing to do, but it builds goodwill and upholds our social license to operate.	• Meetings. • Teleconferences. • Emails. • Site visits. • Career exhibitions. • Breakfast sessions. • Round table discussions • Workshops. • Memorandum of Understanding.	• Job opportunities for communities near our operations. • Small business development opportunities for local businesses. • Development of community infrastructure through ESD and CSI programmes. • Compliance with laws and regulations • Positive impact on fiscus.	Continued contribution to community interest and well-being through: • 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

STAKEHOLDER GROUP	Why they are important	How we engage	Matters that are material to them	Our response
Investors **Business partners and providers of financial capital including banks** **10 844** beneficial ordinary shareholders **1 836** preference shareholders	Investors support Grindrod's long-term growth. Our business partners enable Grindrod to expand its service offering and footprint to provide efficient solutions to customers. Decision makers influence shareholder perception and confidence.	Grindrod aligns to the King IV guidelines in how we adopt a proactive investor relations (IR) engagement process with stakeholders, through: • Investor relations presentations. • Media. • SENS announcements. • Website. • Conferences. • Roadshows. Grindrod aspires to communicate our investment case clearly and transparently to stakeholders.	• 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.	• 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.
Customers **6 000+** customers **>R5** billion in revenue from core businesses	Customers are the core of our business; our primary focus is on providing efficient and cost-effective cargo flow solutions. Grindrod provides integrated customer solutions to match and exceed customer expectations.	• One-on-one interactions. • Site visits. • Meetings. • Community forums. • Project management. • Consultation.	• Building and improving relationships with stakeholders. • Competitive pricing. • Convert business inquiries into solutions. • Reduce the cost of logistics. • Customer service. • Regional economic growth.	• We continue to enforce a one-touch point approach for customer relationships. • We are focusing 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 the costs of doing business. • We continue to conduct customer engagements. • We continue to pursue cross-border opportunities.
Suppliers **2 200+** suppliers **>R1.4** billion in procurement spend	Long-term, sustainable and mutually beneficial relationships with suppliers and within Grindrod's supply chain support operational efficiency and customer service.	• Site visits. • Meetings. • Performance audits.	• Ethical business. • Strong anti-corruption policies and practices. • Enterprise supplier development. • Fair and transparent procurement. • Fair payment terms. • Responsible ESG.	• 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 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	Municipal, regional, local, national and international governments and governmental departments, the JSE, Takeover Regulation Panel (TRP), Competition Commission, SARS, Prudential Authority and SOE's all contribute toward an enabling environment for Grindrod.	• Routine engagement through required reports and submissions. • *Ad-hoc* engagement to raise or respond to issues.	• 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.	• Compliance to law and regulations. • Skills development. • Transformation. • Employment equity. • Gender diversity.