








Our Stakeholder Relationships

Our ability to deliver value depends ultimately on the contribution and activities of a range of different stakeholders, and on the nature and quality of the relationship that we have with these stakeholders at both a Group and individual cluster level. There are many various stakeholders who have an interest in, and who can exert some influence over our decisions and activities. The nature and impact of these different stakeholder relationships vary significantly between each of our clusters.

In the diagram below, we briefly outline those stakeholder groups that we believe have the most substantive impact on the ability of Terra, as a whole, to create value over the short, medium and long-term. We have prioritised these stakeholders, informed by our assessment of their level of interest and dependency on our activities, and by the extent to which they can influence the development and execution of our strategy.

In the accompanying tables we briefly review the 'value contribution' of each stakeholder group to Terra, summarise how we engage with that group, identify their priority interests relating to our activities, and provide our assessment of the quality of our current engagement activities with that stakeholder group. Additional context on these stakeholder relations is provided in each cluster review.

	VALUE CONTRIBUTION	HOW WE ENGAGE	KEY STAKEHOLDER INTERESTS	
 EMPLOYEES	The skills, experience, productivity and enthusiasm of our employees is the foundation of Terra's ability to deliver value.	In addition to internal newsletters and website, we have periodic management/employee meetings, individual personal interactions and training. We run surveys every two years with our employees to assess the levels of employee engagement and remuneration. No surveys were undertaken in 2021 due to Covid-19 but are planned for 2022. In two clusters (Property and Leisure and Cane) we have continued to embed culture engagement journeys, instilling certain values into their operations to co-create a working culture. In our Cane cluster we negotiate with trade unions upon expiry of the collective agreements in place, generally every three years.	<ul style="list-style-type: none"> Competitive remuneration Opportunities for personal development and upskilling Clear career paths Safe and healthy working conditions Employee wellbeing Clear communication and engagement across the Group Employee morale and corporate culture Sustainability 	Quality of our current engagement ****
 SHAREHOLDERS AND INVESTORS	Shareholders and investors provide the financial capital needed to sustain and grow the business. An overview of the shareholding ownership structure is provided on page 99.	We communicate through our website, annual integrated report and annual general meeting regarding our performance and strategy. Announcements and communiqués are regularly issued through the Stock Exchange. Certain members of the executive team also meet personally with individual investors. The Chairman and four other members of the Board are also members of the Board of the main shareholder.	<ul style="list-style-type: none"> Delivery of dividends Strategy to ensure continued growth, and to responsibly manage the risks and opportunities in our markets Responsible allocation of capital Sound corporate governance Climate change and greening investments 	Quality of our current engagement ***
 GOVERNMENT AND REGULATORS	Government and regulators provide us with necessary operating licences, and with the regulatory and policy framework that is critical to value creation. They inform what we can do, how we do it, and where we can operate.	We seek to maintain positive relationships with Government through: <ul style="list-style-type: none"> Direct personal engagement on specific issues; Mauritius Cane Industry Authority (MCI/A) representative (Control Board) permanently on site (in sugar factory); A specialised team in Property and Leisure cluster Participation in public forums; Submissions on draft regulations; Engagement through industry bodies; and Collaboration on national development plans. 	<ul style="list-style-type: none"> Ensuring regulatory compliance Protecting consumer interests Contribution to the tax base Promoting opportunities for job creation and economic development Increased production of sugar Corporate Social Responsibility Climate change mitigation / green energy Flood mitigation Independent sources of electricity and water (property development) 	Quality of our current engagement ***
 INDUSTRY ORGANISATIONS	Engaging with these organisations is key to driving business best practice, identifying new opportunities, and creating a conducive long-term business environment.	We are active participants in numerous industry associations, including (but not limited to): the Mauritius Sugar Syndicate (MSS), the Mauritius Chamber of Agriculture and Business Mauritius. The presidency of the MSS is shared on a rotational basis amongst the Managing Directors of the sugar companies and we engage with the MSS on a weekly basis. Active participants on committees and sub-committees under Business Mauritius.	<ul style="list-style-type: none"> Provision of leadership Collaboration Contributing to the collective business voice Structural reform Effective dialogue between authorities and private sector Sustainability 	Quality of our current engagement *****
 SUPPLIERS / SERVICE PROVIDERS	Maintaining positive supplier relationships, based on mutual respect, enables us to provide our products, and deliver our customer value proposition efficiently and effectively.	We engage regularly with key suppliers and service providers across our clusters to ensure a mutually beneficial relationship, particularly in relation to the provision of critical products, raw materials and services.	<ul style="list-style-type: none"> Timely payment and fair terms Realising joint opportunities for growth Fair negotiations in relation to increasing cost of materials 	Quality of our current engagement ****
 CUSTOMERS	Meeting the needs of our customers – through the specific 'customer value proposition' for each cluster – is the basis for all other values we create. We have a diversity of customers, from wholesale and retail operations to individual consumers across a range of income groups and countries.	The nature of our engagement varies across clusters and customer type. We strive to engage regularly and be responsive to customer interests across our value chain, seeking feedback through individual engagements, as well as broader customer surveys and research. In-house communication and other strategic teams ensure we remain connected to customers and are quick to respond.	<ul style="list-style-type: none"> Quality product and service Appropriate price Continuity of supply Relevant product information Partner relationships (tenants) Better rates per square meter (tenants) Multiple internet providers and mobility (Smart City) Tailored customer offering (mall) Energy savings (tenants) 	Quality of our current engagement ****
 CENTRAL ELECTRICITY BOARD (CEB)	The CEB is our principal client for energy generated at Terragen; we strive to maintain this relationship on a long-term basis by providing a reliable and cost-effective supply of energy, and supporting the Government in its commitment for greener energy.	We maintain a strong and transparent relationship with our client through various communication channels: telephone, meetings, and satisfaction surveys.	<ul style="list-style-type: none"> The reliable and cost-effective supply of energy Open communication on plant performance Increase the share of renewable energy in the energy mix of the country 	Quality of our current engagement ****
 CANE PLANTERS	We rely on a regular supply of cane from independent small-scale cane producers to maintain the productivity of our mill and produce our premium specialty sugars. Due to current price challenges farmers are leaving the sector, and there is low interest in the younger generation.	We communicate directly with planters through various channels, including regular meetings before and during harvest, one-to-one in fields, and a monthly liaison meeting with Farmers Service Centre. Our small planter advisors work with them to be more efficient and help with their harvesting and transport. We also engage regularly with authorities to identify opportunities to appropriately motivate the next generation of planters.	<ul style="list-style-type: none"> Open and effective communication Assurance that the mill will crush the canes in a timely and efficient manner and deliver the sugar produced to the MSS Access to finance and labour Structural reform Support in regard to efficiency, harvesting and transport 	Quality of our current engagement ****
 LOCAL COMMUNITIES	These stakeholders provide us with our reputation and societal legitimacy, and are often very valuable partners in highlighting challenges to be addressed and finding solutions, including investments in projects.	We communicate and engage directly with neighbouring communities through Terra Foundation and our individual business units to promote community development at both a regional and national level and ensure good communications regarding environmental issues. We also publish and distribute a newspaper to provide information about developments in Beau Plan. Our national campaign to stop criminal fire burning was launched in 2021 working in collaboration with the Commissioner of Police and the Fire Brigade. The campaign aimed to address misinformation and inform the public that most fires are criminal. It also focused on the environmental impact of fires, the danger to the public and the impact on the economy.	<ul style="list-style-type: none"> Transparency and accountability Corporate Social Responsibility and NGO partnerships Investment in community infrastructure Access to job and supplier opportunities Inclusive development Good environmental practices Cultural activities Public safety 	Quality of our current engagement ****

*No engagement - We are not engaging in any manner.

** Reactive - We have informal ad hoc engagement, usually in response to a specific issue or concern; engagement often at an individual rather than organisational level.

***Developing - Generally good engagement with some thought applied in developing an effective engagement process, but it is not structured; no clear performance objectives.

****Embedded - Structured engagement processes are in place that inform operational decision-making and are properly embedded in management processes, with clear follow-up action.

*****Strategic - High quality engagement mechanisms in place, embedded in governance processes with links to strategic objectives; in depth response mechanism implemented.

