



STEINHOFF

INTERNATIONAL HOLDINGS LTD

CORPORATE  
RESPONSIBILITY -  
STAKEHOLDERS

## STAKEHOLDERS



## Stakeholders

To deliver on its strategy and protect the Steinhoff brand, the group has to continue its success in attracting and retaining a loyal workforce and sustainable customer base.

Effective stakeholder engagement with a zero tolerance for any social violations

Respected and trusted relationships that assist to deliver on the group's strategic goals



MATERIAL ISSUE

To support the people who rely on the group's businesses and business practices



One of Steinhoff's core values is to address the group's social environment – both internally and externally.

Employees are the cornerstone of the group and employee wellness and development are recognised as key factors that contribute to maintaining and building a sustainable business. Over the years, this has assisted the group in consistently delivering on growth targets.

The group supports the broad-based black economic empowerment (B-BBEE) efforts of the African operations and investments. Steinhoff has made available in 2008, 40 million Steinhoff International shares for the benefit of eligible employees. Steinhoff as a group achieved a level four B-BBEE score in 2014.

The group supports the human rights principles dictated by the countries within which it operates and as set out in the ten principles of the United Nation's Global Compact. It is the social and ethics committee's responsibility to oversee and manage the group in this regard, as prescribed by the South African Companies Act. Suppliers undergo a vigorous social audit process and Steinhoff has a zero tolerance policy on any form of human rights violations.

Through various social programmes and initiatives the group's operations invest and participate in their direct communities. Most of these initiatives are focused towards childcare, education and, in Africa, HIV/Aids.

# STEINHOFF'S KEY STAKEHOLDERS HAVE BEEN IDENTIFIED THROUGH ONGOING ENGAGEMENT WITH VARIOUS INDIVIDUALS, GROUPS AND ORGANISATIONS

The group acknowledges the importance of the intelligence gained from their insights, inquiries and continuous interest in the group's business activities.

The following table provides an overview of Steinhoff's key stakeholder groups. Various platforms and methods of communication are used to reach, listen and respond.

## STAKEHOLDER GROUPS

## ACHIEVING THE OUTCOME

STAKEHOLDER GROUPS	ACHIEVING THE OUTCOME
<b>SHAREHOLDERS, INVESTORS, FINANCIAL INSTITUTIONS</b>	<p>Enhance shareholder value through delivering sustainable earnings growth and returns on investments.</p> <p>To achieve sustainable and profitable long-term growth through ethical and responsible business practices.</p> <p>To establish open, robust and trusted communication, transparency and long-term sustainability of the business.</p>
<b>EMPLOYEES, COMMUNITIES, PRESS AND MEDIA</b>	<p>Create a fulfilling work environment with challenging work and development opportunities. Maintain constructive relationships with trade unions.</p> <p>Maintain effective relationships with the media, ensuring credible and accurate public communication, protecting Steinhoff's reputation.</p>
<b>CUSTOMERS, SUPPLIERS AND SERVICE PROVIDERS</b>	<p>To continuously improve on the quality of products and services, at a reasonable price to deliver on customers' expectations and to expect the same from suppliers.</p> <p>Maintain mutually-beneficial relationships resulting in value product offerings to customers and comprehensive after-sales service.</p>
<b>GOVERNMENTS, REGULATORS, INDUSTRY BODIES AND ADVISORY COUNCILS, TRADE UNIONS</b>	<p>Compliance with national and international legislation and regulation in operating areas and participation in development of these.</p>

## CHANNELS OF COMMUNICATION



Investor days, dedicated meetings, presentations, news and results announcements, publications and presentations

Workforce committees, newsletters, induction programmes, performance management programmes, ethics hotline, events and sponsorships, presentations, interviews and publications

Customer surveys, market research, trade fairs and conferences, relationship managers, supplier audits, tender and procurement management

Employee representative forums, trade missions, working forums on legislation and regulation, participation on bargaining councils

Stakeholder engagement is not a one way communication channel but rather a partnership that is relied upon by the group. Steinhoff continuously strives to engage in a manner that is personal, open and honest.

The group does not prioritise communicating through large or public campaigns but focuses on more direct ways of communication and other constructive ways of engaging with the people who are influenced by the group's business.

Feedback is welcomed at:  
[investors@steinhoffinternational.com](mailto:investors@steinhoffinternational.com).



### SUSTAINABILITY

The long-term business strategy has a proven ability to create value for stakeholders and remains at the core of the group's sustainability strategy