

## STAKEHOLDER ENGAGEMENT GUIDE

### Introduction

Stakeholder engagement is central to the Department of Research and Development's goal of leading and supporting sustainable business. The Department recognizes the need to work together with stakeholders and communities in order to deliver improved outcomes. Therefore, an engagement approach is adopted when working with all stakeholders including customers, investors and shareholders, suppliers and contractors, local community, regulatory authorities, employees and media. Our stakeholder engagement program is based upon the following pillars

### Clarification of engagement objective

It's important to be clear about why we are engaging with the community and stakeholders. The following questions would be considered while clarifying the objective:

- Why do we need to engage?
- What would successful engagement look like?

The objective of our engagement with our stakeholders is as follows

Stakeholder	Objective
Customers	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement's relationship with its customers</li> <li>• To understand the perception of this stakeholder group on Shree Cement's business and efforts in sustainability</li> <li>• To understand the priority issues of concern to customers with regard to their relationship with Shree Cement</li> </ul>
Investors and Shareholders	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement's relationship with its shareholders</li> <li>• To understand the perception of this stakeholder group on Shree Cement's business and efforts in sustainability</li> <li>• To understand the priority issues of concern to investors and shareholders with regard to their relationship with Shree Cement</li> </ul>
Suppliers and contractors	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement's relationship with its suppliers and contractors</li> </ul>



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	<ul style="list-style-type: none"> <li>• To understand the perception of this stakeholder group on Shree Cement’s business and efforts in sustainability</li> <li>• To understand the priority issues of concern to suppliers and contractors with regard to their relationship with Shree Cement</li> </ul>
NGOs and Local Communities	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement’s relationship with its adjacent communities</li> <li>• To understand the perception of this stakeholder group on Shree Cement’s business and efforts in sustainability</li> <li>• To understand the priority issues of concern to local communities with regard to their relationship with Shree Cement</li> </ul>
Regulatory authorities	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement’s relationship with regulatory authorities</li> <li>• To understand the perception of this stakeholder group on Shree Cement’s business and efforts in sustainability</li> <li>• To understand the priority issues of concern to regulatory authorities with regard to their relationship with Shree Cement</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement’s relationship with its employees</li> <li>• To understand the perception of this stakeholder group on Shree Cement’s business and efforts in sustainability</li> <li>• To understand the priority issues of concern to employees with regard to their relationship with Shree Cement</li> </ul>
Media	<ul style="list-style-type: none"> <li>• To understand various aspects of Shree Cement’s relationship with media</li> <li>• To understand the perception of this stakeholder group on Shree Cement’s business and efforts in sustainability</li> <li>• To understand the priority issues of concern to media with regard to their relationship with Shree Cement</li> </ul>

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**Identification of Stakeholders**

In identifying our stakeholders following questions are considered:

- Who is responsible for the Business?
- Who makes the decisions?
- Who can influence decisions?
- Who are the Business partners?
- Who owns related Business?
- Who will be impacted by Business outcomes?
- Who are the beneficiaries?
- Who can slow or stop the Business?
- Who can make the Business more effective?
- Who can contribute resources?
- Who may be excluded from participating?

**Analysis of stakeholders and selection of engagement levels**

Different stakeholders have different levels of interest and influence over our business depending on a range of issues. These may include their contributions to the business, decision-making power, ability to slow or halt the business and the ability to impact on the effectiveness of outcomes. Based upon level of interest of each identified stakeholders, their mode and frequency of stakeholder engagement is identified. The following table illustrates the stakeholder groups, means of engagement, level of interaction and frequency of engagement.

Stakeholder group	Means of engagement	Level of interaction	Frequency	Key Responsible personal
Employees	Regular meetings to discuss work-related issues and define roles and responsibilities	Department , plant	Monthly	Chief People Welfare Officer
	Use of grievance boxes for employees who are hesitant to discuss their concerns	Corporate, plant, department	Variable	

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Stakeholder group	Means of engagement	Level of interaction	Frequency	Key Responsible personal
	Recognition through awards for performance excellence and innovations	Corporate, plant, department	Monthly, Annual	
	Employee engagement through events, celebration of festivals and company initiatives	Corporate, plant, department	Annual	
Local community	Visit to villages and meetings with local community	Plant	Monthly	CSR head at respective locations
	Panchayat meetings to understand community needs	Plant	Variable	
	Health camps and events organized towards increasing community health awareness	Plant	Variable	
	Other community engagement and development exercises	Plant	Variable	
Customers	Customer satisfaction survey	Plant, corporate	Annual	Marketing Head- Shree Cement Marketing Head Bangur Cement Marketing head- Rockstrong Cement
	Customer interaction on product quality and customer requirements	Plant, corporate	Variable	
	Customer query re-dressal system	Plant, corporate	Variable	
Investors and shareholders	Annual reports and quarterly filings	Corporate	Annual and quarterly	Company Secretary
	Corporate website (providing information on compliance to corporate governance regulations, links for grievance re-dressal, and stock market performance)	Corporate		

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Stakeholder group	Means of engagement	Level of interaction	Frequency	Key Responsible personal
	Shareholder and Investor Grievances committee responsible for monitoring and redressal of shareholders' and investors' grievances. Dedicated Secretarial team to address shareholder and investor issues and communicate with them.	Corporate	Variable (according to statutory frequency)	
Suppliers and contractors	Regular meetings with major suppliers on day-to-day supply requirements and issues	Plant	variable	Corporate Purchase Head
	Audit of supplier facilities to assess due consideration of workplace health and safety and product quality	Plant	Variable	
Regulatory authorities and government	Filing of returns (tax, environment, compliance reports, etc.)	Corporate, plant, department	Variable (according to statutory frequency)	Respective Department Heads
	Obtaining statutory clearances that are mandatory for certain company activities	Corporate, plant, department	Variable (according to statutory frequency)	
	One-to-one meetings and telephonic conversations on any operational or business issues	Corporate, plant, department	Variable	
	Participation through various industry forums and government committees to put up various industry-specific issues	Corporate	Variable	

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### Selection of activities

Engagement with stakeholders would be at key decision-making points throughout our organization so that they are able to influence decisions. Generally, there are three key decision-making points where we engage with the stakeholders: during scoping or ideas generation, during analysis (where options and alternatives are considered) and during decision-making. We don't engage with all our stakeholders at every point, but we make it clear when we will be engaging with our stakeholders and what we will be asking them to contribute. It's important to remember that engagement is a two-way process and we should always aim to feed back ideas or decisions to our participants

Usually, when we engage with our stakeholders, we do so to progress business in some way. For each stage of the Business, we clarify our business objectives:

- What is our Business aiming to achieve at each stage?
- What is our deliverable at this stage?
- Who we need to engage and what our engagement objective are at each stage of our Business.

For instance:

Are we engaging with residents to generate ideas?

Are we engaging with community organizations to seek feedback on options?

Are we asking a reference group to make recommendations?

Are we engaging with our Business partners to make a decision?

Having clarified our objectives, we can now select the engagement tools that will suit our needs.

Factors selected during stakeholder engagement:

- Time frame for each activity
- Available budget
- Skills to facilitate engagement activities
- Experts within our organization or within our partner agencies
- Need for employing a contractor to carry out our engagement activities

### Review of Plan

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Company identifies key points where we and our team can review and update the plan for engagement process. We also take this opportunity to evaluate our progress on a half yearly basis and gain feedback. We also identify the future stakeholders during the review meetings.

Within our team, it may help to consider the following questions:

- Process of engagement
- Challenging factors
- Key learning
- Key achievements
- Areas of improvement