



# Stakeholder engagement

## Overview

Engaging and building relationships with our stakeholders is key to driving value creation, ESG goals, and the group's sustainability. Open, accessible, and effective communication is at the heart of our engagement both with internal and external stakeholders. The board retains oversight of stakeholder management, while implementation and monitoring of stakeholder engagement is devolved to the various management teams within the group. Each of the group's operations engage with their diverse range of stakeholders based on our core values of respect, honesty, and integrity.

## Our approach

The value we create for our stakeholders is as important as the value we create for ourselves. Through in person engagements, surveys, and greater investor communication, we understand our social impact and our stakeholder needs and interests and can respond appropriately during the course of business. Our approach is guided by our 1-BELL philosophy that unites our organisation through shared focus areas and key values, namely.



**Customer**  
If we help our customers succeed, so will we



**Quality**  
Make a commitment and stick to it



**Team**  
We all share the same goal



**Efficiency**  
Focusing on what counts



**Safety**  
See you back tomorrow

## Stakeholder groups

Our stakeholders are those individuals, groups, and organisations that affect and are affected by Bell Equipment's activities, products or services and associated performance.

Our main groupings are:



### Employees

Material Themes



Helping our people thrive



Driving business resilience

Our people are the heart and soul of the business. Their skills and commitment determine the group's ability to realise its strategy. Engaging with our employees ensures they are involved and productive, helps to attract and retain key and critical skills, and embeds an ethical culture throughout the group.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>• Healthy working conditions.</li> <li>• Fair remuneration for their service.</li> <li>• Recognition.</li> <li>• Strengthening employee engagement.</li> <li>• Health and safety.</li> <li>• Career advancement.</li> <li>• Transformation and diversity.</li> <li>• Greater flexible working conditions.</li> <li>• Their human rights being respected and respecting the human rights of those who may be affected by our business.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee forums (e.g. health and safety, employment equity committees).</li> <li>• Regular engagement with trade union representatives on key issues.</li> <li>• Investment in skills training and career development.</li> <li>• Learning programmes for persons with disabilities.</li> <li>• Information road shows about employee benefits (e.g. medical aid and pension funds).</li> <li>• Feedback through improved performance management.</li> <li>• Regular ethics and fraud awareness road shows.</li> <li>• Induction programmes.</li> <li>• Internal newsletter, intranet, and internal communication via digital platforms.</li> <li>• Health and safety 'toolbox talks'.</li> <li>• Employee wellness days.</li> <li>• Long service awards.</li> <li>• Anonymous tip off reporting line.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and skills development both in house through our accredited training centre and externally.</li> <li>• Ongoing focus on labour and employee relations.</li> <li>• Our commitment to a zero harm culture.</li> <li>• Ongoing health and safety programmes.</li> <li>• Trade union meetings and negotiations.</li> <li>• Review and improvement to bonus scheme and incentive schemes linked to group performance.</li> <li>• Progress with diversity and inclusion.</li> <li>• Hybrid/remote working policy implementation.</li> <li>• Quarterly GEC feedback sessions to the group.</li> <li>• Fraud management briefs.</li> </ul>

Capitals:



Human



Social and relationship



Richards Bay team showing support for the Rugby World Cup



Bell customer evening in Cape Town



Bell Empangeni





## Customers

Material Themes



Executing strategy



Environmental sustainability



Principled governance

We continue to grow customer trust and support by understanding their business, codeveloping world class products that deliver performance in rugged environments and demonstrating dedication to maximising their uptime. Meeting our customers' needs goes a long way to elevating the Bell brand, growing marketing share, and building long term customer loyalty.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>Product quality, performance, and reliability.</li> <li>Remaining informed.</li> <li>Product innovation.</li> <li>Aftersales service.</li> <li>Finance availability and options.</li> <li>Responsible supply chain.</li> <li>Digital disruption and cyber security.</li> <li>Overall value proposition.</li> <li>Having a personally committed and trusted advisor.</li> <li>BBBEE compliance and local economic development within South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Face to face engagement with sales and customer service teams.</li> <li>Trade exhibitions.</li> <li>Product launches and demonstrations.</li> <li>Ongoing research and development.</li> <li>Factory tours.</li> <li>Advertising.</li> <li>Traditional and social media including Bell Bulletin magazine, Facebook, LinkedIn, Instagram, and YouTube.</li> <li>Website.</li> <li>Ongoing product testing.</li> </ul>	<ul style="list-style-type: none"> <li>Driving digital transformation throughout the group to better serve our customer's needs.</li> <li>Using the EYE external customer service monitoring service to understand our customer's needs.</li> <li>Innovating solutions to reduce environmental impact.</li> <li>The provision of competitive finance offers.</li> <li>Regular sales training on products.</li> <li>Managed supply chain disruptions.</li> <li>Enhanced service levels to customers.</li> <li>Continued good governance in place to meet legislative and regulatory requirements.</li> <li>Focused on empowering EMEs/QSEs through the Bell ESD programme.</li> </ul>

Capitals:



Social and relationship



Manufactured

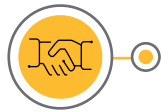


Intellectual



Factory visit





## Suppliers and strategic OEM partners

Material Themes



Driving business resilience



Executing strategy



Environmental sustainability

Suppliers and strategic OEM partners are key to the group's performance and core to the group's strategic positioning. Through a culture of continuous improvement and the effective use of our suppliers' expertise, we focus on consistently meeting and exceeding our promise to our customers.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>Timely payment and fair terms.</li> <li>Regular engagements.</li> <li>Long term beneficial relationships.</li> <li>Increased revenue and volume growth.</li> <li>Future growth of the group and understanding expectations of the group.</li> <li>Reputational consistency.</li> <li>Responsible and positive brand management.</li> <li>BBBEE compliance and local economic development within South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Adopting the 1-BELL philosophy in dealing with our suppliers and strategic partners.</li> <li>Product launches and demonstrations.</li> <li>Trade exhibitions.</li> <li>Maintaining the Quest for Gold supplier improvement initiative that acknowledges key suppliers for outstanding service.</li> <li>Effective communication and ongoing regular direct engagements.</li> <li>Service level agreements and audits.</li> <li>Suppliers conference.</li> <li>Factory and site visits.</li> </ul>	<ul style="list-style-type: none"> <li>Increased contact with partners.</li> <li>Transparent communication to keep partners informed of our operational requirements.</li> <li>Collaboration to overcome supply chain challenges.</li> <li>Positive negotiations to agree on mutually beneficial contractual terms.</li> <li>The growth of services and the aftermarket for both parties.</li> </ul>

Capitals:



Social and relationship



Manufactured



Intellectual



JCB Loadall training given by JCB in the United Kingdom





## Local communities

Material Themes



Environmental sustainability



Principled governance

Our business activities impact the communities around us. We have a responsibility to reduce our negative impacts, increase our positive influences and provide support to our communities, which in turn, safeguards our reputation. Empowering local economies builds trust in Bell Equipment while communities benefit from social and environmental initiatives.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>Socio economic empowerment.</li> <li>Environmental issues – including the impact of climate change.</li> <li>Economic upliftment and job creation.</li> <li>Enterprise development.</li> <li>Preferential procurement.</li> <li>Infrastructure development.</li> </ul>	<ul style="list-style-type: none"> <li>Education and job creation.</li> <li>CSI/SED spend</li> <li>Air assistance for crime fighting initiatives.</li> <li>Earthmoving equipment apprenticeship programmes.</li> <li>Trade ins and the Bell backed loan scheme for qualifying small black owned businesses.</li> <li>Welfare projects within communities where the group operates.</li> <li>Support of NGO fundraising events, e.g. CANSA, Lifeline.</li> </ul>	<ul style="list-style-type: none"> <li>Ensured our social activities and interactions align with our core purpose and business objectives while addressing ESG related risks and opportunities.</li> <li>Provided resources and joined the community to fight a woodchip fire in Richards Bay.</li> <li>Collaborated with a mining customer to provide low cost housing.</li> <li>Skills development through the Bell apprenticeship programme.</li> <li>Focused on addressing the needs of educational institutions.</li> <li>Supplemented labour force from surrounding communities.</li> <li>Initiatives focused on energy consumption, water stewardship, and waste reduction.</li> <li>Realised preferential procurement opportunities for community businesses.</li> </ul>

Capitals:



Social and relationship



Human



Environmental



Fire fighting assistance in Richards Bay





## Government and regulators

Material Themes



Environmental sustainability



Principled governance

Our government stakeholders are policymakers, and they guide our operations through the relevant policies and regulations that impact our business. The group's relationship with government impacts on its ability to contribute towards job creation, broader economic, social, and environmental objectives globally. We recognise that we need to engage continuously with regulators, in a manner that fosters growth and trust.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>Adherence to legislative and regulatory requirements.</li> <li>Social economic growth.</li> <li>Skills development.</li> <li>Employment creation.</li> <li>Transformation and diversity.</li> <li>BBBEE status (South Africa).</li> </ul>	<ul style="list-style-type: none"> <li>Statutory reporting that cultivates a zero tolerance culture for regulatory non compliance.</li> <li>Communication through participation in industry consultative bodies and public forums including:                             <ul style="list-style-type: none"> <li>- National Economic Development and Labour Council;</li> <li>- Business Unity South Africa;</li> <li>- South African Capital Equipment Export Council;</li> <li>- SEIFSA.</li> </ul> </li> <li>Social upliftment programmes and initiatives including:                             <ul style="list-style-type: none"> <li>- Trade ins and the Bell backed loan scheme for qualifying small black owned businesses;</li> <li>- Earthmoving equipment apprenticeship programmes undertaken by Bell at its training facility;</li> </ul> </li> <li>BBBEE reporting requirements (South Africa).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing regulatory and legal compliance.</li> <li>Protection of personal information.</li> <li>Cybersecurity.</li> <li>Responsible taxpayer.</li> <li>Responsible corporate citizen.</li> <li>Engagement in industry related bodies and matters.</li> <li>Promotion of local manufacturing to support job creation and economic growth.</li> <li>Continued to meet our BBBEE commitments.</li> <li>Energy, water and waste reduction and compliance with environmental legislation.</li> <li>Education and job creation.</li> </ul>

Capitals:



Manufactured



Intellectual



Environmental



Social and relationship





## Shareholders, investors, financiers and insurers

Material Themes



Driving business resilience



Executing strategy



Environmental sustainability



Principled governance

Providers of capital, which include investors, debt funders, investment analysts and potential investors, are a crucial element of our long term sustainability. Engagement with these stakeholders creates an informed perception of the group and its activities. The feedback we receive from our engagement with these stakeholders informs our reporting practice.

What they care about	How we engage	Our response to important matters during the reporting period
<ul style="list-style-type: none"> <li>Group strategy implementation.</li> <li>Group performance and sustained returns on investment.</li> <li>Legal, regulatory and compliance excellence.</li> <li>Leadership strength and management depth.</li> <li>Good corporate governance.</li> <li>Risk management.</li> <li>Transparent executive remuneration.</li> <li>Alignment of values.</li> <li>Responses to macro economic and socio economic environment.</li> <li>Approach and implementation of ESG.</li> </ul>	<ul style="list-style-type: none"> <li>AGM and voting.</li> <li>Our reporting suite, including the IAR.</li> <li>Annual and interim results presentations.</li> <li>Media relations, including press releases, SENS announcements and trading updates.</li> <li>Group website including a dedicated investor relations website.</li> <li>Local and international one on one or group engagements.</li> <li>Site and factory visits and open days.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to sound corporate governance.</li> <li>Group results presentations.</li> <li>Engaging with shareholders and investors through virtual and in person roadshows.</li> <li>Annual general meeting.</li> <li>The use of investor perception polls.</li> <li>Development of an ESG framework as part of our ESG roadmap.</li> </ul>

Capitals:



Social and relationship



Financial



Intellectual



Environmental