



EMPLOYEE ENGAGEMENT POLICY

Employee engagement is about how a person thinks, feels, and acts within his/her work environment, and all those factors impact on the Company and the person himself/herself.

One of the objectives of measuring Employee Engagement within the Evaco Group and its Business Units, is to understand what we are doing wrong. But another as important motive, is also to know what we are doing right!

We have motivated employees, employees who resign and others who stay with us, but whose level of motivation and engagement are quite low, creating an unhealthy work environment which impacts on the company and its stakeholders at large.

We want to:

- Give the opportunity to our employees to express themselves.
- Measure the current level of engagement of our employees.
- Increase the level of engagement of our employees.
- Encourage business growth as areas of improvements will be pointed out.
- Take timely, relevant and focussed actions in all required areas and on critical topics.

The purpose

The purpose of the Employee Engagement Policy (referred to hereafter as the "Policy") is to clearly enumerate the set objectives, the purpose, the scope of action and the responsibility of each stakeholder in this process.

The Scope

This policy applies to all the Company's employees. This policy applies while in employment with The Company. Company here means the Evaco Group and its subsidiaries.

Accountabilities

- **Management & HR Team**

The Group Head of HR has the responsibility to oversee compliance with this Policy by the Management and HR Teams.

Any member of Management (Group CEO, Country CEO, Cluster COO, COO, Executive Director, Group Head of Department, General Manager, Head of Business Unit, Head of Department, Senior Manager and Manager) has the responsibility to adhere to the present policy.

- **Employees**

The current policy applies to all employees. All members of the Company have the responsibility to report occurrences which are in contradiction with the present Policy, to the Group Head of Human Resources.

Methodology

An Employee Engagement Survey will be conducted yearly by the HR department, under the aegis of the Management team. The questions in the survey will be submitted by the Group Head of Human Resources & Admin to the Group CEO and Group COO for validation.



The survey will be sent by latest mid-July each year:

- **Printed surveys** will be remitted to all employees who cannot be reached via a corporate email address. Those printed documents will be remitted by the HR Representative of each Business Unit to all employees, with an acknowledgement from the latter. A special designated area/box will be made available for each employee to deposit their duly filled in form, in all anonymity.

All replies will be secured within 15 days from the launch of the Employee Engagement survey.

Anonymity & Confidentiality

All replies will remain strictly anonymous. The Company will turn off all traceability options to protect the anonymity of all participants.

No names will be written on printed copies.

The employees have the right not to fill in the document, though the Management team and HR Representative will strive to encourage everyone to participate, whilst putting forward the reasons why such an initiative is critical to the good running of the Company and the well-being of all stakeholders.

Action Plan post-survey

Once the Employee Engagement Survey is completed within the set deadlines, all replies will be computed and communicated to the Group CEO & Group COO within 30 days from obtention of all data.

Results will be calculated per subsidiary but there will also be a consolidated calculation made for the Evaco Group. Official results will be published by mid to end of August yearly, and displayed on the Intranet, on display boards and any other media relevant to the Evaco Group.

Based on the results obtained, Management will strive to take the relevant actions to maintain standards, make improvements, or take new/additional initiatives.

FAILURE TO COMPLY

Failure to comply with the above policies, including any arrangements which are put in place under it, will be investigated and may lead to disciplinary action being taken.