

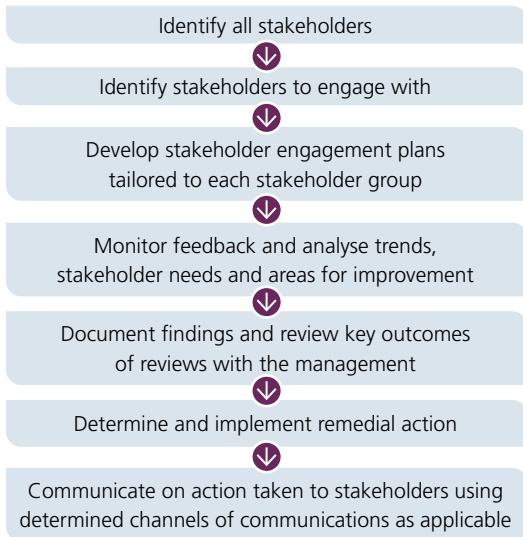
SHARED GROWTH THROUGH STAKEHOLDER ENGAGEMENT

(GRI 2-25,-29)

Aitken Spence adopts a proactive approach to identify and address impacts across our operations, the use of our products or services, and our supply chain. This proactive approach plays a vital role in our sustainability strategy by allowing us to gain insights into both potential and actual impacts through the valuable concerns and feedback provided by stakeholders. By doing so, we aim to minimise any potential negative consequences while maximising positive outcomes. Additionally, this approach enables us to assess the effectiveness of our strategies and action plans, ensuring the sustainability of our social, environmental, and economic initiatives. As reflected throughout our illustrious history of more than 150 years, we believe it is crucial to engage with stakeholders in order to identify and manage impacts, thus facilitating the growth of our business.

Each stakeholder holds a unique influence over our operations and can be affected in different ways. Therefore, we tailor our engagement efforts to accommodate the specific needs and preferences of each stakeholder. To determine the stakeholders to engage with, we assess the extent of impacts or the degree to which our decisions can affect them.

Our process for engaging stakeholders



The summarised results of our stakeholder engagement process is given in this section of the report.

The shareholder feedback form provided with this report as well as our website (www.aitkenspence.com/feedback) can be used to give us feedback on our disclosures. Feedback collected from this form will be used to improve the information provided in this report.

| Stakeholder Group | Employees | Customers & Buyers |
|--|---|--|
| Method of engagement | <ul style="list-style-type: none"> » Direct communications » Performance reviews » Employee engagement activities » HRIS system » Social media | <ul style="list-style-type: none"> » Direct contact » Meetings » Feedback forms » Surveys » Buyer reviews » Social media |
| Key points of contact | <ul style="list-style-type: none"> » HODs » HR Partners » MDs » CHRO » Group HR | <ul style="list-style-type: none"> » Sales teams » Reservations teams » Communications teams |
| Frequency of engagement | <ul style="list-style-type: none"> » Daily » Planned routine engagement (bi-annual / annual reviews) » On requirement (Open Door Policy) | <ul style="list-style-type: none"> » On requirement / immediate where necessary » Routine reviews as planned by the segments |
| Stakeholder concerns | <ul style="list-style-type: none"> » OHS / wellbeing » Learning & development » Labour standards » Quality of work » Career progression » Remuneration and benefits | <ul style="list-style-type: none"> » Quality / best value for price paid » Fast delivery » Reliable service » Unique experiences » Personalised service » Sustainable products and services » Certification of products / services in key markets |
| Mechanisms to handle grievances/ feedback | <ul style="list-style-type: none"> » Open door policy » Segmental HR Partners for direct assistance » On site counsellors (apparel segment) » Mid-year / annual reviews » Tools enabled on the HRIS including Training Needs Assessment form, Personal and Professional Goal Planning tools etc. | <ul style="list-style-type: none"> » Complaints and other feedback obtained is investigated by the respective teams and preventive / corrective action is taken upon consultation with senior management. Responses are planned aligned to communication strategies of the Group / SBU. |
| Our commitment | <ul style="list-style-type: none"> » Provide a safe and inspiring working environment supporting personal and professional growth through fair remuneration and talent development. | <ul style="list-style-type: none"> » Work towards innovating our processes to provide best in class products and services to customers. |

| Investors, Shareholders, & Financial Institutions | Governments & Regulators | Community | Suppliers & Service Providers | Environmental/ Social Lobby Groups & Voluntary Endorsements |
|---|--|--|--|---|
| <ul style="list-style-type: none"> » Meetings/ discussions » Investor audits » Public disclosures » Direct reporting | <ul style="list-style-type: none"> » Meetings/ discussions » Audits » Public disclosures » Direct reporting | <ul style="list-style-type: none"> » Direct exchanges » Community development initiatives » Social media | <ul style="list-style-type: none"> » Discussions » Trainings » Reviews » Direct written exchanges | <ul style="list-style-type: none"> » Meetings » Public disclosures » Direct reporting » Social media |
| <ul style="list-style-type: none"> » Top / Senior management » HODs » Relevant team leaders | <ul style="list-style-type: none"> » Senior management » Relevant team leaders | <ul style="list-style-type: none"> » Community Relations Managers (for specific segments) and EMRs » Senior management / HODs » Relevant team leaders | <ul style="list-style-type: none"> » Senior management » HODs / Central Purchasing Unit » Relevant team leaders | <ul style="list-style-type: none"> » Community Relations Managers (for specific segments) and EMRs » Senior management / HODs » Relevant team leaders |
| <ul style="list-style-type: none"> » Annual General Meetings / Extra-ordinary General Meetings » On requirement » Routine reviews where mandated / as agreed | <ul style="list-style-type: none"> » On requirement » Routine reviews where mandated | <ul style="list-style-type: none"> » On requirement » As planned by the segments to gather and review feedback | <ul style="list-style-type: none"> » On requirement » Routine reviews as agreed | <ul style="list-style-type: none"> » On requirement » Routinely as agreed (e.g. Working Group meetings of the UNGC) |
| <ul style="list-style-type: none"> » ROI » Interest rates » Taxes » ESG | <ul style="list-style-type: none"> » Compliance » Collaboration for knowledge sharing / policy development / research | <ul style="list-style-type: none"> » ESG » Development opportunities | <ul style="list-style-type: none"> » Profit » Reliable service » Long-term business relationships » Strong networks for opportunities » Referrals » Project planning | <ul style="list-style-type: none"> » ESG » Development opportunities » Education and awareness about the SDGs, NDCs for Sri Lanka » Commitments for sustainable development |
| <ul style="list-style-type: none"> » Discussions and communication on reviews » Top level engagement to investigate grievances / complaints and implement corrective / preventive measures. | <ul style="list-style-type: none"> » Direct written / verbal communication » One on one consultations | <ul style="list-style-type: none"> » Direct communications to understand grievances » Senior level engagement to investigate grievances / complaints and implement corrective / preventive measures. | <ul style="list-style-type: none"> » Regular engagement mentioned above. Received feedback is investigated by the respective teams and action is taken in consultation with senior management. | <ul style="list-style-type: none"> » Senior level engagement to investigate grievances / complaints and implement corrective / preventive measures. |
| <ul style="list-style-type: none"> » To deliver returns commensurate with the risks undertaken and keep them apprised of our progress and challenges in a timely and transparent manner. | <ul style="list-style-type: none"> » Continue to establish and maintain governance structures that comply with legal and other regulatory requirements necessary in the industries we operate in. | <ul style="list-style-type: none"> » Engage in industry collaborations to strengthen economic development, enhance social sustainability and ensure environmental protection. | <ul style="list-style-type: none"> » Support mutual growth with reliable and sustainable supply chains. | <ul style="list-style-type: none"> » Be a partner to promote and achieve sustainable development |