


## STAKEHOLDER ENGAGEMENT

The JSE and its stakeholder groups have a symbiotic relationship and it is acknowledged that, by working to create and contribute to an environment in which its stakeholders may be able to flourish, the Exchange will support its own long-term ability to continue creating value for these stakeholders.

Stakeholder and key interest	How the JSE communicates	What the JSE engages about
<b>1. JSE Limited shareholders and analysts</b> JSE financial performance and how we create value	<ul style="list-style-type: none"> <li>• AGMs</li> <li>• Integrated annual report and interim report</li> <li>• Direct interaction</li> <li>• Notices distributed through SENS</li> <li>• JSE website</li> <li>• Road shows</li> <li>• Radio, TV and newspaper articles</li> </ul>	<ul style="list-style-type: none"> <li>• Performance</li> <li>• Growth areas</li> <li>• Company sustainability</li> <li>• Costs</li> <li>• Dividend policy</li> <li>• Share schemes</li> <li>• Prospects</li> </ul>
<b>2. JSE regulator</b> Areas of mutual regulatory interest	<ul style="list-style-type: none"> <li>• The JSE works closely with the Financial Services Board (FSB)</li> <li>• FSB representatives attend Board and management meetings by invitation</li> <li>• Ad hoc arrangements on relevant topics</li> </ul>	<ul style="list-style-type: none"> <li>• Investment policy</li> <li>• Regulatory issues</li> <li>• Development of products and services</li> <li>• Surveillance</li> <li>• Investor and market protection mechanisms</li> </ul>
<b>3. Clients</b> <b>Issuers</b> Requirements to bring traded products on market	<ul style="list-style-type: none"> <li>• Website</li> <li>• Client relationship officers</li> <li>• Client forums</li> <li>• Dedicated extranet</li> <li>• Market notices</li> <li>• One-on-one meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Customer expectations</li> </ul>
<b>Members</b> Ensuring the JSE understands member needs	<ul style="list-style-type: none"> <li>• Service hotline</li> <li>• Website</li> <li>• Advertising</li> <li>• Press releases</li> <li>• Social media</li> <li>• Customer relationship officers</li> <li>• Customer forums</li> <li>• Dedicated extranet</li> <li>• Market notices</li> <li>• One-on-one meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Customer expectations</li> </ul>
<b>The investor community</b> Understanding the range of investment products available through the JSE and how to invest in them	<ul style="list-style-type: none"> <li>• Investor education</li> <li>• Showcases for listed companies</li> <li>• Webinars and presentations about new and existing products</li> <li>• Press releases and interviews</li> <li>• Radio, TV and newspaper articles</li> <li>• JSE website</li> </ul>	<ul style="list-style-type: none"> <li>• Financial literacy and investor education</li> <li>• JSE markets and products</li> <li>• Aspects of JSE business</li> </ul>
<b>Sponsors and designated advisors (DAs)</b>	<ul style="list-style-type: none"> <li>• Meetings as and when needed</li> <li>• Scheduled meeting update every 18 months</li> <li>• JSE Advisory Committee meeting</li> </ul>	<ul style="list-style-type: none"> <li>• General market conditions</li> <li>• Changes to the JSE Listings Requirements</li> <li>• Service levels and general conduct of staff</li> <li>• Feedback provided on their performance and interaction with their investor relations officer</li> </ul>

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<b>4. Employees</b> Company strategy, values and policies, enhancement of skills, retention and motivation of talent	<ul style="list-style-type: none"> <li>• Team meetings</li> <li>• Training needs analysis</li> <li>• Performance reviews</li> <li>• Communication sessions</li> <li>• Intranet</li> <li>• JSE website</li> <li>• Employee committees</li> <li>• Email</li> <li>• Whistle-blowers' hotline</li> </ul>	<ul style="list-style-type: none"> <li>• Development and training</li> <li>• Health and safety</li> <li>• Wellness programmes</li> <li>• Remuneration, benefits</li> <li>• Employment equity</li> <li>• Personnel and company financial performance</li> <li>• Code of conduct and ethics</li> <li>• Employee assistance programme</li> <li>• Mentorship programme</li> </ul>
<b>5. Potential employees</b> JSE as employer of choice	<ul style="list-style-type: none"> <li>• Integrated annual report</li> <li>• JSE website</li> <li>• SENS</li> <li>• Interviews</li> <li>• JSE magazine</li> <li>• Employment agencies</li> <li>• Career exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>• Remuneration policy</li> <li>• People development</li> <li>• Career options</li> </ul>
<b>6. Suppliers</b> Performance feedback Future requirements of company	<ul style="list-style-type: none"> <li>• Scheduled meetings</li> <li>• Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor performance</li> <li>• Evaluations</li> <li>• Cost assessment</li> <li>• Growth expectations and product and service developments</li> </ul>
<b>7. National and local government</b> Areas of mutual interest (stakeholders include the National Treasury; the Department of Agriculture; the Department of Minerals and Energy; the South African Reserve Bank; and the South African Revenue Services)	<ul style="list-style-type: none"> <li>• Ad hoc meetings as and when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Financial sector regulatory framework</li> <li>• CPSS-IOSCO compliance</li> <li>• Exchange control matters</li> <li>• Tax issues as they impact capital markets and our clients</li> <li>• Market structure considerations, particularly in relation to new products, where regulatory support is critical</li> </ul>
<b>8. Media</b> To create awareness of investment products and to promote financial literacy	<ul style="list-style-type: none"> <li>• Results announcements</li> <li>• Annual report and interim report</li> <li>• Notices distributed through SENS</li> <li>• JSE website</li> <li>• Road shows</li> <li>• Press releases and interviews</li> <li>• Showcases on listed companies</li> <li>• Webinars and presentations about new and existing products</li> <li>• JSE website</li> </ul>	<ul style="list-style-type: none"> <li>• Performance</li> <li>• Growth areas</li> <li>• Company sustainability</li> <li>• Dividend policy</li> <li>• Share schemes</li> <li>• Prospects</li> <li>• Financial literacy and investor education</li> <li>• JSE markets and products</li> <li>• Aspects of JSE business</li> </ul>
<b>9. External panels and associations</b> Areas of mutual interest	<ul style="list-style-type: none"> <li>• Ad hoc meetings</li> <li>• JSE advisory committees</li> <li>• Sponsorship and membership</li> </ul>	<ul style="list-style-type: none"> <li>• Various ongoing initiatives during the year, dealing with service, expectations, prospects, strategies, sustainability and regulation</li> </ul>
<b>10. Community</b> Corporate social investment Education and awareness	<ul style="list-style-type: none"> <li>• JSE website</li> <li>• Education officers</li> <li>• Articles in various media</li> <li>• JSE magazine</li> <li>• CSI strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Education initiatives including:               <ul style="list-style-type: none"> <li>• JSE/Liberty Investment Challenge</li> <li>• Financial literacy initiatives (JEF)</li> <li>• Health care and community development</li> <li>• Sponsorships and donations</li> <li>• JSE Benevolent Fund</li> </ul> </li> </ul>

 The table above is discussed in further detail in the online JSE *Stakeholder report* [www.jsereporting.co.za/ar2014/stakeholder.asp](http://www.jsereporting.co.za/ar2014/stakeholder.asp)