

# INTELLECTUAL CAPITAL

**INTELLECTUAL CAPITAL  
IS THE INTANGIBLE,  
KNOWLEDGE-BASED  
VALUE OF OUR  
ORGANISATION SUCH  
AS OUR PROCESSES,  
EXPERTISE AND  
COMPANY CULTURE.**

## **STAKEHOLDER IDENTIFICATION**

- Internal – shareholders and employees;
- External – media, customers, suppliers, business partners, regulatory bodies and society at large.

## **STAKEHOLDER EXPECTATIONS**

- To ensure organisational resilience built on comprehensive and effective processes, policies, systems and procedures;
- To lead the organisation with a passionate team of forward-looking and agile leaders with uncompromising integrity;
- To sustain the Group's brand image that was built over generations as a family business.

## **STRATEGIC RESPONSE**

- Adopting and continuously improving established systems, processes, procedures and policies;
- Instilling and sustaining a culture of openness and togetherness amongst the business leaders;
- Formally engaging business leaders towards the formulation of business strategies on an annual basis;
- Identifying, recruiting, and training professionals from diverse backgrounds, cultures and gender into positions of increasing responsibility;
- Reinforcing the importance of our values and culture through our policies, our behaviours,

website and other means of communication to our internal and external stakeholders;

- Promoting, nurturing and protecting our business brands through diligent response to our stakeholders' expectations. We have defined clear brand guidelines across all mediums and this is further reinforced through our activities and communications.

## **OUTCOMES**

- A distinctive and reputable brand identity;
- A rebranded corporate identity, revamped website and Group-wide intranet systems for information sharing;
- A well-designed governance system based on the Code on Corporate Governance creating efficient and aligned processes with clear responsibilities and roles for all involved;
- A value-driven leadership and culture.

# RELATIONSHIP CAPITAL

**RELATIONSHIP CAPITAL REFERS TO HOW WE DIRECTLY INTERACT AND VALUE OUR STAKEHOLDERS.**

## STAKEHOLDER IDENTIFICATION

- Internal – shareholders and employees;
- External – customers, business partners, suppliers, regulators and financial institutions.

## STAKEHOLDER EXPECTATIONS

- Our customers expect us to deliver value for money product and services and a positive end-to-end set of interactions between them and our brand;
- Our business partners assume a fair interaction leading towards a mutual beneficial relationship in all their dealings with the Group;
- Our shareholders trust the Group will effectively communicate information about its position, performance, risks and opportunities;
- Our regulators expect the Group to always fulfil its legal responsibilities;
- An open and transparent line of communication between the Group and its employees;
- All our stakeholders expect fair dealings that reflect our purpose and values in all our interactions with them.

## STRATEGIC RESPONSE

- We have embarked on the building of a customer-centric culture across the Group to exceed our customers' expectations;
- All our business dealings with our partners are based on the premise of a trusted relationship built over years of working together;

- Periodically share the key business insights with our shareholders and seek their input in material decisions of the Group;
- The Group ensures through regular assurance exercises that all its responsibilities with regards to the regulatory authorities are fulfilled;
- Regular communication with our employees via the intranet, regular informal and formal interactions and the quarterly CJ newsletter;
- Living our values through all our interactions with our stakeholders.

## OUTCOMES

- We have a loyal customer base of over 800,000+, being served on a regular basis. Currently we have 400,000+ followers on digital media;
- We have revamped our website which showcases our Group and helps us to be more visible to the outside world;
- Long-lasting, mutually beneficial and trusted relationship with our key business partners and shareholders;
- An 32% improvement in our employee engagement survey results in 2018;
- A constructive relationship with our other key stakeholders based on a win-win approach.

# MANUFACTURED CAPITAL

**CJ'S MANUFACTURED CAPITAL IS THE BUILDINGS, IT SYSTEMS, TECHNICAL AND NON-TECHNICAL EQUIPMENT USED TO CREATE VALUE AND SUPPORT OUR BUSINESSES.**

## **STAKEHOLDER IDENTIFICATION**

- Internal stakeholders: employees, executives and board members.
- External stakeholders:
  - Tenants of our buildings;
  - Service providers for our building maintenance IT systems and technical & non-technical equipment;
  - Insurance companies;
  - Regulatory authorities - Municipalities and District Councils, ICTA, IBA, health and safety and building inspectorate.

## **STAKEHOLDER EXPECTATIONS**

- Have a safe, efficient and comfortable working environment promoting openness, respect and teamwork;
- Properly maintained assets;
- Mutually beneficial relationship with property owners;
- Ensure compliance with local laws and regulations;
- Positive customer experience through the latest technologies;
- Functional properties to deliver value to our tenants and customers.

## **STRATEGIC RESPONSE**

- Purposely built properties with appropriate working environment and equipment;
- Dedicated team of professionals ensuring the proper upkeep of our building and technical & non-technical equipment;

- Engage actively with knowledgeable resources on matters relating to health and safety and other regulations;
- Continuously invest in capital expenditures to meet our customers' expectations;
- Collaborate with reputed partners to bring in know-how and latest technologies in our businesses;
- We make sure that we stay ahead of the curve by constantly innovating and providing differentiated product and services.

## **OUTCOMES OR ACTIONS**

- Investment of MUR1,341M by CJ Group in building assets, network and equipment;
- A pleasant and efficient work-friendly environment at our newly renovated CJ headquarters (with our cafeteria and roof terrace) and our coworking space at Le Nénuphar, promoting greater teamwork and engagement;
- CJ has invested in a private cloud system and an intranet system which enables the Group employees to collaborate from different location;
- Total tangible and intangible assets of MUR 6,340M at net book value on 31 December 2018, including a high-end IT and Technical infrastructure provide an island-wide connectivity.

# SOCIAL & NATURAL CAPITAL

**SOCIAL AND NATURAL CAPITAL REFERS TO OUR CONNECTION WITH THE LOCAL COMMUNITIES, NGOS, AND OTHER STAKEHOLDERS WITH REGARDS TO SOCIAL AND ENVIRONMENTAL MATTERS THAT ARE CENTRAL TO OUR ORGANISATION.**

## STAKEHOLDER IDENTIFICATION

- Internal stakeholders: shareholders, Board of Directors and employees;
- External stakeholders: regulatory authorities, government institution such as the MRA and the NCSRF, registered NGOs and the community at large.

## STAKEHOLDER EXPECTATIONS

- To run the Group's operations in a responsible manner while promoting sustainable development;
- To partner with NGOs on social and environmental initiatives;
- To ensure employee engagement and participation in CSR activities;
- To contribute to the financing of societal and environmental projects;
- To voluntarily participate in broader national environmental initiatives;
- To preserve the environment for future generations.

## STRATEGIC RESPONSE

- Implementing our CSR initiatives effectively alongside Group employees with the aim of improving the environment and the socioeconomic conditions of needy communities;

- Identifying projects and NGOs in the relevant areas of intervention which the Group and the Currimjee Foundation sponsor through its annual CSR plan;
- Collaborating with the local authorities and NGOs to identify solutions to alleviate social and environmental concerns;
- Promoting sensitisation and awareness campaigns on environment, education and sports;
- Putting in place a robust governance system to ensure that the Group fulfil its legal and ethical obligations in a diligent manner;
- Making sustainability an integral part of our projects and product offerings;
- Protection of coastal ecosystems;
- Exceeding expectations on environmental protection with respect to our projects.

## OUTCOMES

- Employee participation in CSR activities – the most effective way of supporting the community is by engaging our most valuable asset – our own employees. Throughout 2018, CJ staff were involved in the different activities, including the blood donation, Citadel revegetation, Christmas box as well as the Mauritian flora and fauna preservation projects;
- More details can be found in the CSR & Sustainability Initiatives section (page 150).



# CSR AREAS OF INTERVENTION

