

**PIONEER FOODS
STAKEHOLDER RELATIONS
POLICY STATEMENT**

1. Definitions

- 1.1. Stakeholders** - “Those individuals who can be affected or is affected by the achievements of the organisation’s objectives” (Freeman 2011).
- 1.2. Sustainability** - “Sustainability is a concept which deals with mankind’s impact, through development, on the environment. Sustainable Development is development which meets the needs of the present without compromising the ability of future generations to meet their own needs. (World Commission on Environment and Development, 1987).

2. Introduction

Stakeholder Relations Management has increasingly become an important aspect of the broad business management discipline, as it affords a coherent method of attending to a number of pressures on the organisation in the public eye. These pressures could include:

- Employment conditions and practices
- Sustainable development - ensuring that what is done does not compromise the future
- The nature of the products sold and our responsibility to customers
- Financial and operational disclosure to shareholders and other interest groups

In as much as bottom line performance is dependent upon ensuring access to resources, gaining and maintaining a license to operate and grow, this in turn is dependent on relationships and dialogue with key stakeholders and government in particular. Our Pioneer Foods Stakeholder Relations policy is therefore geared towards supporting the maximisation of bottom line performance by recognising the value protection and value add to be achieved through performance in non-financial dimensions or sustainability dimensions.

3. Purpose

Our Stakeholder Management policy is designed to provide guiding principles to manage the way in which we interact with defined key stakeholders and introduce one strategic driver of the stakeholder engagement process across the business.

We arrived at our definition of key stakeholders by investigating what effect we have on each in political, economic and social terms while conscious of how each of such stakeholders might perceive us. In this instance we recognise as our most significant stakeholders:

1. Employees (including unions) form the core of our Internal Stakeholder group.
2. Government (including regulators) - by virtue of its critical role in forming legislation and therefore its ability to influence the business and our license to operate.
3. Investor Community
4. Customers
5. Business Partners
6. Other Food & Beverage industry participants including competitors
7. News media, representing the interests of the general public
8. Communities around whom we conduct our business, including but not limited to:
 - Local authorities
 - Neighbours
 - Special interest groups affected by the company's activities
9. Consumers
10. Suppliers, contractors and professional advisers

4. Guiding Principles

Pioneer Foods will uphold the values of honesty, partnership and fairness in our relationships with stakeholders. We will foster a constructive relationship with our stakeholders and make every attempt to understand and meet their expectations by:

- Recognise that our social, economic and environmental responsibilities to these stakeholders are integral to our business;

- Direct liaison and consultation;
- Open and honest communication of our policies, strategies, targets, performance and governance to our stakeholders and providing timely access to applicable information;
- Minimising or mitigating risk to ensure a high level of business performance;
- Striving to improve our environmental performance through implementation of sustainable development and environmental policies;
- Establishing partnerships with communities;
- Complying with all laws and regulations;
- Influencing public policy
- Resolving customer complaints in accordance with our standards of service.
- Contracts with suppliers will clearly set out the agreed terms, conditions and the basis of our relationship

This stakeholder relations policy statement is applicable to the Group, all the divisions and business units, with regards to all current, planned and future activities.

5. Reporting Procedures and Reviews

The Board of Directors is committed to these principles. Divisional executives are responsible for management of their operations in alignment with this policy statement. Managers and Supervisors are accountable for the implementation of the attendant practices and all employees are responsible for compliance with them.

This policy statement applies throughout Pioneer Foods' sites and will be reviewed annually and may be amended as required - subject to approval from the Board.

6. Related documents

The document is to be read in conjunction with the following Pioneer Foods documents:

- HRPP-01A Code of Ethics
- HRPP 10 Employee Wellness
- Sustainability Strategy
- Language Policy