



1. Introduction, Goals and Outcomes

1.1. Introduction

The Roshem Impact Executive and Non-Executive Team has prepared this Stakeholder Engagement Policy for the year 2020 to reflect our current stakeholders, their needs and interests, across the international landscape of our work, including South Africa, Israel, Serbia and the United States of America.

Stakeholder engagement is the process used by a company or organization to engage relevant stakeholders for a clear purpose with the goal of working collaboratively to achieve positive economic, social and environmental outcomes.

It is now also recognized as a fundamental accountability mechanism, since it requires a company or organization to:

1.1.1. Involve stakeholders in identifying, understanding and responding to governance, sustainability and impact issues, concerns, and;

1.1.2. To report, explain and answer to stakeholders with regards to the company or organization's decisions, actions and performance across a range of indicators, including those that are governance-based, financial, social, and environmental.

Roshem Impact Stakeholders include our company's team members, customers, suppliers, the impact investment community, community organizations and nonprofits, government representatives, investees of Roshem Ventures, advisors, and program participants, including traditionally underrepresented groups in accordance with the geographic scope and location of a particular Roshem Impact project or program.

1.2. Goals

1.2.1. Stakeholder involvement in the process of setting specific outcome objectives related to the economic, social and environmental performance of the company and its projects and initiatives.

1.2.2. Transparency and accountability related to the company's achievement of specific outcomes related to its economic, social and environmental performance.



1.2.3. Stakeholder involvement in the process of Roshem Impact client and partnership-based projects substantiating progress according to Sustainable Development Goals and Indicators.

1.2.4. The ongoing development of an inclusive, fair and transparent corporate culture, that engages stakeholders in the identification of potential gaps and problem areas related to service delivery by Roshem Impact.

1.2.5. The active mitigation of risks and resolution of challenges related to experiences shared by members of traditionally underrepresented groups who are actively involved in the company's Stakeholder Engagement plans, Boards, and other inclusion initiatives.

1.3. Outcomes

Roshem Impact is dedicated to outlining specific outcomes as related to the positive social and environmental impact our Stakeholder Engagement initiatives are intended to create. Our process in realizing those outcomes involves:

1.3.1. Collaboratively creating project-specific stakeholder engagement plans;

1.3.2. Outlining specific impact metrics according to internationally-recognized standards, including, but not limited to, the Global Impact Investing Network's catalog of IRIS impact metrics;

1.3.3. Establishing clear methods of engagement, setting meeting dates and leading collaborative projects in accordance with each individual project-specific stakeholder engagement plans;

1.3.4. In order to realize our specific intended outcomes, for 2020, each individual team project, whether conducted for a Client of Roshem Impact, a Partner or nonprofit organization, or an Investee of Roshem Ventures, will require that our team members establish a customized individual Stakeholder Engagement plan for that initiative.



2. Governance and Decision-Making

2.1. Roshem Impact Stakeholder Engagement Initiatives are governed by the company's Executive Board, and are influenced by feedback from Non-Executive Team Members, Advisors, and Investors.

2.2. Our Executive Board establishes Stakeholder Engagement Policy, Plans, and Procedures, that are then presented to potential and current Stakeholder Board members, and become open for feedback from both the Stakeholder Board, and Stakeholders that are not officially engaged with Stakeholder Board initiatives, including, but not limited to: Roshem Impact Team Members, Beneficiaries of Stakeholder Board Members' Initiatives, Roshem Network Members, Customer Affiliates, and Members, End-Users, and Beneficiaries related to our Customers' services, solutions, and technology platforms.

2.3. Stakeholder Engagement practices and procedures may vary from one geographic location to the next, in accordance with Roshem Impact client and partner projects, in alignment with the needs, goals and objectives that relate to particular local stakeholder groups, including underrepresented groups that may vary. For example, across South Africa, Israel, Serbia and the United States, definitions of underrepresentation may vary depending on ethnicity, race, religion, economic status, occupation, gender, political opinion and further determining factors.

3. Scope of Engagement

The following are specific methods of engagement that relate to the scope of Stakeholder inclusion as part of Roshem Impact Governance:

3.1. Stakeholder Boards - Official corporate governing bodies that involve long-term representatives of stakeholder groups, including Customers, Suppliers, Investees, Community Organizations, and Government Representatives.

3.2. Collaborative Stakeholder Engagement Planning - A project-based process that involves Stakeholders in the development of specific engagement plans that relate to a particular project or initiative.



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3.3. Local Community Meetings - Meetings take place between Roshem Impact team members and community representatives who are local to our individual projects. For the years 2019 and 2020, this included meetings being held in Rucici, Serbia; Zlakusa, Serbia; Cape Town, South Africa; Johannesburg, South Africa; Tel Aviv, Israel; and Jerusalem, Israel.

3.3. Online Forums, Groups and Surveys - Stakeholder participation in online Forums and Groups is enabled through communications channels including: video conference calling, messaging applications, by email, and directly on the Roshem Network: <https://roshem.net> Surveys are sent out to Stakeholders by email and uploaded to Roshem Impact digital platforms including Roshem Impact <https://roshemimpact.com> and the Roshem Network <https://roshem.net>

4. Engagement of Underrepresented Stakeholder Groups by Geographic Location

4.1. South Africa

4.1.1. Roshem Impact actively engages with women who have previously experienced gender-based and race-based barriers to employment and education.

4.1.2. Roshem Impact engages client Employees in the process of developing Skills Transfer Plans and adapting training programs and corporate policies to the needs of previously underrepresented employee groups, including women, immigrants, and individuals who have previously experienced race-based barriers to employment and education.

4.1.2. Roshem Impact actively engages with representatives of the Indigenous Khoisan Community of the Western Cape with regards to our inclusive business development initiatives, shared value, and advocacy work pertaining to stakeholder representation at industry events and as part of business development and investment processes.

4.1.3. Roshem Impact involves local stakeholders, including Customers and Customer Company or Organization Team Members, in the development of stakeholder engagement policies and plans relevant to each individual project or initiative.



4.2. Serbia

4.2. Roshem Impact engages team members who have experienced barriers to employment or have been underemployed prior to joining the company as part of our Stakeholder Engagement Planning processes and as members of our Executive Board

4.2.1. Roshem Impact engages individuals who participate in our farmer training programs as part of our Stakeholder Engagement Planning processes. Smallholder farmer individuals are underrepresented with regards to their involvement in standard corporate policy development or program development outside of the company's operations, across the regions where the Roshem Impact team conducts their work .

4.3. Israel

4.3.1. Plans and procedures are in development for the purpose of engaging underrepresented groups, including, but not limited to, religious communities, Kibbutz members and farmers. The identification and engagement of these underrepresented groups takes place in partnership with Roshem Network members <https://roshem.net>, including regenerative farming companies, funds, investors and leaders involved in the development of the regenerative economy.

4.4. The United States of America

4.4.1. The Roshem Impact team engages female members of our Advisory Board who have experienced barriers to employment or have been underemployed as part of our Stakeholder Engagement Planning processes

4.4.2. Plans and procedures are in development for the purpose of engaging minority and underrepresented groups, including, but not limited to, African American farmers, Native American tribal leaders and representatives of Indigenous communities. The identification and engagement of these underrepresented groups takes place in partnership with Roshem Network members <https://roshem.net>, including regenerative farming companies, funds, investors and leaders involved in the development of the regenerative economy.



5. Impact Measurement and Management

Standards, resources, tools and methodology utilized for the purpose of impact measurement and management to substantiate and verify the achievement of economic, social and environmental impact outcomes include, but are not limited to:

- 5.1. Progress made according to the B Impact Assessment, policy development and improvement according to B Corporation standards, both for Roshem Impact as a company, alongside its affiliates Roshem Ventures, Roshem Strategic Communications, its clients and partners;
- 5.2. The Global Impact Investing Network catalog of IRIS Impact Outcomes;
- 5.3. Direct stakeholder involvement in impact report reviews and impact outcome verification;
- 5.4. Metrics, data, tools and resources available on the Roshem Network <https://roshem.net>
- 5.5. Targets and Indicators in accordance with the Sustainable Development Goals.

6. Reporting and Transparency

The levels of reporting within the company for the year 2020 are:

- 6.1. **Publicly transparent** reporting made available on the company's website at: <https://roshemimpact.com/stakeholder-engagement/>
- 6.2. Reporting to the **Executive Board** inclusive of **Team Member** representation
- 6.3. Reporting to the **Stakeholder Board**
- 6.4. Reporting to the **Advisory Board**
- 6.5. Reporting to the Company's **Customers** and **Investees** of Roshem Ventures



6.6. Reporting to the **Impact Investment Community and Stakeholders**, including **Affiliated and Member Businesses, Customers, and Program Participants** through the **Roshem Network**: <https://roshem.net>

6.7. Reporting to Community Organizations and Nonprofits, including the affiliated **Roshem Foundation, Partners**, and pro-bono or reduced-rate nonprofit **Service Recipients**

6.8. Third-party verification through the non-profit B Lab organization as part of the B Impact Assessment with the goal of obtaining full B Corporation certification during the second quarter of 2020

7. Company Accountability and Breach of Policies and Procedures

The formal accountability structure for the year 2020 is as follows:

Grievances and disciplinary issues are addressed directly by the CEO, Stakeholder Board Chair, or Advisory Board Chair or Working Group Leader.

Board members are provided with clear performance-based expectations, key performance indicators and milestones related to their work.

Accountability Level	Structure	Representation and Responsible Individuals	Procedures
Executive	Executive Board	Executive managers and advisors Team members including non-executive managers Chief Executive Officer: Miriam Davidovic miriam@roshem.com Secondary contact: Raphael Bitterman raphael@roshem.com	The Executive Board develops Stakeholder Engagement Policy and Procedures. The Executive Board leads the company’s scaling and growth strategy, the development of new and improved service offerings, programs, policies and procedures, along with the consistent implementation of sustainable development and impact management



			standards as part of the company's operations.
Executive	Stakeholder Board	Representation includes Customers, Suppliers, Investees, Government Representatives and Investees. Stakeholder Board Chair: Raphael Bitterman raphael@roshem.com Secondary contact: Sharon Lapao sharon@roshem.com	The Stakeholder Board reviews and improves Stakeholder Engagement Policy and Procedures. The Stakeholder Board further reviews reports, impact data, and outcomes reported on and developed by the Advisory Board, and the Stakeholder Engagement Planning working group.
Leadership and Advisory	Advisory Board	Representation includes Customers, Suppliers, Investees, Impact Investors, and advisors selected for their commitment to sustainability, the realization of impact outcomes, and the development of the regenerative economy. Advisory Board Chair: Saul Singer saul@roshem.com Secondary contact: Sharon Lapao sharon@roshem.com	The Advisory Board leads the company's business development processes and implements clear sustainable development, impact measurement and management, and investment strategies. The Advisory Board further reviews company projects and initiatives, technological platforms, pricing and service structure, corporate policies and procedures.
Leadership and Advisory	Stakeholder Engagement Planning Group	Representation includes Customers, Suppliers, Investees, Team Members, the Impact Investment Community, Community Organizations and Nonprofits, Advisors and Program Participants. Working Group Lead: Sharon Lapao sharon@roshem.com Secondary contact: Miriam Davidovic miriam@roshem.com	The Stakeholder Engagement Planning Group is an active working group that develops engagement plans for each individual company project or initiative. The Group further develops project plans and specific outcome measurement plans in alignment with third-party standards acceptable to the company.
Project-Based	Variable	Project-Based Engagement group lead:	Project-Based Engagement Group structure,



Engagement	Structure Per-Project	Miriam Davidovic miriam@roshem.com Secondary contact: Raphael Bitterman raphael@roshem.com	representation and scope of work vary on a per-project basis and depend on the specific needs, and intended outcomes, related to collaborative work with Customers, Suppliers, Community Organizations, Team Members and further stakeholders.
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2020 Stakeholder Engagement in Practice

Stakeholders	Method of Engagement	Company Initiatives
Team Members	<ul style="list-style-type: none"> - Weekly team meetings - Executive board meetings inclusive of non-executive team members - Employee surveys - Team member involvement in policy development - Team member inclusion in executive meetings with clients, partners and investees 	<ul style="list-style-type: none"> - Dedicated meetings once per week - Roshem Impact Stakeholder Engagement Policy development - Rural Innovation projects - Corporate policy development - Impact measurement and management strategy development
Customers	<ul style="list-style-type: none"> - Regular meetings in accordance with project goals and impact outcomes - Customer representation on Stakeholder Boards - Customer representation on Advisory boards - Customer feedback on company policy, communication, pricing, program development and stakeholder engagement policy and strategy 	<ul style="list-style-type: none"> - Meetings once per week during active projects. Monthly Stakeholder Board and Advisory Board meetings. - Clear communication channels with identified team leaders - Feedback mechanisms include the https://roshem.net platform
Suppliers	<ul style="list-style-type: none"> - Monthly meetings 	<ul style="list-style-type: none"> - Online and community meetings



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	<ul style="list-style-type: none">- Supplier representation on stakeholder boards- Supplier representation on advisory boards- Supplier feedback on company policy, communication, pricing, program development and stakeholder engagement policy and strategy- Supplier involvement in organic and regenerative agriculture project and program development, alongside food processing standards and the development of organic and natural consumer products	<ul style="list-style-type: none">- Customized feedback mechanisms that address the unique needs of each Supplier, including messaging app groups, video conference meetings, in-person meetings with Roshem Impact team members, and the facilitation of training on the use of features on https://roshem.net and other relevant platforms
The Impact Investment Community	<ul style="list-style-type: none">- Engagement through the Roshem Network: https://roshem.net- Innovative communications channels to be established with regards to how the Roshem Impact Initiatives can meet the needs of the impact and regenerative economy investment community- Feedback from investors on the support process related to early and growth-stage companies- Feedback from investors on the sustainable business development process for Seed and Series A companies	<ul style="list-style-type: none">- Facilitating active collaboration between stakeholders across the impact investing and regenerative economic community, with a focus on stakeholder capitalism- Customized feedback mechanisms that address the unique needs of each Impact Investment Community member, including custom training through the https://roshem.net platform
Community Organizations and Nonprofits	<ul style="list-style-type: none">- Monthly meetings related to active client projects, partnerships and collaborative initiatives- Engagement through the Roshem Network https://roshem.net- Community and Nonprofit Organization representation on the Roshem Impact Stakeholder Board and Advisory Board	<ul style="list-style-type: none">- Customized feedback mechanisms that address the unique needs of each Community Organization and Nonprofit, including custom training through the https://roshem.net platform- The development of community-specific programs and initiatives, according to the regions within which members of this Stakeholder category operate
Government Representatives	<ul style="list-style-type: none">- Quarterly meetings related to active partnership projects- Engagement through the Roshem Network	<ul style="list-style-type: none">- Involvement in the partnership outcome reporting process and development of custom



	https://roshem.net	reports according to individual project requirements
Investees of Roshem Ventures	<ul style="list-style-type: none"> - Weekly meetings related to the investee business development process - Investee representation on the Stakeholder Board and Advisory Board - Engagement through the Roshem Network https://roshem.net - Custom development of industry-specific stakeholder engagement platforms for investees 	<ul style="list-style-type: none"> - Mentorship and acceleration programs in accordance with Stakeholder and Advisory Board feedback - Customized feedback mechanisms that address the unique needs of each Roshem Ventures Investee, including custom training through the https://roshem.net platform
Advisors	<ul style="list-style-type: none"> - Monthly Advisory Board meetings - Engagement through the Roshem Network https://roshem.net 	<ul style="list-style-type: none"> - Customized feedback mechanisms that address the unique needs of each Advisor, including custom training through the https://roshem.net platform, and local community program development as part of the Rural Innovation initiative
Program Participants	<ul style="list-style-type: none"> - Weekly meetings throughout a customized program - Post-program evaluations and meetings related to the completion of customized training, stakeholder engagement, impact measurement and management, innovative finance, blended finance and other programs in alignment with the company's scope of work 	<ul style="list-style-type: none"> - Mentorship in accordance with Stakeholder and Advisory Board feedback - Customized feedback mechanisms that address the unique needs of each Program Participant, including custom training through the https://roshem.net platform, and local community program development as part of the Rural Innovation initiative

Example Project-Based Stakeholder Map

