

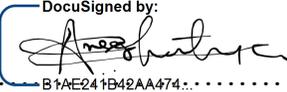


STAKEHOLDER COMMUNICATIONS POLICY

CODE: PAL/POL/SHC/043

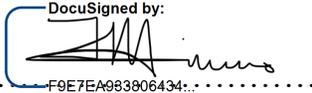
2021-2023

Management Approval

MD/CEO.....

B1AE241B42AA474.....

Date: 12/20/2021

Board Approval

Chairman.....

F9E7EA983806434.....

Date: 12/20/2021

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1. Background

Pensions Alliance Limited (PAL) is committed to a proactive, open, and transparent process of engagement with its internal and external stakeholders. The Company acknowledges the importance of open and honest communication with all stakeholders as a two-way process. It regards effective stakeholder engagement and communication as key instruments in building the support, confidence, and trust necessary for carrying out its activities.

PAL is dedicated to ensuring consistently appropriate procedures and in conducting its operations will maintain high ethical standards. The Company will communicate and interact with its stakeholders with integrity and responsibility. The Company's success depends not only on high standards of performance and service delivery, but also on its ability to understand, influence, and manage the expectations of stakeholders. Stakeholder engagement is recognized as an essential tool for the practice of good corporate governance.

The Company will consider the interests of all our external and internal stakeholders. Stakeholders include the following: current and potential shareholders, clients, colleagues, regulators, governments, media, professional bodies, trade associations, academia and educational establishments, as well as our communities around the world.

The Company recognizes that consistent, effective, open, honest and timely communication is necessary to convey the Company's aims, objectives, policies; and to endorse its credibility. The Company provides corporate information through several channels including traditional and digital media channels, such as the Company's website and social media sites. Accordingly, it is of utmost importance that every communicate conveys the Company's beliefs and values.

2. Purpose

The purpose of this policy is to reinforce the Company's commitment to:

- efficient communication with its stakeholders
- clear communication of its goals, strategies, and performance
- develop brand awareness
- deliver a consistent, measurable communications plan
- ensure timely and accurate information is provided to all shareholders and market participants as appropriate
- its code of ethics and core values in relation to its dealings with stakeholders
- guide and monitor the process to ensure compliance.

3. Stakeholders Definition

The Company has identified key groups of stakeholders as follows:

Internal:



- Employees
- Directors

External:

- Shareholders/investors
- Clients
- Regulators
- General listening and viewing public
- Communities around the Company's operations
- Media
- Federal State and Local Governments.
- Vendors, Counterparties and Business partners

The Company furthers its commitment to open and honest communication through:

- 3.1 Internal Stakeholders** – Within the Company communication is made to all employees nationwide through informal and formal communication channels, with a focus to ensure that feedback mechanisms are in place to promote open and active dialogue. These communication channels include intranet sites, webinars, staff notices, newsletters, posters, and E-learning portals, to ensure employees understand the Company's aims and objectives and work to achieve these. This also provides a mechanism for knowledge exchange throughout the Company.
- 3.2 Shareholders and Potential Investors** – the Company communicates with its shareholders and potential investors primarily through the following means:
- Quarterly Board meetings
 - Annual General Meeting (AGM)
 - Annual Report.
- 3.3 External Stakeholders** – The Company uses a range of media channels to communicate with its external stakeholders. These include face-to-face meetings and events as well as marketing materials such as brochures, case studies, and newsletters. The Company operates a proactive communications program to share information with the media and ensure we provide timely, accurate information about the Company's achievements, performance, and successes on the Company's websites and social media channels.

4. Standards

To effectively manage its stakeholder engagement, the Company adheres to the following strategic stakeholder engagement and communications standards:

Plan - Consider stakeholder engagement and communication as an integral component of the Company's strategic planning and management process, and, in this regard, identify and assess stakeholders.



Engage- Facilitate stakeholder engagement through the provision of information and consultation, and thereby monitor and review engagement strategies to ensure their effectiveness.

Include- Carry out stakeholder engagement and communications activities inclusively and appropriately and thereby incorporate stakeholder feedback into the decision-making process.

Respond- Provide Information through communications channels and via formats that meet the needs of all stakeholders. Build and maintain relationships that lead to mutual trust and confidence.

Identify- Ensure that the Company is visible and identifiable to stakeholders and thereby create and maintain awareness and understanding of the Company's operations and activities.

Promote- Positively promote the Company and present information in a consistent, objective, positive manner to meet legal and regulatory responsibilities.

5. Reporting

The Managing Director is the chief spokesperson for the Company and will communicate with stakeholders as required and as prescribed by the Board and the Company's regulator- PENCOR. The Communications process is detailed in the Brand and Communications policy. The Company encourages stakeholders to take a positive interest in this policy, to foster awareness of the Company's strategy for responding to stakeholders on a continual basis. The Company's employees and stakeholders are accountable for implementing this policy and are expected to be supportive and professional in their approach to making it truly effective.