

# STAKEHOLDER RELATIONSHIP AND ENGAGEMENT

All stakeholders are an integral part of Pan African's business, and are defined as those who represent a wide range of interests that both impact and influence our business and operations, and who also have a material influence on our ability to create value.

Consistent with our values of action and delivery, integrity, care, resilience and innovation, we develop relationships with our stakeholders built on open, transparent and constructive engagement to sustain mutually beneficial relations. This engagement aims to build trust and allows for participative and informed decision-making, to align the interests, needs and expectations of our stakeholders with the best interests of the Group.



#### **Our guiding principles include:**

- ethical, transparent and lawful stakeholder engagement
- continuous and constructive stakeholder engagement, rather than isolated engagement activities.



#### **To achieve this, Pan African is committed to:**

- compliance with relevant legislation and regulations and Pan African's code of ethical conduct
- understanding and managing the actual and potential impacts of our business on our stakeholders
- developing a culture of proactive, continued and effective engagement and communication with our stakeholders
- creating appropriate platforms for open, timeous and participative engagement on issues that are material to our stakeholders
- implementing formal management, reporting and measurement systems in respect of our engagement and communication activities
- developing and capacitating our key stakeholder representatives
- continuously improving our engagement activities through a process of review.



#### **The following are regarded as Pan African's material stakeholders across the Group:**

- providers of capital: investors, shareholders, fund managers, analysts and financial institutions
- security exchanges
- our customer
- suppliers
- employees
- unions
- communities
- media
- government and regulatory bodies including local authorities.



#### **Employees of Pan African play a fundamental role in achieving these objectives by:**

- identifying and engaging stakeholders who influence and are impacted by our business on a regular basis and seek regular feedback
- integrating proactive, consistent and meaningful engagement into business processes
- implementing formal engagement and communication systems
- reporting key stakeholder issues and potential impacts and risks to management and the board seeking regular feedback from stakeholder groups.