

EXPRESS KENYA PLC.

**Stakeholders Engagement
Policy**

Table of Contents

1. Introduction.....	3
2. Goal	3
3. Definition of Stakeholder	3
4. Stakeholder Engagement:	3
5. Purpose.....	4
6. Scope	4
7. Responsibility	4
8. Guidelines for the Engagement of Stakeholders.....	4
a) Determining, identifying and analyzing Stakeholders:.....	4
b) Adopting Communication Strategies	5
c) Disclosing Information.....	5
d) Encouraging Participation	5
e) Risk Management of Stakeholder Engagement.....	5
f) Review and Reporting	6
9. Stakeholders Engagement Process	6
10. Reporting.....	7
11. Approval	7

1. Introduction

Express Kenya PLC believes that it is important to be honest and forthright with the stakeholders, share concerns and challenges, listen carefully and articulate up-front the engagement and communication processes that can foster constructive dialogue.

Relationships are built on a foundation of trust and this means being a responsible partner and acting with transparency, even when we run into roadblocks. We know that even the most contentious of relationships can grow and be nurtured over time if we are willing to share information, listen to stakeholders, respect their points-of-view and work honestly with one another. Scrutiny always makes us stronger and our efforts more meaningful. We also know that relationships must be grounded in mutual respect: for one another, for the environment and for the community.

Express Kenya PLC provides this policy as a clear guideline for its employees in conducting business so as to offer shareholders long-term value added and more concerns to the impact over Express Kenya PLC stakeholders.

Express Kenya PLC is committed to acting as a good citizen of society, especially in every community where Express Kenya PLC has business operations. It honours the rights of stakeholders and treats them fairly, listens to their opinions and concerns, builds understanding with stakeholders, encourages cooperation constructively in matters that interest stakeholders, and takes part in developing society and environment so that Express Kenya PLC continues developing its business sustainably.

2. Goal

The goal of the stakeholder engagement plan is to provide transparent, two-way communications to all stakeholder audiences to build trust and credibility. It also serves to meet agreed-upon governance objectives sometime required by lenders, business partners or customers. Additionally, a plan helps ensure that there is a structure for stakeholders to express any issues or concerns that may arise so that they can be resolved in a timely manner

3. Definition of Stakeholder

Stakeholders are persons or groups of persons who are directly or indirectly affected by a business operation of Express Kenya PLC, as well as those who may have interests in a business operation of Express Kenya PLC, or abilities to influence over the outcomes of a business operation of Express Kenya PLC such as customers, employees, communities, shareholders, business partners, government agencies, intellectual leaders, etc.

4. Stakeholder Engagement:

Stakeholder Engagement is everything that can be done with Stakeholders within the project, i.e. consult, listen, understand, communicate, influence, negotiate, etc., with the broader objectives of satisfying the needs of and gaining the approval and support of the Stakeholders, or at least minimising their opposition or obstruction.

5. Purpose

The purpose of this Policy is to establish the general framework for the Company's relations with its Stakeholders in all of its activities and operations, in order to:

- (i) continue encouraging the engagement of the Stakeholders in the Company's business enterprise through a strategy of strong involvement in the communities in which it operates and the creation of shared sustainable value for all of them;
- (ii) continue responding to the legitimate interests of the Stakeholders with which the Company interacts;
- (iii) continue building trust among the Stakeholders in order to build long-lasting, stable and robust relationships;
- (iv) encourage the recognition by all of its Stakeholders of the Company's commitment to diversity in the broad sense, particularly in all matters regarding the professional development of their members; and
- (v) contribute through all of the above to maintaining the corporate reputation in the various countries and businesses in which the Company does business.

Notwithstanding the foregoing, the Board of Directors may approve other corporate policies addressing specific Stakeholders.

6. Scope

This Policy applies to Express Kenya PLC and its Subsidiaries and to all employees as well as consultants and agency personnel who work at Express Kenya PLC premises or under the direction of the Company.

7. Responsibility

From the corporate governance standpoint, the Board of Directors is vested with the power to approve and supervise the general strategy on engagement with the Company's Stakeholders, endeavouring to ensure the proper coordination thereof.

8. Guidelines for the Engagement of Stakeholders

a) Determining, identifying and analyzing Stakeholders:

Clearly determine, identify and categorize stakeholders taking into consideration the connection with each business unit in order to be able to analyse the risks and impacts, direct or indirect, incurred to each group of stakeholders comprehensively and clearly by bearing in mind that each group of stakeholders has its own set of perspectives and expectations. Different strategies and priorities of implementation thus need to be formulated for each

respective group. Materiality shall be determined in order to identify the relevance and significance to Express Kenya PLC and its stakeholders. A material issue is an issue that will influence the decisions, actions and performance of Express Kenya PLC or its stakeholders.

Stakeholder mapping should be determined to understand who are the relevant stakeholders and different parts of Express Kenya PLC as well as their perspective orientations, impacts and expectations in order to design appropriate responsiveness and its corresponding communication strategies. The responsiveness will affect Express Kenya PLC sustainability performance; therefore, it should be realized through decisions, actions and performance as well as communication with stakeholders.

Good relations with stakeholders should be initiated from the very beginning, that is, from the planning stage, so that plans can be adjusted or work procedures can be revised on time.

b) Adopting Communication Strategies

Closely communicate and persistently build understanding with stakeholders in order to gain correct perception and lead to good relationship with and trust from stakeholders by adopting particular communication strategies, methods, formats, and procedures suitable to each group of stakeholders, situation, duration, and local culture. This may be determined by the degree of damage or the possible impact incurred from negligence or inaction.

c) Disclosing Information

Disclose information accurately, explicitly, transparently, and comprehensively in order to assure that the stakeholders received sufficient, consistent, and timely information. For example, the disclosure of useful information should be done at the appropriate time, stated the real purpose of information and assured that there is a transparent process of reporting information to stakeholders.

d) Encouraging Participation

Encourage stakeholders to participate in matters that affect them; provide channels for receiving suggestions, problems, and complaints from stakeholders; give priority; welcome opinion and exchange views (Stakeholder Dialogue) constructively in order to perceive ideas, expectations, and needs of stakeholders. In doing the Stakeholder Dialogue, one must recognize that differences of stakeholders may affect the opinions, e.g. age, gender, education, experience, attitudes, etc. Moreover, one should provide preliminary information prior to discussion, report outcomes of the discussion, disseminate reports to participants, and collect information systematically. Express Kenya PLC should also consider participating in giving opinions and identifying problems or obstacles to those having roles in regulating rules and orders which could have a widespread economic, social, and environmental impact.

e) Risk Management of Stakeholder Engagement

Anticipate, identify and prioritize risks from stakeholder engagement in order to prepare a responding plan and handle Stakeholder Dialogue constructively. There are possible common risks of stakeholder engagement that should be considered, e.g. unwillingness to engage,

participation fatigue, creating expectations of change that the organisation is unwilling or unable to fulfil, lack of balance between weak and strong stakeholders, disruptive stakeholders, uninformed stakeholders, disempowered stakeholders, technical barriers in case of online engagement processes, and conflict between participating stakeholders, etc.

f) Review and Reporting

Systematically monitor and evaluate the overall quality of the stakeholder engagement in order to strive to continually improve stakeholder engagement, develop an action plan, ensure collaboration among different parts of Express Kenya PLC and stakeholders, follow the engagement process, and inform stakeholders of the outcome. In addition, Express Kenya PLC shall publicly report on the aggregate of engagement activities together with overall outcomes and impacts, to show scope and breadth of Express Kenya PLC outreach, and to demonstrate how Express Kenya PLC's engagements contribute value to its strategy and operations.

9. Stakeholders Engagement Process

- Develop an agenda focused on objectives and outcomes.
- Develop rules of engagement, confidentiality, and a decision-making process
- Create evaluation criteria and measures for success
- Develop a feedback plan and mechanism
- Set up channels of ongoing communication (Twitter feed, voting platform, white boards)
- Determine if facilitation is needed, and select a facilitator
- Secure an appropriate facility (if necessary)
- Distribute invitations with practical information and meeting agenda well in advance to participants
- Plan for catering, paying attention to special needs or diets - Create engagement materials
- Communicate clear objectives, scope, and roles for participants
- Assign participants roles and responsibilities
- Decide on how photos are taken
- Who takes the minutes
- Prepare Attendance sheets
- Agree upon specific dissemination rules

At the end of each cycle of the Stakeholder engagement process, the whole situation and its outputs should be analyzed, as well as the reasons of the chosen decisions and actions should be defined.

10. Reporting

The results of the Stakeholder engagement shall be disclosed through the communication strategy, the corporate website and the presence of the Company on social media, as well as the various reporting elements, including the statement of non-financial information.

11. Approval

Approved by a Board Resolution dated: 15TH MARCH 2024



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BOARD CHAIRMAN

