



The Engagement Appeal

TEA – The hub for inclusive investor relations.

October 2023

Why TEA?

Delivering value to stakeholders through inclusive investor relations



The Engagement Appeal (“TEA”) is the hub for inclusive investor relations

Modern principles and solutions for aligning companies’ and retail shareholders’ interests

Investor focus is on closing the ‘SAY-DO GAP’ especially around ESG assessment



Retail investor engagement is increasingly important

Retail represents a significant pool of liquidity invested directly in the UK by retail investors

Increasing awareness of fund management fees allied to low cost, online trading platforms has democratised individual investing

Recent examples highlight proactive engagement by retail shareholders is becoming more common



Engaging constructively with retail investors is beneficial to corporates

Drive positive narrative and sentiment that encourages longer term investing and less volatility

Appropriate company valuation provides flexibility for incentivisation, investment and returns

Avoidance of onerous PR and general meetings that can present operational challenges



TEA helps you to achieve your corporate objectives and deliver the ‘S’ in ESG

Promoting constructivism and intergenerational collaboration

Raising awareness of available technology that enables proxy voting for everyone, and optimising annual reporting, communications, and participation at AGMs, all while reducing the carbon footprint



TEA’s mission is to drive positive change

We are calling on all companies listed on the London Stock Exchange and Aquis

There are 20m retail investors in the UK; we aim to sign up 1 million retail investors by 2025



TEA invites you to participate in shaping the investor inclusion agenda

Corporate Consultation Program launch September 2023

Pilot Program launch September 2023

Biggest Shareholder Event EVER (BSEE) participation January 2024

Collaboration, membership and sponsorship opportunities

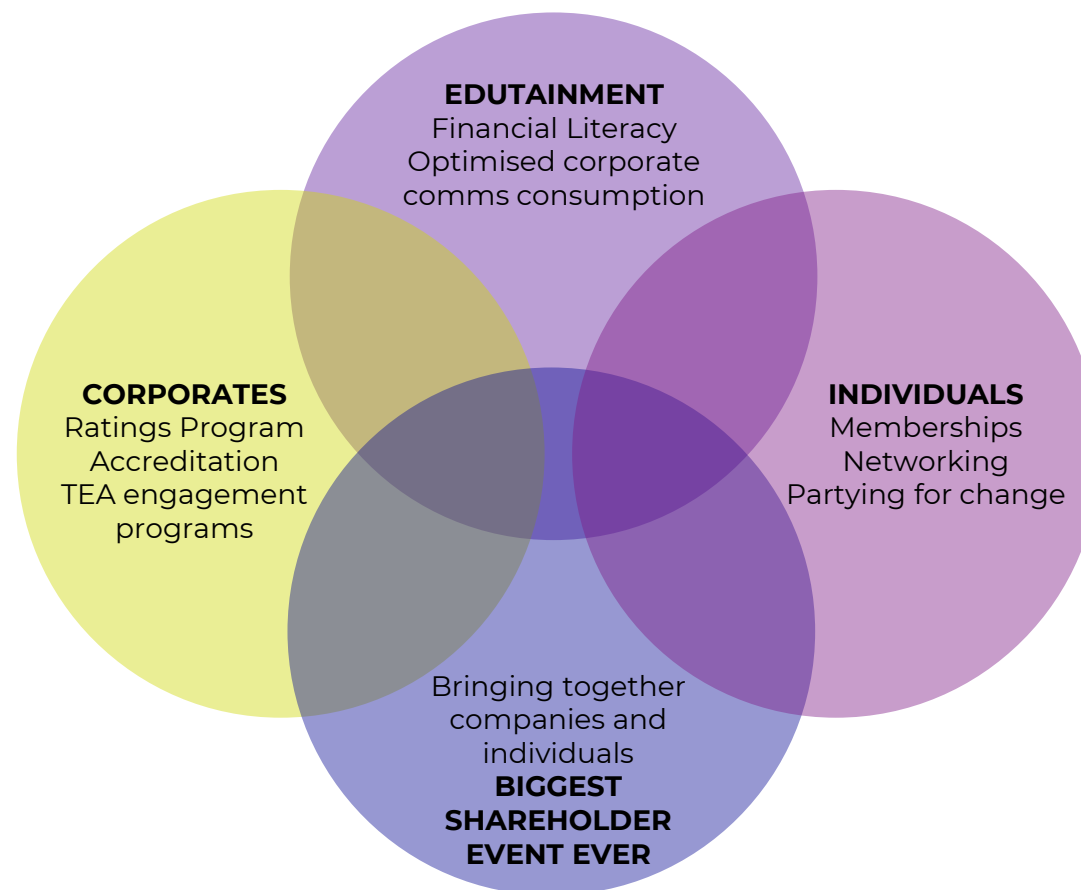
What is TEA? What will it do?

TEA is the hub for inclusive investor relations. It looks to align the best interests of companies and individuals.

As a two-sided market, it will centralise all the key information, resources and tech related to inclusive investor engagement.

We will deliver by providing innovative solutions and programs that leverage the power of people, tech, collaboration and 'edutainment'.

We strive for improved financial inclusion and literacy for all, and this begins with inclusive engagement.



Shareholder engagement is complex and involves many moving parts



Different participants and systems all need to work together



TEA has considered this complexity carefully and we are developing an ambitious 3 to 5-year plan that touches on all the key elements of engagement that, if successful, will innovate IR

The case for aligning engagement with the needs of today's society

With the view that consumers are the next generation of investors and that financial inclusion positively impacts long-term shareholder value, TEA is inviting participation from PLCs in our inclusive investor engagement pilot programs that will support:

- ✓ **Demystification of concepts** around retail engagement
 - ✓ **Establishment of solutions** and repeatable behaviours while minimising costs and resources
 - ✓ **Collaborative insights** as part of the movement towards shareholder democracy
 - ✓ **Positive positioning** with retail of all generations and walks of life
 - ✓ **Close the 'say-do gap'** with sincerity being key in ESG and in the culture of companies
-

Your leading involvement in TEA's pilot of the 'next generation' investor engagement framework will:

- ✓ Position your investor engagement practices as '**pioneering**' and '**best-in-class**'
- ✓ Enhance the delivery of your commitment to **democratic shareholder relations** and benefit from the positive impact of this on your financial performance
- ✓ Support the **compliance with your statutory duties** under s172 of UKCA 2006 to promote the success of your company, and fulfilment of the key elements of the FCA Consumer Duty guidelines
- ✓ Importantly, help **deliver greater financial inclusion and literacy** as part of the TEA's global commitment to the 'S' of ESG



Invitation to shape the financial inclusion agenda

Benefits of participating in the development of TEA's inclusive investor engagement framework



A say in the direction of positive change

Influence and help shape the globally important shift to more inclusive IR and engagement practices

Allow for company-specific reflections while participating in the development of the framework

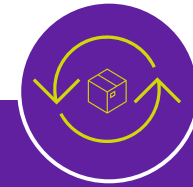
Generate positive impact by committing to enable elevated engagement standards



Access and feedback loop

Access to 'easy wins' that can increase your understanding of wider shareholder needs via the methodology introduced in the pilot

Harness the framework for inspiring the next generation of investors, benefit from their enhanced participation in corporate actions, and help drive the positive impact of increased retail relations



Early adoption advantage

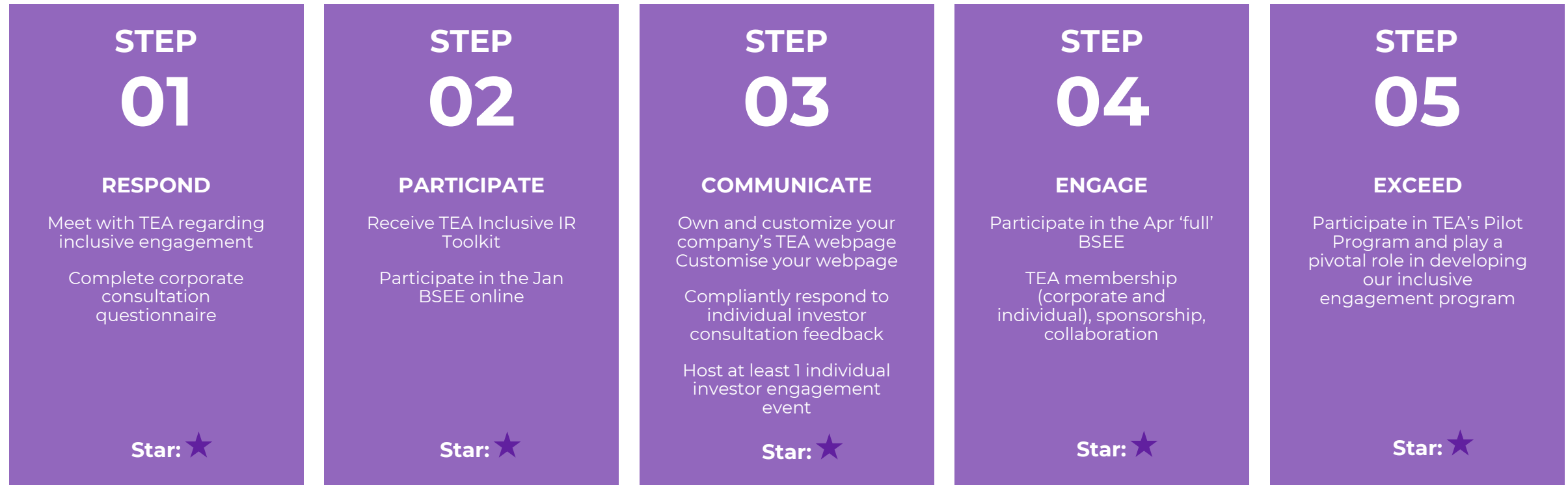
Benefit from reputational goodwill and positive PR

Prevent issues arising related to antiquated IR practices with the pilot's front-footed approach to shareholder relations

Play a leading part in the global movement towards inclusive IR & engagement, resulting in a more diverse and inclusive investor base

Take time for TEA – starter pilot

Unlock the future of investor engagement with Take Time for TEA – your simple yet powerful solution to driving change without overcommitting resources. Here's your chance to be part of the revolution, one sip at a time, building towards a transformative impact.



The **Take Time for TEA** program is designed for corporates aiming to align with shareholder democracy without overextending expectations. This system offers transparency and fairness, featuring a grading method tailored to shareholder needs. It promotes broad participation and helps companies efficiently manage expectations.

TEA programs

Our initiatives contribute to making capital markets more democratic and inclusive of retail. Below are the programs that TEA is running from autumn 2023 and their high-level descriptions. All include opportunities for sponsorship.

What	Description
Corporate Consultations	<ul style="list-style-type: none">• TEA consultation with the 2,100 PLCs on LSE and Aquis
Take Time for TEA – Starter Pilot	<ul style="list-style-type: none">• Incremental program for corporates to become involved in inclusive investor engagement
TEA Pilot	<ul style="list-style-type: none">• Program for corporates to have a pivotal role in the development of TEA's inclusive investor engagement framework.
TEA Cups	<ul style="list-style-type: none">• Accreditation and awards program• Sponsored annual awards judging and gala• Online engagement ratings platform
TEA Cosy	<ul style="list-style-type: none">• Membership programs for corporates and individual stakeholders – community & benefits of membership
TEA Lab	<ul style="list-style-type: none">• Entrepreneur incubator for developing engagement-focused innovation & tech.
Art & The City	<ul style="list-style-type: none">• Intergenerational and cross-industry program for inspiring mutual understanding and inclusion of the creative industries in finance
Partying for Change	<ul style="list-style-type: none">• A novel movement for promoting financial inclusion and effecting change peacefully
Investor Engagement Festivals 'Biggest Shareholder Event Ever'	<ul style="list-style-type: none">• Multiple PLCs exhibiting 'under one roof' to thousands of retail shareholders in person and online

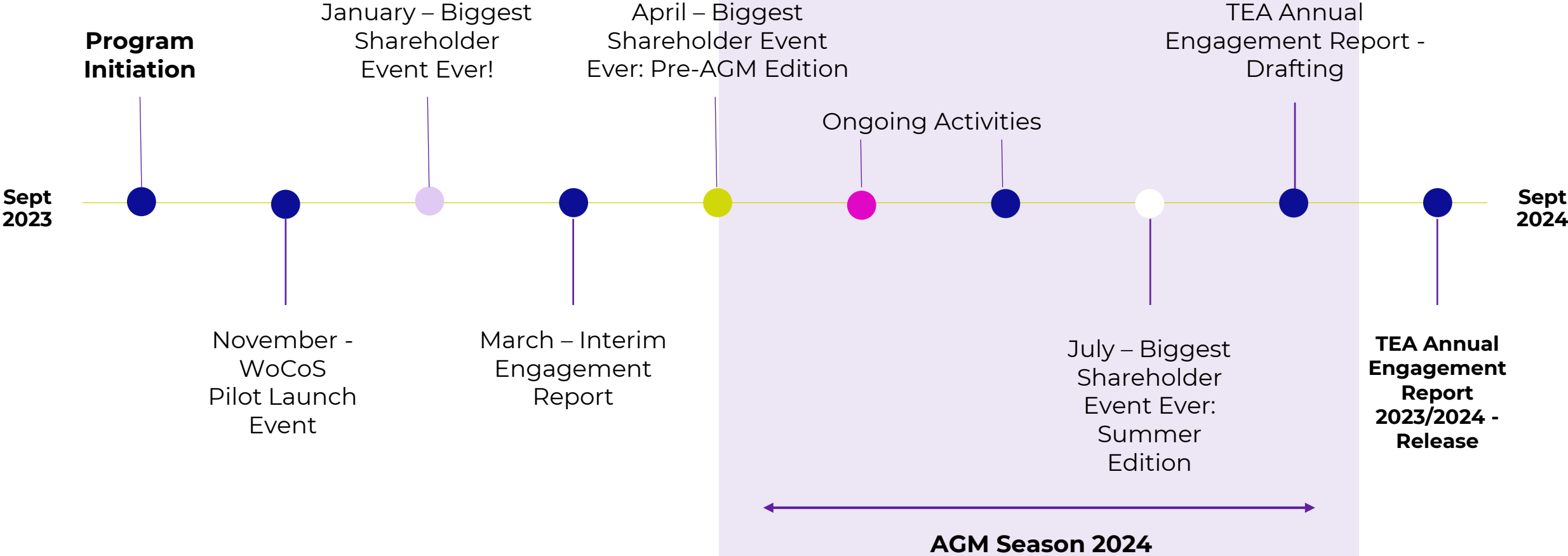
TEA pilot program

Joining is simple, secure, and positions you among innovators and leaders. By participating in the Pilot, you're not just a bystander – you're shaping TEA's ground-breaking approach to inclusive investor engagement.



The Pilot is a streamlined, year-long program designed to accelerate your corporation's transition to more inclusive investor engagement. Simultaneously, it serves as a cornerstone in shaping TEA's industry-leading inclusive investor framework.

One year program



Suggested immediate next steps

One-year tea inclusive investor engagement pilot program

- ✓ **Accept** invitation to TEA Pilot Program – Sept 2023
- ✓ **Enter** the pilot program – Sept 2023
- ✓ **Introduction** to TEA Informal Committee and to other pilot participants – Sept / Oct 2023
- ✓ **Announce** pilot participation on TEA website, social media and press release – Sept / Oct
- ✓ **Initiate** the program – Oct 2023
 - Receive 'Pilot Toolkit' and TEA support team / help desk
 - Receive access to customise your TEA company page
 - Welcome to the TEA network and marketplace
- ✓ **Participate** in the Pilot launch event at the November 2023 WoCoS event
- ✓ **First check-in** point – Dec 2023
- ✓ **Exhibit** at the Jan 2024 'Biggest Shareholder Event Ever'
 - Headline speaker at the event



About TEA

PEOPLE, PLANET, PROSPERITY

Three forces working together compliantly to help ensure action and impact.



The Informal Committee 'Think Tank' Initiated in March 2022

Angeli Arora,

Co-Chair

Sheryl Cuisia,

Co-Chair

Alia Fazal

Alison Owers

Antoine Argouges

Catherine Howarth

Cathryn Riley

Danny Wallace

David Ko

David Prosser

Gabriel Brown

Georgia Stewart

Karin Schulte

Kass Mohamed

Kate Higgins

Latika Shah

Niam Patel

Oliver Hart

Paul Matthews

Richard Busellato

Stacey Parsons

Steven Fine

Tom Rayner

Tracey Brady

Trevor Pryer

Paul Lester, CBE, Honorary Member

Notes:

- *The individuals involved are acting in their own capacity.*
- *The Informal Committee have an agreed terms of reference.*



Thought Leadership The White Paper

The compilation of Intelligence from the members of the 'think tank' and the market.

We contacted around 150 individuals from UK PLCs, corporate advisers, institutional investors, sustainable fintech firms, academic institutions, and impact organisations, as well as the ESG, corporate governance and stewardship offices of the **FCA** and the **FRC**, and the CEOs of the **PLSA**, **AIC** and **Investor Forum**.

ShareAction

Tumelo

Tulipshare

Sillion

Proxymity

Peel Hunt

Mishcon de Reya

Professor Oliver Hart,

Harvard University

KPMG

Rethinking Choices

Lumi

Involve

Investor Meet Company

CAUSE

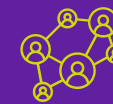
CTFN

Board Agenda

Audeliss

BP

Essentra



The Engagement Act Ltd. The Engagement Appeal

New social venture that aims to align the interests of retail investors with those of the corporates. The goal is to create an environment where different voices are heard and considered, which not only fosters transparency but also could lead to better corporate governance, long-term value creation, and future-proofing.



We are a diverse and intergenerational start-up team of 20 professionals covering stewardship, engagement and tech dev.

Sheryl Cuisia, Co-Founder & CEO

Danny Wallace, Co-Founder, TEA Ambassador

Senior Advisory Committee:

Cathryn Riley | Paul Matthews | Angeli Arora | Karin Schulte

Events planning

Our initiatives contribute to making capital markets more democratic and inclusive of retail. Below are the events that TEA intends to run from autumn 2023 and their high-level descriptions.

What	Description
Art and the City Program Launch	<ul style="list-style-type: none">20 September 2023, London
Recurring TEA Info Sessions	<ul style="list-style-type: none">From October 2023, virtual
Recurring Partying for Change Events	<ul style="list-style-type: none">From October 2023, London
Creative Fin Lit with Spotlight	<ul style="list-style-type: none">10 November 2023, Manchester
Women's Company Secretary Circle	<ul style="list-style-type: none">November 2023, London
C-Suite Circle, Sponsored by Gallagher	<ul style="list-style-type: none">December 2023 / January 2024
Biggest Shareholder Event Ever 1	<ul style="list-style-type: none">Virtual Debut – January 2024
C-Suite Circle, Sponsored by Gallagher	<ul style="list-style-type: none">March / April 2024
Biggest Shareholder Event Ever 2	<ul style="list-style-type: none">Hybrid & Pre-AGM Debut – April 2024
C-Suite Circle, Sponsored by Gallagher	<ul style="list-style-type: none">June / July 2024
Biggest Shareholder Event Ever 3	<ul style="list-style-type: none">Hybrid – July 2024
TEA Cup Awards	<ul style="list-style-type: none">September 2024 – Release of TEA 12-Month Consultation Report and Awards Gala
Biggest Shareholder Event Ever 4	<ul style="list-style-type: none">Hybrid – October 2024

Definitions

What is inclusive investor engagement?

Inclusive investor engagement refers to the practice of actively involving a diverse set of investors in dialogue, decision-making, and the sharing of information. This goes beyond just focusing on major institutional shareholders to include retail investors, socially responsible investors, and other stakeholder groups. The goal is to create an environment where different voices are heard and considered, which not only fosters transparency but also could lead to better corporate governance and long-term value creation.

Engagement: The interaction and two-way dialogue between company representatives (generally the chair, CEO and CFO accompanied by the company secretary and investor relations officer) and a company investor or investors. Often the engagement takes the form of a physical meeting within an office setting but can also be via video conference or hybrid format of physical and video conference. The engagement can be either one-to-one, or with a group of investors, depending on the matters being discussed and any regulatory requirements.

Definitions

Retail shareholder: an individual who owns company shares either directly (registered) or indirectly through a nominee, broker or platform.

Individual investor: An individual investor is often also referred to as a retail investor. An individual investor is a person who invests their own money in pension funds and mutual funds. In this white paper, when referring to 'individual investors', we include in this term

the 23 million individuals who own shares either directly or indirectly through a nominee, broker or platform.

Beneficial shareholder: The ultimate beneficiary of an investment in a company that has been made through a nominee, broker, platform, pension fund or mutual fund.

Definitions

Registered shareholder or nominee

shareholder: A nominee shareholder acts as a legal and unrelated third party, who is officially registered as the holder of shares on behalf of the actual shareholder.

Sophisticated investor: A person who meets the requirements set out in article 23 of the Promotion of Collective Investment Schemes Order, in article 50 of the Financial Promotions Order or in COBS 4.12.7 R.

Quarterly roadshow engagement: The standard set of meetings undertaken by the company's CEO and CFO with their investors (usually their top five to 20 institutional investors) immediately after the company's quarterly and annual results. The CEO and CFO will either host the one-to-one meetings at their offices or at their investors' offices.

Share register: A statutorily required list of all the registered, legal holders (often nominees) of shares in a company, which is maintained by the company and its share registrar.

Share register analysis / shareholder ID: The process of securing the list of investors that sit behind the registered, legal holders on the share register, comprising fund managers and beneficial holders. In the UK, share register analysis is generated by serving section 793 disclosure requests to nominees under the Companies Act 2006, requiring the nominees to disclose the underlying holders for whom they hold shares. The underlying holders are often institutional fund managers who manage positions on behalf of beneficial shareholders. The s793 disclosures are analysed and the data assembled into a detailed report that

companies use to keep track of their top shareholders and running shareholder engagement programs. As the share register analysis only captures the largest shareholders, retail shareholders are often overlooked. Specialist investor relations firm undertake monthly or quarterly register analyses for companies.

Proxy vote reconciliation: The process of identifying the investors behind the nominees who instructed a proxy vote at a company shareholder meeting.

More ways to get involved

TEA is a people-powered social venture. Our activities look to engage the market on social issues, starting with inclusive investor engagement and ultimately – financial inclusion and literacy for all



Individual Membership

Join as an individual member and set the example for others



Corporate Membership

Join as a corporate member and benefit from TEA association



Sponsorships

Become a sponsor of TEA's activities and enjoy many rewards



Investor Engagement Festivals

Exhibit in 'The Biggest Shareholder Event Ever'



Collaboration

Collaborate on events, workshops, research and other activities



Thank you

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Sheryl Cuisia and Nick Hargrave