

TREATING CUSTOMERS FAIRLY POLICY

Implementation date: 1 September 2021



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1 Introduction

Central to Alexander Forbes' culture, ethos and philosophy, is the principle that customers are a priority.

We are a client-centric business, everything we do focuses on how we can deliver better outcomes for our customers.

The fair treatment of our customers is good business in that it sustains growth, assists in managing the relationship with regulators and creates a satisfactory return for our shareholders.

The Companies Act 71 of 2008, as amended, (Companies Act) and Companies Regulations, 2011 requires Social and Ethics Committees to monitor the company's activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regards to matters relating, inter alia, to consumer relationships, including the company's advertising, public relations and compliance with consumer protection laws.

The Treating Customers Fairly (TCF) Policy (the Policy) sets out principles and standards on how to achieve fair market conduct objectives as part of the broader Alexander Forbes market conduct philosophy and framework and customer relationships focus.

It is recognised that embedding TCF as expressed in this Policy is an ongoing process.

It recognises that TCF promotes an outcomes and supervisory approach designed to ensure that regulated financial institutions such as Alexander Forbes deliver specific and clear fairness outcomes. Alexander Forbes may develop a combination of a rules and outcomes-based framework to deliver on the TCF principles.

2 Purpose

The Financial Sector Conduct Authority ("FSCA") requires organisations to assess their activities and demonstrate alignment with the six TCF outcomes that aim to reduce market conduct risks and protect all financial product customers through enhanced market conduct regulation.

This Policy formalises the TCF practices within Alexander Forbes, with the objective:

- To establish standards for TCF and to ensure that Alexander Forbes complies with the TCF framework and all relevant legislative and regulatory requirements.
- To utilise TCF in enhancing our business focus on customers.
- To apply TCF principles across all relevant business functions throughout the product and customer lifecycle (in other words TCF is applied in the strategies, governance, people, policies, processes and systems related to product development, marketing, sales, advice and advisor support, communications, service, administration and complaints management).
- To ensure fair business practice with the objective of consistently delivering fair outcomes for customers.

The FSCA may require Alexander Forbes to provide assurance that the principles of fair treatment of customers is embedded within the culture of the organisation and that controls and procedures exist that evidence fair treatment throughout the product lifecycle from design, to after sales service: this Policy therefore also sets out the requirements to enable such reporting and assurance.

3 Scope

This policy and the principles outlined in this policy applies to all companies within Alexander Forbes Group Holdings Limited (Alexander Forbes / Group).

4 Policy Statements

Alexander Forbes will assess activities, products and services and demonstrate alignment with the six TCF outcomes that aim to reduce market conduct risks and protect customers of financial products:

Outcome 1- Culture: customers are confident that they are dealing with a financial services provider where the fair treatment of customers is central to its culture.

Requirement	Process to achieve	Responsible	Substantiating
	and demonstrate alignment		Documents
Set an ethical tone at the top, and throughout the organisation	Board approved code of ethics supporting and enabling ethics policies, including the whistleblowing policy and effective whistleblowing resolution process Board adoption of King IV principles and annual reporting of application	Executive: GLC and Board	 Approved policies Policy adherence Annual reporting
Ensure adherence to fair market conduct outcomes	TCF requirement reminder on all material decision-making forum agendas Monthly platform management	Meeting secretaries Platform executive	Agendas Agendas and minutes
	committee reporting Quarterly Exco and triannual Setco reporting	TCF lead	Agendas and minutes
Ensure implementation of a comprehensive market conduct program	Analysis of complaints and assessing the root cause of complaints in relation to culture	Executive: Strategy and Client Experience	Complaints Management Framework
	Monitoring the implementation of the Market Conduct Framework	TCF Lead and Platform COOs	Client Complaints Report Platform reports
	Reporting on deviations from the cultural standards	Ethics Officer	Conflict of Interest Policy
			Conflict of Interest Declaration Report
Create a culture where TCF and regulations are not treated as 'tick box compliance'	Communication and affirm ethical behaviour and culture	Setco	Surveys / reports / non-compliance

		Executives of each Platform	Training registers of policies and processes
		FLC	
		Key Individuals/ Business Heads	Platform Announcements
		Business Fleuds	Town Hall presentations
			Meeting Minutes indicating discussions and decisions made with TCF in mind
Leadership must	Strategy design	Executives of each	Board approved
ensure that strategies, products and services	Client centric approach and	Platform	strategy
adhere to the six outcomes	philosophyTesting all products and services design	Executive: Strategy and Client Experience	Customer value proposition
	/ development	Executive: Product	Product
	decisions against TCF	Research and	Development
	TCF integral part of	Development	Framework
	product development process		Product Business Case Studies
			Product Committee Minutes
			Client Complaints Reporting
			Net Promoter Scores (NPS)
Ensure that incentives and profit share structures provided to	Remuneration Committee setting standards and	Executive: Human Capital	Remuneration Policy
employees are aligned to fair market principles	benchmarksEmployee Conflict of	Ethics Officer	Conflict of Interest Management
and are free of conflicts	interest declarationsSetco oversight over	Executives of each Platform	Policy
	conflict of interest process		Conflict of Interest
	Disciplinary process	Business Heads	Declaration Report
	for breach of policies		Human Capital reporting on dismissals in relation to conflicts of interest
Create awareness in respect of fair customer treatment	Communication and Training of TCF and its outcomes	Executive: GLC / Group Compliance Officer	TCF General Awareness Training
objectives	its outcomes	Executive: Strategy and Customer Experience	Training

			Group Announcements relating to TCF
Ensure that appropriate action is taken against	Disciplinary process for breach of policies	Executive: Human Capital	Employment Contracts
employees who fail to comply with TCF		Executives of each Platform	Disciplinary Policy
outcomes		Business Heads	Conflict of Interest Management
		Line Managers	Policy
		-	Code of Ethics Policy

Outcome 2 - Products and Services: products and services marketed and sold are designed to meet the needs of identified customer groups and are targeted accordingly.

Requirement	Process to achieve and demonstrate alignment	Responsible	Substantiating Documents
Provide and obtain clear and relevant information which may affect customer fair treatment during the product design and marketing stage	 Conduct Market Research and analysis on needs for specific financial products Reporting on identified needs as per market research Design products in line with the market needs for such financial products 	Executive: Product Research and Development	Product Development Framework Market Research and Surveys Product Business Case Study PPCO minutes indicating approvals
Sign off on product design as well as terms and conditions	Tabling of product business case study at Product Manco	Executive: Product Research and Development	Product Development Framework
Assess at least:		Head: Group Product Development	Market Research and Surveys
The vulnerability of the target market against the complexity of the			Product Business Case Study
 product Determine if the sales channel and third-party provider network will suit the intended target market Whether the promotional and 			PPCO minutes indicating approvals

	,	
marketing material		
contains accurate		
information, is		
clear and		
unambiguous for		
the intended target		
market		
Whether the		
pricing and fee		
structures provide		
value and fair		
pricing		
Whether any		
reward structures		
do not incentivise		
or promote miss-		
selling or conflict of		
interests		

Outcome 3 - Clear and Appropriate Information: customers are given clear information and are kept appropriately informed before, during and after the time of contracting with Alexander Forbes.

Requirement	Process to achieve and demonstrate alignment	Responsible	Substantiating Documents
Provide customers with adequate product information to enable them to make an informed decision as to whether to contract or not	Advice Process Member Communication Process Retirement Benefits Counselling Process Product - disclosures, marketing material, application forms, quotations, product presentations	Executive: Consulting Best Practice Teams Key Individuals Representatives First and second line compliance	Advice Framework Member Communication Strategy Records of advice Review and approval sign-off
Disclose the nature and costs associated with any products/bundled with the products the customer may intend to purchase	Advice Process	Executive: Consulting Platform Best Practice Teams Key Individuals Representatives	Advice Framework Records of advice Detailed cost disclosure
Provide accurate information throughout the lifecycle of the product and in plain language	Advice process – annual reviews Market updates Customer communication	Executive: Consulting Key Individuals Representatives	Proof of information provided Advice Framework

Regularly update product information to ensure that it is clear, accurate and not misleading	 Plain language checks Product review process Advice – annual review process 	Executive: Strategy and Customer Experience Plain Language expert First and second line compliance Executive: IPE Head of Products Executive: Strategy and Customer Experience	Client communication strategy Client communication sign off process Review and approval sign off Proof of regular reviews and updates Product Design Framework Advice Framework
		Plain Language expert	Product Communication sign off process
Advise customers of any contractual actions which are required from them in relation to the product	Advice Process	Executive: Consulting Key Individuals Representatives	Advice Framework 1. ROA 2. FNA 3. RPAR 4. Signed Quotation 5. Completed Application form 6. Minutes of meetings 7. Mandates 8. Presentations 9. Disclosures
Maintain accurate and retrievable records of the product and other customer information	Records Management Process	Executive: Consulting Key Individuals Representatives Head: Group Technology Platform COOs	Records Management Policy Records Management System Group IT Disaster Recovery Policy and Plans Disaster Recovery testing and results Availability of records
Provide customers with contact and service centre details	Advice Process – Disclosures Product Process – Product Disclosures Website access	Executive: Consulting Key Individuals Representatives Executive: Strategy and Customer Experience	Advice Framework Advice Process – Disclosures Product Process – Product Disclosures

	Marketing and client communication materials
	Details on website visible and easily accessible

Outcome 4 - Customer Advice: where customers receive advice, the advice is suitable and takes account of their circumstances.

Requirement	Process to achieve	Responsible	Substantiating
	and demonstrate	·	Documents
	alignment		
Mandate and correctly licence sales advisory	Register Key Individual and	Executive: Consulting	Fit and Proper policy
and intermediary services employees in	Representatives in terms of FAIS on	Platform COOs	Fit and Proper standard
terms of FAIS and other applicable	boarding process for new	First Line Compliance	Human Capital and
legislation	appointees	Key Individuals	First Line Compliance Checks as per
		Line mangers where applicable	checklist
			FSCA Rep Registers
			Competency Registers
			Employment Contract
			Signed Mandate on record
Ensure that the sales	Market Updates	Executives: IPE	Fund Fact Sheets
force and third-party	Product Specific		
advisors have access to accurate and up to	Training (PST) as and when material	Head of Products	Product Disclosures
date product information	changes happenVersion control of information and	Key Individuals	Communications from Product Providers
	updates		Internal
			communication and
			training registers for
			internal advisors
Regularly conduct due diligence on third party	Ongoing product due diligence	Executive: IPE	Due diligence reports
providers to ensure	process	Executive: Product	Minutes of meetings
that their products and	 Ongoing 	Research and	
services comply with	investment due	Development	FLC Compliance
TCF requirements	diligence process		reviews and reports
	("IDD")	Best Practice	
	Ongoing operational due		
	diligence process ("ODD")	IDD Team	

		ODD Toom	
		ODD Team	
		Platform Chief Operating Officer	
		Key Individuals	
Ensure that the third- party advisors are correctly licenced and able to deliver our products in line with our customer fair treatment standards	 Intermediary agreement checks and on boarding process Contractual arrangements Ongoing Competency assessments 	Executive: IPE Executive: Product Research and Development Heads of Products Head: AF Academy Senior Manager:	Due diligence reports Communications to Advisors (AF and IFA) Training records (AF and IFA)
Manage any conflict of interests between our customers, ourselves and any third party	Conflict of interest declarations FAIS Disclosures General Disclosures Intermediary Agreement including all Group subsidiaries	Retail Academy Executives of each Platform Key Individuals Representatives Heads of Products Ethics Officer	Conflict of Interest Management Policy Conflict of Interest declarations Advice Framework Disclosures of Group arrangements Whistle-blower Policy Whistle-blower reports
Analyse management information relating to switches and cancellations to identify any miss-selling or other conduct risks; and implement procedures to mitigate against these occurring or reoccurring.	 Customer insight analysis Complaint Management analysis 	Executive: Strategy and Customer Experience Head: Customer Insights and Escalations	Complaints Management Framework Customer Insight report Complaints management report
Ensure that advisors obtain accurate and relevant information from customers to provide suitable advice on products sold to the customer.	Advice Process – Gathering of information from client	Executive: Consulting Key Individuals Representatives	Minutes of meeting Risk Assessment Questionnaires
Analyse management information to determine the root cause related to complaints against advice.	 Root cause analysis Complaint Management analysis Process reviews 	Executive: Strategy and Customer Experience	Complaints Management Framework Root cause report

Head: Customer Insights and Escalations	Client complaints report
Executive: Consulting	
Key Individuals	Compliance monitoring / review reports and
FLC	improvement recommendations

Outcome 5 - Product Performance Expectations: customers are provided with products that perform as firms have led them to expect, and the associated service is both of an acceptable standard and what they have been led to expect.

Requirement	Process to achieve and demonstrate alignment	Responsible	Substantiating Documents
Ensure acceptable and reliable product performance through: a) Monitoring product performance against economic, regulatory and environmental changes and product benchmarks	Competitor analysis Issuing of regulatory updates explanatory notes (Periscope, On the Scales) Performance versus benchmark tracking		
b) Review customer behaviour such as early terminations, portfolio switches as well as product retention	Customer insight analysis Complaint Management analysis	Executive: Strategy and Customer Experience Head: Customer Insights and Escalations Executive: IPE Heads of Products Product House Operating Offices	Complaint Management Framework Customer Insight report Client complaints report Product House Risk Committee Reports Regulatory Supervision meetings minutes and reports
c) Alert customers to the risks associated with actions	Advice Process – risk for early cancellations		

such as early termination and switches	 Operational & Admin processes RPAR process 		
d) Taking timely and appropriate action to mitigate risks associated with non-performance	 Monitoring of product performance Reporting on product performance including the risks associated with nonperformance Analysis of performance month on month / quarterly 	Executive: IPE Executive: Product Research and Development Heads of Product	Product Development Framework Product Committee reporting Product committee minutes
Ensure service standards by:			
a) Developing such standards and communicating these to customers	 Product Communication plans Client experience surveys against standards and understanding of communications received 	Executive: IPE Executive: Product Research and Development Heads of Product	Product Development Framework Product Committee reporting Product committee minutes
b) Acting on complaints and suggestions from both employees and customers	 Advisor Forum meetings Analysing of complaints related to product meeting expectations and understanding of products entered into Review complaints once suggestions have been implemented to see that the amendments as per suggestions have made significant impact on reducing 	Executive: IPE Executive: Product Research and Development Heads of Product	Product Development Framework Product Committee reporting Product committee minutes Advisor Forum Minutes Complaints Management Framework

complaints in relation thereto	

Outcome 6 - Post Sale Barriers: customers do not face unreasonable post-sale barriers to change product, switch provider, submit a claim or make a complaint.

Requirement	Process to achieve	Responsible	Substantiating
	and demonstrate		Documents
	alignment		
Have service standards, procedures and systems in place	Well documented process and standards for	Platform Executives Platform: COOs	Documented Processes
to introduce and on- board new customers,	employees to understand and follow	Business Managers	Training on processes
process product changes and switches; process claims and	Set and monitor service levels for	Executive: Strategy and Customer	Errors and Omissions reports
disbursements; resolve complaints; maintain records;	all customer queries and complaints	Experience	Client Complaints Reports
analyse claim repudiation and identify risks related to	Forms that are easy to use, understand where	Head: Customer Experience and Insight	
miss-selling and any unfair market trends	clients can see how long their	Call Centre	
	request would take and what the necessary		Professional Indemnity Claims
	supporting documents are in order to process		Complaints Management Framework
	the clients request		
_			Client Complaints Reports
Ensure customers have easy access to complaints, claims and	Website access and easy to use buttons and clear	Executive: Strategy and Customer Experience	Website ease of use and clarity on process
service channels and documentation.	publication of contact details		Documented
documentation.	Published	Head: Head: Customer Insights and	Processes
	complaints handling process	Escalations	Training on processes
	for all employees and clients	Platform: Chief Operating Officers	Complaints Management
	Easy access to complaints lodging	, ,	Framework
	system for both employees and clients	Call Centre	Client Complaints Reports
	Easy complaints form for use for a		

	client to log a complaint as well for employees to log a complaint on a client's behalf		Training on complaints management system (How to log a Complaint)
Inform customers of the circumstances under which claims, payments and disbursements will not be processed.	Claim rejection letters to be detailed with reasons of rejection	Platform: COOs Operational Business area managing claims	Claims Committee ToR Claims Committee rejection register Claims Committee Minutes
Provide clear reasons as to why a claim or disbursement is rejected and advise the customer of further or alternative steps that may be taken to obtain redress.	Claim rejection letters to be detailed with reasons of rejection	Platform: Chief Operating Officers Operational Business area managing claims	Claims Committee ToR Claims Committee rejection register Claims Committee Minutes
Advise customers of what product changes may or may not be taken.	Advice Process – RPAR, Record of advice	Executive: Consulting Platform: Chief Operating Officer Key Individuals Representatives	Best Practice Framework Advice Framework RPAR records Record of Advice documents Minutes of client meetings Communication records with client

5 Roles, Responsibilities and Accountabilities

STRUCTURE / FUNCTION	INTEREST, DUTIES & RESPONSIBILITIES
Board of Directors	The Alexander Forbes Social and Ethics Committee (Setco) approves the TCF Policy
	The Setco is ultimately responsible for the Policy but may delegate some of its functions to Group Exco, Business Unit Exco', Risk Committee, Audit Committee and to divisional and business heads

STRUCTURE / FUNCTION	INTEREST, DUTIES & RESPONSIBILITIES
	The Setco ensures inclusion of TCF principles in the Alexander Forbes strategy
	The Setco will analyse the state of TCF and whether the level of TCF in the culture is adequate
Executive Committee (Group Exco)	The Group Exco is responsible for ensuring that all committees, forums and individuals who have responsibility under this Policy fulfil their responsibilities and execute delivery against the BOD approved strategy.
	The Group Exco reports on and escalates matters related to TCF to the BOD where necessary
	The Group Exco recommends the TCF Policy to the Setco for approval
	The Group Exco is responsible in ensuring that processes and procedures are tracked against management information
Compliance	Group Compliance is responsible to report to Group Exco and Board where the principles of TCF are not part of the Alexander Forbes culture, product design, business processes and procedures, client communications, advice framework, complaints management and framework
	The TCF Policy is owned by Group Chief Compliance Officer.
	Group Compliance provide assurance that TCF is demonstrated through the TCF life cycle.
	Business Unit COs are to implement a plan to ensure that there is compliance with TCF requirements.
	Group Compliance to fulfil an oversight role as an assurance functions.
	Group Compliance must escalate and provide reporting as per material escalations received from business unit CO's.
	Business Unit COs are to report on the status of compliance in terms of TCF through to the Business Unit Exco and escalate TCF non- compliance to Group Compliance where necessary.
Risk and	TCF should be an agenda item in all meetings and be reported on to the Group Risk Committees
Compliance Committee (RISCO)	RISCO is responsible for monitoring and reporting on Group-wide TCF related risks
Audit and Risk Committee (Group ARC)	Group ARC is responsible for the governance and assessment of compliance with a policy generally (albeit that this Policy is principally governed by the Setco)
	Group ARC is responsible for assigning and monitoring remediation of any non-compliance or other findings.
	Group ARC is responsible for relevant reporting to the BOD.

STRUCTURE / FUNCTION	INTEREST, DUTIES & RESPONSIBILITIES
Accountable Business Units (MANCO)	TCF will be an agenda item in all management meetings and be reported on to the relevant operating model Riskco.
(MANCO)	The platform COOs or other designate are responsible to ensure that TCF is operationalised in their respective platforms.
	The platform management committee is responsible for ensuring that TCF reporting takes place.

6 Glossary of Abbreviations and Definitions

This section includes definitions for all terms used within this policy, including acronyms where applicable.

Use the following outline and be sure that all terms appear in alphabetical order.

TERM	ACRONYM	DEFINITION	
Compliance Officer/s	CO/s	The duly appointed regulatory Compliance Officers and or any person appointed in business to fulfil a business compliance officer function	
Financial Advisory and Intermediary Services Act, 37 of 2002	FAIS	Financial Advisory and Intermediary Services Act	
Financial Sector Conduct Authority	FSCA	Financial Sector Conduct Authority is the market conduct regulator mandated to promote the fair treatment of customers by financial institutions	
First Line Compliance	FLC	Persons appointed in business to fulfil a business compliance officer function	
Replacement Policy Advice Record	RPAR	A document used to record when making substituting a financial product, wholly or in part, with another financial product; or the termination or variation of a financial a product and the purchase, entering into, investment in or variation of another financial product— with the purpose of meeting the same or similar needs or objectives of the client or in anticipation of, or because of, effecting the substitution, termination or variation, irrespective of the sequence of the occurrence of the transactions;	

7 Administration and Approval of this Policy

POLICY NAME	Treating Customers Fairly Policy	
POLICY OWNER	Chief Compliance Officer	
EFFECTIVE DATE	1 September 2021	
LAST APPROVED DATE	30 April 2015	
APPROVAL	Social and Ethics Committee	
VERSION	Version 2	
LAST REVIEW DATE	August 2021	
NEXT REVIEW DATE	August 2023	
DISTRIBUTION LIST	ALL Staff	
PROCESS REQUIRED FOR IMPLEMENTATION	Acknowledgement	Х
INFELNENTATION	Basic understanding test	
	Detailed understanding test	Х
	Training required	Х

Process for Policy updates (will be left blank if first version)

Version	Date	Revision Author	Summary of changes
V2.0	2021-08-20	Shabnam Sablay Parker	Inclusion of amendments and incorporation of TCF in additional regulations since the first approval

Annexure A: Legislative Framework

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This policy is in line with but not limited to the following applicable legislation, regulations, frameworks or guidelines

No.	NAME OF LEGISLATION, REGULATION, FRAMEWORK OR GUIDELINE
1	Financial Sector Regulation Act 9 of 2017 (Financial Sector Regulations Act) and supporting Prudential and Conduct Standards
2	Financial Advisory and Intermediary Services Act 37 of 2002 (FAIS Act/ FAIS)
3	Companies Act 71 of 2008, as amended (Companies Act)
4	Collective Investments Schemes Control Act 45 of 2002 (CISCA)
5	Pension Funds Act 24 of 1956, as amended (Pension Funds Act)
6	King IV Report on Corporate Governance for South Africa (Leadership, ethics and corporate citizenship and Part 6.4 Supplement for Retirement Funds)
7	Code of Practice for Investment Business Jersey and related provisions
8	Insurance Act 18 of 2017 and Prudential Standards and Guidance notes (GOI)
9	Long Term Insurance Act 52 of 1998
10	Policyholder Protection Rules (PPR) 2004, Guidance Note 1129/2004 read with Guidance Note 1407/2017

Annexure B: Reference Documentation

This policy should be read in conjunction with:

Conflict of Interest Management Policy	Referenced
Whistleblowing Policy	Referenced
Disciplinary Policy	Referenced
Enterprise Risk Management (ERM) Framework	Referenced
Gift and Entertainment Policy	Referenced
Market Conduct Framework	Referenced
Product Development Framework	Referenced
Social, Ethics and Transformation Committee terms of reference	Board level reporting and oversight requirements