



OLDMUTUAL

IMPACT

OLD MUTUAL LIMITED

RESPONSIBLE BUSINESS IMPACT REPORT

2020



DO GREAT THINGS EVERY DAY



Approval

The Board has considered the integrity of this report and has concluded that it adequately provides material disclosures of the Group's delivery of shared value in a sustainable manner. The Board approved this report on 15 April 2021.



INTEGRATED REPORT



CORPORATE GOVERNANCE REPORT



REMUNERATION REPORT



RESPONSIBLE BUSINESS IMPACT REPORT



TAX TRANSPARENCY REPORT

Reporting frameworks

- Our impact cuts across a number of Sustainable Development Goals (SDGs), addressing in particular, quality education, poverty eradication, transformational infrastructure, sustainable cities and communities, climate action, affordable and clean energy and partnerships
- Global Reporting Initiative (GRI)
- United Nations Global Compact (UNGC)
- United Nations Principles for Responsible Investing (UNPRI)
- Employment Equity Act
- South African Companies Act, 71 of 2008 (as amended)
- Code for Responsible Investing in South Africa (CRISA)
- Financial Sector Charter (FSC)
- Kenya's CMA Code of Governance for Issuers of Securities to the Public and Companies Legislation
- Nigeria's National Economic Empowerment and Development Strategy (NEEDS)
- United Nations Guiding Principles on Business and Human Rights
- King IV Report on Corporate Governance™ for South Africa, 2016 (King IV). Copyright and trademarks are owned by the Institute of Directors in Southern Africa NPC and all of its rights are reserved

Scope and boundary

This report covers the activities of the Group for the period 1 January 2020 to 31 December 2020. It provides an overview of key Responsible Business initiatives and activities to create shared value during the period.

Assurance

A combined review by management and internal audit was performed to ensure the accuracy of our reporting content, with the Board and its subcommittees providing an oversight role.

Feedback

We value stakeholder feedback. Please share your experience of reading this report by contacting us.

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Our stakeholders



Customers



Communities



Employees



Intermediaries



Investors



Regulators



A Message from our Chairperson

During 2020, a year that challenged every aspect of our lives and our business, we intensified our unwavering focus on the long-term wellbeing of all our stakeholders. What kept us motivated was our timeless promise to be 'a certain friend in uncertain times', especially for our customers.

Our customers across the 14 countries we operate in trust us to grow and protect their savings and investments. It is therefore our duty to invest their funds responsibly. In doing so, we have incorporated environmental, social and governance (ESG) guidelines into our investment processes while continuing to generate attractive returns. Our ESG guidelines encourage the maximisation of customer returns while securing the needs and opportunities for future generations.

We continue our journey of embedding the Market Conduct Framework (previously referred to as 'Treating Customers Fairly') and great strides have been made. We have adopted measures and metrics that assist us in managing the Market Conduct governance, ensuring fair customer outcomes.

Following the outbreak of the COVID-19 pandemic, we rapidly and swiftly deployed technological solutions across all our countries and enhanced our digital capabilities, ensuring our employees are able to continue to work and seamlessly service our customers. We were very concerned about the wellbeing of our employees but they have shown great resilience and remained motivated and engaged as they adapted to new ways of working.

We supported our customers through various premium relief initiatives and accelerated the roll-out of our digital offerings by introducing alternative direct channels such as emails, USSD and WhatsApp to pay funeral claims and facilitate disinvestments.

In consideration of the sustainability of our business and wellbeing of the communities within which we operate, we were one of the first organisations to heed the call to join forces with government and other partners to lead relief efforts in response to COVID-19, in all countries where we operate.

We provided protection for our essential healthcare workers and made substantial donations towards relief efforts in the communities, including education support across the African countries where we operate.

We are excited to have launched our Truly Mutual strategy, underpinned by the five interconnected strategic pillars, presented in more detail on page six of this report. The CARES pillar focuses our efforts on our responsibility to society and the important role we have to play in ensuring positive futures for our customers and communities. We believe that successful execution of the five pillars will enable us to be our customers' first choice and allow us to build a successful and strong business, delivering sustainable long-term value for our shareholders.

The Responsible Business Committee continues to work within the framework of the regulatory bodies in the countries in which we operate. We are signatories to global bodies including the United Nations Principles for Responsible Investment (UNPRI) that works to promote the incorporation of ESG into investment decision-making. We remain committed to contribute to the United Nations Sustainable Development Goals (SDGs) through the outcomes in our Responsible Business focus areas.

Looking ahead, we will continue to invest responsibly in areas that maximize customer returns and meet our ESG objectives across all the markets we operate in.

Sizeka Magwentshu-Rensburg
Responsible Business committee Chairperson





Responsible Business Committee Members

We believe that Responsible Business is founded on responsible leadership. The Responsible Business committee oversees the delivery of shared value and responsible business practices across the Group and our Responsible Business ethos cascades from our Board to all our stakeholders.

The committee is the custodian of the Group's shared value principles and practices towards sustainability which are delivered through our seven focus areas. The committee oversees that Responsible Business remains central to the long-term strategy by assisting the Board in ensuring that the Group remains committed to the shared value principles of creating growth while positively impacting the societies that we operate in.



Sizeka Magwentshu-Rensburg 🇿🇦

Chairperson
BA, MBA, DPhil



Trevor Manuel 🇿🇦

NDip, EMP



Iain Williamson 🇿🇦

BBusSc (Actuarial Science),
GMP, FASSA



James Mwangi 🇿🇦

BA (Econ)



Albert Essien 🇿🇦

BA (Hons), EDP (INSEAD)



Brian Armstrong 🇿🇦

BSc (Electrical Engineering),
MSc (Electrical Engineering),
PhD



**Bahleli (Marshall)
Rapiya** 🇿🇦

BAdmin, EMP (INSEAD)



Peter de Beyer 🇿🇦

BBusSc (Hons), FASSA



COMMITMENT The committee recognises that a commitment to people and the environment is integral to the long-term success of our business and will contribute to strong relationships with our customers, communities, employees, intermediaries, suppliers, investors and regulators in every country where we operate.



Governance

We are committed to promoting and safeguarding the principles of diligence, honesty, integrity, transparency, responsibility and fairness.



- Provides a mandate to the executive committee and holds them accountable for the implementation of the Responsible Business Framework
- Monitors the Group's activities in sustainable social and economic development which include public safety, environmental management, responsible investment, corporate social investment, consumer relationships, labour and employment, the promotion of equality and ethics management

QUARTERLY MEETINGS



- Oversees the implementation of the Responsible Business Framework
- Ensure adequate support for, resourcing of and investment in Responsible Business commitments
- Report on and evidence the Group's Responsible Business impact to stakeholders

QUARTERLY MEETINGS



- Communicates the objectives and activities of the Responsible Business Framework to business units and supporting functions
- Coordinates and supports the business units and supporting functions in the execution of Responsible Business activities
- Drives a collaborative approach across the Group's value chain to deliver integrated outputs

QUARTERLY MEETINGS

Board

Provides mandate to the Responsible Business committee



Responsible Business committee



Responsible Business executive committee



Responsible Business team

We work within the framework of industry best practice and bodies, including:





Our COVID-19 Response

COVID-19 has had a devastating impact on individual lives as well as economies across the world. We responded swiftly to the need to slow down the virus and provide relief, mobilising our resources to fight the pandemic and extend a lifeline to stakeholders in need. Our relief efforts in the countries where we operate ranged from financial and logistics support to distribution of food parcels, health supplies and digital learning materials.

Committed over
R400 million
towards customer
relief initiatives,
with R290 million
disbursed in 2020

R80 million
spent on
community relief
in the countries
where we operate

More than
23 000
employees
digitally enabled
in the countries
where we
operate, to ensure
**uninterrupted
service**



CUSTOMERS

- Offered premium-free cover worth R4 billion to 430 000 registered healthcare workers in South Africa. 392 claims paid to date, amounting to R4.5 million
- Implemented various customer relief initiatives such as automatic premium holidays, premium discounts and delays in annual rate increases as well as grace periods for loan repayments valued at approximately R290 million
- Provided free life cover worth K25 billion to approximately 25 000 registered healthcare workers across Malawi
- Namibia provided premium holidays for one month to over 4 121 customers worth over N\$ 931 405
- Old Mutual Zimbabwe and CABS provided death cover worth Z\$2.2 billion to healthcare workers for six months



COMMUNITIES

- Spent approximately R70 million towards education, health, nutrition and food security in South Africa and in the countries where we operate. Of this amount, R16 million was used by the countries across Rest of Africa to fight the pandemic
- Contributed over R10 million to Solidarity Fund:
 - contributions made by the Board, Exco and employees through the Staff Payroll Giving Programme
 - appointed as main fund administrator

Suppliers

- Suppliers in South Africa and in the countries where we operate paid within seven days of invoice approval



EMPLOYEES

- Drove an awareness campaign and regularly engaged with employees via online newsletters, 'town halls', a dedicated website and an Exco blog
- Rolled out online programme called ADAPT to equip employees with wellbeing tools and tips
- Provided employees and immediate families with free access to our Employee Wellbeing programme and ICAS. This is being rolled out to all employees in countries where we operate
- Supported advisers who rely on commission with clawback relief measures to ease their cashflow
- Provided access to medical experts at Old Mutual's Workplace Clinic
- Special leave made available to employees whose illness or self-quarantine needs exceeded their leave



GOVERNMENT

Health

- Through our Provincial Management Boards (PMBs), we collectively donated around R2 million to community relief efforts, including the provision of PPE, tents, hospital beds and food parcels, in conjunction with regional and provincial partners
- Provided test kits and PPE for essential service workers in all countries we operate in Africa
- Converted our Mupine property in Cape Town into a quarantine and self-isolation facility
- In Kenya we introduced Telemedicine, enabling doorstep delivery of medicine
- Old Mutual Zimbabwe distributed PPE kits and donations worth Z\$3.5 million to two hospitals in Harare and Bulawayo
- In Malawi we committed K179.3 million to test kits, PPE for essential health workers and rental concessions

Education

- Joined South Africa's Department of Basic Education's COVID-19 Response Steering Team
- Supported Dial-a-Tutor to give learners access to South Africa's best teachers via virtual classrooms
- Supplied 10 000 radio sets to learners from vulnerable communities in Nigeria and we provided internet capability to secondary schools, a computer centre and donated masks and hand sanitiser to five schools in Lagos
- In Malawi we contributed financially to the completion of two primary school classrooms to enable social distancing at school



Our Responsible Business Framework

Responsible Business is at the heart of our purpose to champion mutually positive futures every day. Caring deeply for our customers, communities and employees is in our DNA and is what sets us apart. It is also what guides our strategy which is made up of five interconnected pillars that spell CARES.

As a Responsible Business we recognise the vital role we must play to make our inter-connected world a better place for all our stakeholders. The ethos of Responsible Business is anchored in our 175 year history on the African continent and directly connected to our mission, vision and values.

Old Mutual Cares is the external expression of what it means to be a responsible business. By building mutually beneficial relationships and partnerships we are able to share value and contribute to making the world a better place. We call this being Truly Mutual and it's a commitment that we make, guided by our CARES strategy.

Our broader commitment as a Responsible Business includes:

- Providing our customers with products and service to enhance their experience, and supporting them through financial education initiatives
- Playing a positive role in the communities we operate in
- Investing in the wellbeing of our employees
- Abiding and complying with the governing regulatory frameworks in the countries we operate in
- Forming cooperative partnerships with our intermediaries and suppliers to create growth together
- An unwavering focus on Responsible Investment and generating long-term, positive returns for our investors

C A R E S

We will make it evident that **OLD MUTUAL CARES** through solutions and actions that support customers, their families, and communities

We will aim to be **ALWAYS PRESENT FIRST** by ensuring that propositions and advice are available to customers when and how they need them, and through our brand that is always top of mind

We will build **REWARDING DIGITAL ENGAGEMENT** through considerate and effective use of advice and customer data

Our high performing **ENGAGED EMPLOYEES** will make meaningful contributions to achieve our purpose, vision and values

We will deliver **SOLUTIONS THAT LEAD** in service and performance, for insurance, investments and supporting banking needs

Focus areas

Our stakeholder focused approach ensures that we have a common understanding of the areas through which we can make a measurable impact. We are guided by the contribution our initiatives make to the SDGs, the National Development Plan (NDP) of South Africa and Namibia, Kenya's Big Four Agenda and Vision 2030, the Zimbabwe National Development Strategy, Nigeria Vision 2020, the long-term National Development Plan for Ghana, Uganda's Third National Development Plan (2020 – 2025), Rwanda's National Strategy for Transformation (2017 – 2024), the Tanzania Development Vision 2025, South Sudan National Development Strategy, Malawi's Growth and Development Strategies (MGDS) and many others.





Responsible Investing

As part of our commitment to responsible investing, we consider ESG issues in all our investment decisions. By the end of 2020 we had a portfolio worth R141 billion in socially inclusive, low-carbon and resource-efficient investments, on behalf of third party customers and shareholders, representing approximately 20% of Assets under Management.

SDG ALIGNMENT

- 6 CLEAN WATER AND SANITATION
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES



STAKEHOLDERS

R33.4 billion¹
invested in clean energy

R1.1 billion¹
invested in quality education

R5.6 billion¹
invested in affordable housing

R1.2 billion¹
invested in sustainable agriculture

Incorporating ESG across the Business

ESG issues are deeply embedded in our investment decision-making processes throughout the investment lifecycle. Our responsible investments address a range of challenges related to resource depletion, climate change and social inequality, in line with contributing to the attainment of SDGs, South Africa's National Development Plan (NDP) and other country specific protocols in our markets across the countries in which we operate. Our goal is to deliver appropriate risk-adjusted returns to policyholders and shareholders while simultaneously supporting long-term system resilience in respect of ESG issues.

We launched a South African market focused ESG fund, the third in our Responsible Investing suite of unit trust funds. This active equity fund helps customers invest in a portfolio of South African companies with leading sustainability practices and lower overall greenhouse gas emissions.

In East Africa we have invested in socially inclusive and resource efficient investments, creating community upliftment.

In Malawi we have invested in the Agrifund, working with 5 200 growers in the local community. We also invested in student accommodation to provide 4 000 beds to students in public universities. The two projects have created 879 jobs so far.

Stewardship

Our Listed Equity Stewardship offering cuts across some R300 billion of client holdings and close to R10 billion of third party asset portfolios. This provides an important platform to champion for change on key ESG issues

We champion cross-market sustainability issues such as say on pay, climate risk disclosure and transformation. Our approach to stewardship is guided by a desire to reduce both company specific risks and long-term market risks

Our private markets active asset management practices involve direct engagement through portfolio company boards and subcommittees, driving positive outcomes on ESG issues including climate change, decent work, gender equality, transformation and governance

GOING forward

We will build out and integrate Old Mutual Alternative Investments (OMA) ESG and Impact Management Framework.

We will further our efforts to analyse Old Mutual's carbon investment exposure to set a baseline, track mitigation efforts and inform investment decision-making across the countries in which we operate in Africa.

We have taken an intentional position on key investment levers to help reduce the negative impact of climate change, targeting renewable energy investments that make valuable contributions to the green economy.

¹ These are amounts invested on behalf of the shareholder and form part of the R141 billion



Environmental Impact

As a Responsible Business, mitigating and adapting to climate change is a priority, and it was a key focus area in 2020. Across our business we are focused on reducing our negative impact on the environment through various climate change initiatives.

SDG ALIGNMENT

- 6 CLEAN WATER AND SANITATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



STAKEHOLDERS

Mutualpark

27%
decrease in electricity consumption¹

34%
decrease in municipal water usage

Recycled
61%
of total waste volume in Mutualpark

9%
reduction in landfill waste

Our Mutualpark office was awarded a
6-star
Green rating by GBCSA²

Climate Change Response

The executive committee mobilised a cross-functional team to identify, prioritise and implement our climate change responses. Our climate governance structure provides for three workstreams to develop a risk framework across the organisation, incorporating our investments, companies and operational carbon footprint.

We have integrated ESG principles into our investment decision-making and strive to make a material contribution to the green economy. In addition to allocating capital to renewable energy initiatives, we actively champion for climate change mitigation through our Listed Equity Stewardship Service offering. We also address carbon issues with companies in our investment holdings

Waste, Water and Energy

- We continue to expand our waste management initiatives, increase our solar energy production and reduce our water usage across our owned properties, with recycled water being produced in Mutualpark's recycling plant in Cape Town.
- In Namibia we invested in renewable energy and reduced our electricity consumption and total waste
- In Malawi we organise popular annual tree planting events to preserve the environment

Carbon Emissions¹

We disclose our carbon footprint publicly as part of annual CDP reporting and address our operational exposure through substantive investment in greening our buildings to minimise their impact on the environment. Although there has been a significant carbon emission reduction in our investment properties and offices, we recognise this has been influenced by the lower tenant occupancy during lockdown.

Old Mutual Investment Properties¹

Type of emissions	2020	Change from 2019
Total emissions	154.399 tCO ₂ e	23% decrease
Scope 1 and 2 emissions	150.231 tCO ₂ e	22% decrease
Scope 3 emissions	4.168 tCO ₂ e	37% decrease



We commit to fulfilling our climate change responsibilities through the following:

- conducting an inherent risk assessment and a Climate Risk Impact and Vulnerability Assessment across the business, setting targets and aiming to commit to a Net Zero date for carbon emissions
- performing a detailed fossil fuel analysis of the Group's assets across Africa to provide a baseline view of exposure and carbon intensity of listed holdings
- improving our disclosures and methods of measuring the environmental impact of our people and properties

¹ Due to COVID-19 only essential employees have worked from our buildings since March 2020.
² Green Building Council of South Africa



Financial Wellbeing

Financial Education and Financial Inclusion

We strive to create a more equitable society by providing financial education that empowers people to manage their money better. Old Mutual digital solutions developed a range of inclusive digital learning programmes to reach customers.

SDG ALIGNMENT



STAKEHOLDERS

Reached close to **100 000** registered users on Moneyversity, with year on year growth of **66%**

Invested **R31.4 million** in financial education, **12%** increase from 2019

Our financial education initiatives reached over **20 million** people through various social media platforms

Through our vast network of financial advisers, as well as our financial education initiatives and services in the African countries where we operate, we help increase the number of people who participate in the mainstream economy by equipping them to take charge of their finances.

Programmes

Moneyversity

This e-learning platform targets Personal Finance customers in South Africa and reached close to 100 000 registered users with access to online financial learning.

Old Mutual On the Money

This accredited financial education programme is aimed predominantly at our Mass and Foundation market and those who have had limited access to financial services and the basic principles of responsible money management. In 2020 this initiative reached 29 544 people virtually across South Africa and the countries where we operate.

SuperFund member education

In 2020, we reached almost 10 000 members and their employees through member education sessions and FIN360, a free financial education initiative offered by our Corporate business.

Across Africa

Initiatives included a partnership with the Lagos Business School for Entrepreneurs to bring webinars on Risk Management to hundreds of entrepreneurs.

In Malawi and Namibia we increased our financial education efforts across all our platforms.

Sponsorships

AMPD Studios, powered by Old Mutual, partnered with DStv channels MTV Base and BET to broadcast footage that drives financial education.

Digital Financial Services

In the African countries where we operate we launched new public websites and various mobile applications during the year, enhancing our customer experience and making a range of transactions exceptionally quick, easy and convenient for them.

Through new digital solutions, customers were able to view their products and process transactions, such as funeral claims, without leaving their homes. Funeral claims submitted via USSD and WhatsApp increased dramatically in South Africa.

In our health businesses in East Africa, we launched tele-medicine, tele-consultation and tele-counselling, which are conveniently accessed via our digital channels.

GOING 
forward

Old Mutual is expanding its digital learning programmes to bring financial education to more learners, teachers, parents and entrepreneurs in the countries where we operate.



Education

We continue to contribute to the success of tomorrow by supporting education today. Our future prosperity hinges on the ability of our young people to operate in a competitive and fast-changing global economy. Our focus in 2020 was on providing remote learning support and financially supporting talented students.

SDG ALIGNMENT



STAKEHOLDERS

R20.8 million towards remote learning support, curriculum recovery and psycho-social support to matriculants

Re-commitment to the Old Mutual Education Flagship programme

The Old Mutual Education Flagship programme came to an end in 2020 after seven years and a total disbursement of approximately R326 million. This programme significantly raised pass rates of mathematics and science for many learners at the disadvantaged schools we supported. We have re-committed to the programme and will continue to extend our investment and resources.

Education Support During COVID-19

To support South Africa's Department of Basic Education we committed R20.8 million towards remote learning support for millions of learners, teacher support and strategic operations support at a national level. As well as specific provincial support to Gauteng, Mpumalanga and Free State in South Africa.

In Nigeria we partnered with the Lagos state Ministry of Education to provide Internet capabilities to secondary schools.

The Woza Matrics TV Programme

Through this remote learning initiative we reached matric learners across South Africa. 124 episodes were aired on Channel 122 and a further 99 episodes on SABC 3 and DStv.

Improving Literacy and Numeracy

Our consolidated education strategy is aimed at improving literacy and numeracy among South African children from Grade RR to Grade 7 by using mother tongue multilingual teaching methods as a foundation and driver.

21 Acts of Goodness Campaign

The Old Mutual Foundation supported the 2020 matric class via the 21 Acts of Goodness Campaign in partnership with the Department of Education, Nelson Mandela Foundation, BrandSA, loveLife and various other non-profit organisations (NPOs). The matrics received curriculum support, psycho-social support and post-matric preparation, contributing to the 76.2% overall national matric pass rate in South Africa. The Old Mutual Foundation committed R1.1 million and Old Mutual Insure committed R2 million to the campaign.

GOING forward

- Digital technology will continue to reshape the future of education, especially in the countries where we operate, and a critical part of our strategy is focused on enabling learning through digital engagement. By creating opportunities for people to learn, share and connect using digital technologies, we can contribute to greater inclusivity and prosperity
- The Old Mutual Education Trust will enhance its focus on improving employability
- We have partnered with Future Female Invest (FFI) in Nigeria to offer coaching and mentoring webinars to female entrepreneurs in 2021



Skills Development

We strive to empower people and communities to create prosperous economies with skilled workforces. We offer learning programmes to upskill our employees and network of dedicated intermediaries, as well as unemployed youth in our communities.

SDG ALIGNMENT



STAKEHOLDERS

R89 million

invested in training our employees and developing our intermediaries in the countries where we operate

R21 million

allocated to providing 345 students and trainees with bursaries or workplace experience

Employee Programmes

Our focus on developing specialist, technical and leadership competencies enables us to deliver innovative solutions for our customers.

- 169 leaders are working towards formal leadership qualifications at level 5 and level 8 of the National Qualifications Framework (NQF). 46 leaders are on our uniquely crafted Connected Leadership Programme
- The launch of Old Mutual Protect, our new risk insurance product, required large-scale upskilling of our sales workforce in South Africa and Namibia. More than 8 000 employees completed this training on the new personal protection options and new ways of working
- Through a learning initiative called ADAPT we supported our employees through the challenges of lockdown and the switch to working from home. Topics included resilience, mental health and financial and physical wellbeing

Communities

Our skills development initiatives for communities are designed to empower unemployed youth to become economically active through skills acquisition and personal development.

- 218 learners took part in a one-year programme in our Wealth Management business to gain work experience, greatly increasing their career prospects

- More than R21 million allocated to providing 345 students and trainees with bursaries or workplace experience in fields ranging from IT to Actuarial Science
- We are driving the development of digital skills of high potential students in data science, data engineering, digital coding, UI design and software testing
- We supported the inclusion of people with disabilities by partnering with QuadPara South Africa for 36 wheelchair users to participate in work readiness programmes
- In Kenya we partnered with Simba Corporation to develop automotive skills training, positively impacting more than 70 youths

GOING forward

Old Mutual employees in the countries where operate will be able to access online learning courses from Udemy for Business, which offers more than 8 000 job-related and personal development courses, from coding to yoga. We will also equip employees with relevant power skills for the new world of work.



Diversity and Inclusion

We believe a diverse workforce that represents the vibrant communities and countries we operate in, promotes innovation and drives transformational growth. Our inclusive workplaces nurture a strong sense of belonging and connection, enabling us to deliver on our business strategy.

SDG ALIGNMENT



STAKEHOLDERS

Level 1
B-BBEE
contributor in
South Africa

85%
of our employees in
South Africa
are black

56%
of employees across
the countries where
we operate are women

We have a particular focus on addressing challenges faced by groups from diverse backgrounds, including ethnic, gender, sexual orientation, religious, age, nationality and those with disabilities. Most importantly, we strive to create an environment that inspires a deep sense of belonging and connection.

The Old Mutual Empowerment and Transformation Charter (the Charter) defines our empowerment and transformation vision and philosophies and aligns to the African Union's (AUs) aspirations enshrined in the Agenda 2063. Old Mutual through the Charter, pledges to implement strategies that empower local communities in the territories in which we operate. Our Charter confirms our commitment to:

- redressing past inequalities, underdevelopment and social ills
- adhering to localisation and investment policies
- creating a diverse and inclusive workforce in which locals are represented
- adhering to responsible business philosophies and practices

Transformation and Empowerment

In 2020, we maintained the B-BBEE Level 1 status in South Africa and were recognised as the Top Empowered Business of the Year. Our workforce mirrors Africa's demographics and in South Africa complies with the Employment Equity Act (EEA). Approximately 85% of our employees in South Africa are black and 56% of all employees across the Group are women.

Inclusive Leadership

- We are focused on developing leaders who live our values and focus on building greater team cohesion and psychological safety
- We provide our employees with the structure, tools and insights they need to manage their wellbeing. A recent poll indicated that 93% of employees surveyed felt engaged by leadership

Structural Inclusion

- Our talent and performance management process is designed to drive inclusivity and guard against any biases
- Our annual barriers consultation process invites all employees to provide us with feedback on our practices and policies and alert us to any conduct that may be discriminatory or biased
- In 2020 we launched the Distributed Workforce Pilot to establish the best way of enabling our employees to work and serve our customers remotely

Employee Engagement

- We support inclusivity by giving employees an opportunity to self-select and identify their sexual orientation, such as transgender, with additional descriptors to the male and female options. We are aiming for overall representation in a workplace where all employees feel they have a place.
- Our focus on diversity goes beyond race and we strive to take into consideration all the issues that truly matter across the 14 countries in which we operate
- We promote gender equality and supported the #EachforEqual campaign during Women's Month and on International Women's Day



- We will invest in development and growth of women at senior management levels across the continent
- Performance targets and minimum thresholds have been set, with the incorporation of short-term incentives (STIs) linked to skills development
- The LGBTQI Plus resource group will be implemented for those passionate about the cause, to empower members and enable diverse conversations



Entrepreneurship

We understand the critical role entrepreneurship plays in strengthening the economy. For many years, we have been actively empowering Small, Medium and Micro Enterprises (SMMEs) through structured programmes designed to provide essential financial and non financial support.

SDG ALIGNMENT



STAKEHOLDERS

R26 million
supporting
51 businesses,
retaining
734 jobs

R225 million
supporting SMMEs
with trading space
in Eastgate Market,
Harare

Masisizane Fund

We believe the organisations we enable today will drive our economic prosperity tomorrow. We offer support to emerging enterprises identified for investment as well as SMMEs within our extended supply chain. Our contributions include funding, financial services, skills development and procurement partnerships.

Masisizane, which means 'let us help each other', strives to enable positive change through sustainable enterprise development. We are committed to enhancing entrepreneurship through enterprise financing and capacity development and thereby contributing to the sustainability of SMMEs. Contributions made by the fund:

- R77.8 million SMME funding was approved in 2020
- Masisizane was appointed to administer the Old Mutual Insure SME Relief Fund. To date R26 million deployed to support 51 businesses, enabling 734 jobs to be retained
- An additional R8 million COVID-19 relief funding was approved by Masisizane and R1.9 million disbursed to existing fund clients

The Transire Business Accelerator

At the end of 2020, Masisizane launched the Transire Business Accelerator Programme in partnership with SMTAX Digital Accounting to support SMMEs through training, mentorship, coaching and various other business development support services.

The Enterprise and Supplier Development Fund

We have initiated the disbursement of the R500 million committed to the Enterprise and Supplier Development Fund to support job creation

by developing SMMEs through development funding loans, commercial loan guarantees, direct grants, technical assistance, skills development and training.

The Fund has approved R121 million, with R20.5 million approved in 2020. The Fund also provided R2.2 million in COVID-19 loan repayment relief in 2020. While job creation was slower in 2020 due to the pandemic, the Fund created seven permanent and 57 temporary jobs since inception, while sustaining 150 existing jobs.

Eight2Five Innovation Hub in Zimbabwe

We launched a state of the art innovation and co-working space in Zimbabwe to support emerging entrepreneurs with affordable co-working space and a start-up ecosystem. Through this Hub, we have positively impacted 65 entrepreneurs and incubated two successful enterprises.

Eastgate Market in Zimbabwe

R225 million was invested in a facility providing affordable and clean SMME trading space for 422 traders in Harare.



Old Mutual and its partners are working towards:

- more effective monitoring and evaluation of investments to ensure that their impact and beneficiation are sufficiently broad-based
- continued encouragement of enterprises we support to grow as responsible enterprises that are well governed and community focused



Partnering for Impact and Shared Value

Great partners make great progress possible. As a proudly African business, we know that real transformation and progress cannot be achieved alone. It can only be achieved by people who are bonded by a shared purpose and a collaborative spirit.

Old Mutual is part of an eco-system that operates on shared value principles, embracing socio-economic purpose as part of our business strategy. We will continue to collaborate with our partners by driving performance whilst creating an enabling environment that addresses societal ills and lifts the barriers to economic growth.

We are deeply grateful to all the organisations and individuals who partner with us and apply their creative energy and commitment to the work we do. Together we succeed in reaching millions of people and impacting their lives positively in a multitude of ways.

Professional Associations and Industry Bodies

Old Mutual actively participates in professional associations, industry bodies, chambers of commerce and multilateral forums across the countries in which we operate. We use our memberships to advance collaborative efforts between the public and private sectors, lobby for continuous improvement of public policies applicable to our industries and develop future financial services professionals in Africa. Many of our business leaders play roles in these organisations, demonstrating our commitment to being a responsible business and active corporate citizen.

World Economic Forum

As the premier global forum for advancing public-private partnerships, Old Mutual's active participation and membership in WEF demonstrates our ongoing commitment to delivering shared value and achieving impact through collaboration. Our leadership participated in WEF Davos 2020, contributing to Financial Services Governors meetings and panel discussions on responsible investing for climate action, joining forces with partners and stakeholders across the world.

Shared Value Africa Initiative

As the main sponsor of this initiative, we hosted its virtual summit in 2020, providing an interactive platform for over 2 000 global business leaders to explore how business can work together to drive collective social impact at scale.

Solidarity Fund

As the pro-bono administrator of this fund since its inception in March 2020, we were able to contribute our logistics expertise to the fight against COVID-19.

Sustainability Summit

As a sponsor for the third consecutive year, we were an active participant in the global multi-sector dialogue on sustainable development and the green economy.

Old Mutual Partnership Awards 2020

The awards, now in their second year, celebrate the valuable networks Old Mutual continues to forge with its partners, both small and large, in the countries where we operate, as well as the work we are jointly doing to create shared value for our business, our customers and the communities we serve.

The partnerships selected for substantially changing socio-economic conditions in our communities in 2020 are listed below.

INDUSTRY BODY



ASABA: Association of South African Black Actuarial Professionals

CORPORATE SOCIAL INVESTMENT



Matla A Bana: a collaboration with the Old Mutual Foundation and Old Mutual Staff Volunteers Fund Trust

PUBLIC SECTOR



Kenya Society for the Blind: a collaborative venture between Faulu MicroFinance Bank and Kenya Society for the Blind

PRIVATE SECTOR PARTNERSHIP



Udungu Institute (Zimbabwe): created an Innovation Hub for young entrepreneurs

SMALL AND MEDIUM-SIZED ENTERPRISE



Malaika Textiles: run "by women for women" and produces and sells washable, reusable sanitary pads

HUMANITARIAN PARTNERSHIP



Imbumba Foundation: launched a COVID-19 relief response programme in underprivileged communities

STRATEGIC INITIATIVE PARTNERSHIP



Linkages for the Economic Advancement of the Disadvantaged (LEAD Zimbabwe): providing loans and insurance to smallholder farmers



Final Remarks

The Road Ahead

A purpose-led company that seeks more than just profit and growth is a company that is built for long-term success. Naturally we seek to deliver excellent service to our customers and excellent returns to our investors, but we are committed to doing so in a way that also benefits our society and our environment, providing real solutions to the most pressing problems of our planet and our people.

Deeply embedded in the core of our business is the confidence that by consistently doing the right thing and making good investment decisions, we can help build the countries where we operate and a world that is far better, greener and more equitable and secure for all.

The 17 SDGs ratified by the United Nations are goals we share and are signatories to. SDG 16 is one that resonates particularly strongly and calls for peaceful and inclusive societies for sustainable development, access to justice for all and building effective, accountable and inclusive institutions at all levels.

It is the prospect of generating greater shared value in a world that is working hard to right itself that inspires us and keeps our progress on track. And it is why we continue to conduct our business across the countries where we operate in the most responsible way possible. We've taken our commitment to being Truly Mutual to the next level.

I would like to thank all the members of the Responsible Business committee for their commitment to the vital oversight role they play in integrating long-term sustainability issues into the business strategy and practices of Old Mutual for the betterment of society and the environment.

Sizeka Magwentshu-Rensburg
Responsible Business committee Chairperson



Glossary

Glossary of Terms

ADAPT	ADAPT is our company-wide learning initiative, designed to support employees to maintain their wellbeing and achieve business continuity in response to lockdowns and travel restrictions due to COVID-19.
Impact	The change in outcomes (positive or negative) caused by an organisation, directly or indirectly, intended or unintended, measured over time.
Moneyversity	Moneyversity is an online financial educational tool that empowers customers to manage their money and reach their financial goals.
Old Mutual On the Money	The On the Money Programme is a financial education initiative created to teach individuals and families to manage their finances.
Outcomes	Effects of an activity which is an aspect of social, environmental or economic wellbeing.
Pillar	A construct to describe initiatives that support key business objectives.
Task Force on Climate-related Financial Disclosures (TCFD)	The Financial Stability Board (FSB) established the TCFD to develop recommendations for climate-related disclosures to promote better informed investment, credit and insurance underwriting decisions and enable stakeholders to understand the concentration of carbon-related assets and the financial system's exposure to climate-related risk.



List of Acronyms

African Infrastructure Investment Managers	AIIM
Association for Savings and Investments South Africa	ASISA
Association of South African Black Actuarial Professionals	ASABA
Black Management Forum	BMF
Broad-Based Black Economic Empowerment	B-BBEE
Business Accelerator Programme	BAP
Business Leadership South Africa	BLSA
Business Units	BU
Business Unity South Africa	BUSA
Carbon Disclosure Project	CDP
Code for Responsible Investing in South Africa	CRISA
Employment Equity Act	EEA
Environmental, social and governance	ESG
Financial Sector Charter	FSC
Global Reporting Initiative	GRI
Green Building Council of South Africa	GBCSA
Linkages for the Economic Advancement of the Disadvantaged	LEAD
National Business Initiative	NBI
National Development Plan	NDP
Non-profit organisations	NPOs
National Small Business Chamber	NSBC
National Qualifications Framework	NQF
Old Mutual Alternative Investments	OMAI
Old Mutual Insure	OMI
Provincial Management Boards	PMBs
Personal Protective Equipment	PPE
South African Chamber of Commerce and Industry	SACCI
Sustainable Development Goals	SDGs
Small, Medium and Micro Enterprise	SMME
Task Force on Climate-related Financial Disclosures	TCFD
Tonnes of carbon dioxide equivalent	tCO ₂ e
United Nations Global Compact	UNGC
United Nations Principles for Responsible Investing	UNPRI
Unstructured Supplementary Service Data	USSD