RESPONSIBLE BUSINESS
REPORT 2014

ENABLING POSITIVE FUTURES

INVESTMENT | SAVINGS | INSURANCE | BANKING

OLDMUTUAL

CONTENTS

How are we integrating responsible business throughout the Annual Report?

This year, our Annual Report does not have a standalone responsible business section. Our work on responsible business can be found throughout the report, from our KPIs to our Business unit reviews. This reflects our Group Strategy, with responsible business the fourth pillar.

www.oldmutual.com/rb

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Getting in touch

Please send your comments and questions to us at responsiblebusiness@omg.co.uk

Cover picture

Left: Jon Duncan, Old Mutual Investment Group

Right: Carolyne Chelegat, Old Mutual customer

Read more about Jon and Old Mutual's participation in wind and solar projects across South Africa, and Carolyne's small business selling peanuts in Kenya, online: **www.oldmutual.com/rb-inpractice**.

INTRODUCTION

Old Mutual is an international investment, savings, insurance and banking Group. We are trusted by more than 16 million customers.

Our story

Old Mutual began in Cape Town in 1845 as South Africa's first mutual life insurance company, offering financial security in uncertain times.

Today, 170 years on, we build on this heritage of trust and accountability by meeting a broad range of our retail and commercial customers' financial services needs at each stage of their lives.

We take a long view, aiming ultimately to enable a positive future for all our stakeholders.

Our vision

To be our customers' most trusted partner – passionate about helping them achieve their lifetime financial goals

Our mission

To enable a positive future for all our stakeholders: our customers, employees, communities, environment and shareholders

Our values

Accountability, Integrity, Respect, Pushing Beyond Boundaries

Our strategy

Creating enterprise value through growing in markets of greatest opportunity and where we have a strong competitive positioning, while becoming recognised as the financial services leader in responsible business

A MESSAGE **FROM JULIAN ROBERTS AND GAIL KLINTWORTH**

We are committed to becoming a recognised leader in responsible business.

"We have many excellent examples of our progress as a responsible business, across the five pillars of being responsible to our customers, communities, employees, the environment and our investments, built on a strong foundation of ethical values and good governance."

Julian Roberts
Group Chief Executive

"To achieve our ambitious aim, we are focusing on our roots – the original purposes of financial services. Our role in society is to look after people's money as we would if it were our own, providing them with the best possible service and access to products that meet their needs in the short-term while protecting their interests in the long-term."

Gail Klintworth
Group Customer Director and Responsible Business Lead

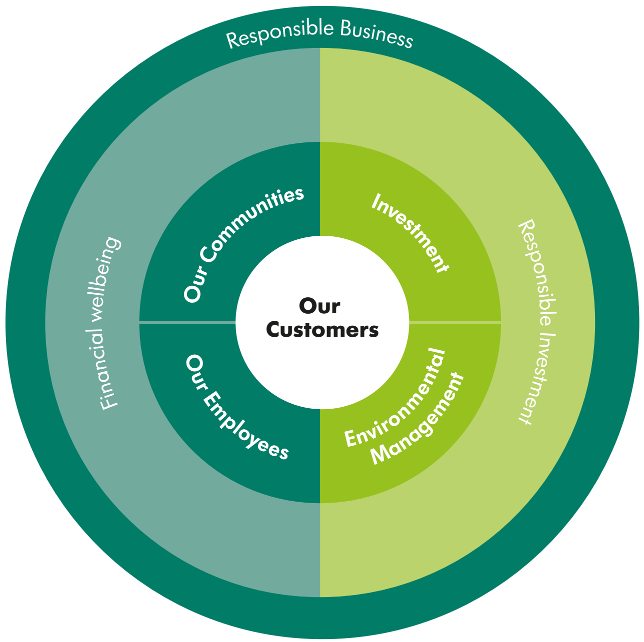
This year, we have continued to show good progress across the five pillars of our Responsible Business plan: responsible to our customers, communities, employees, the environment and responsible investment; built on a strong foundation of ethical values and good governance. And of course, there is more to do. Our approach is to embed responsible business deeply into all we do, recognising that it is in our core operations and day-to-day decisions that we evidence our responsible approach to business and build trust with our customers. Our commitment to be a leader in responsible business stems from our purpose in society, which is to help our customers thrive by enabling them to achieve their lifetime financial goals, while investing their funds in ways that will create a positive future for them, their families, and the community and world at large.

We appointed Gail Klintworth in August as our Group Customer Director and Responsible Business Lead, seeking to strengthen our responsible business expertise and drive our commitment to responsible business through focus on customers. We recognise we cannot achieve our aims alone, so have begun establishing partnerships with key organisations who can help us to formulate our approach and deliver action in our key markets. This year, we began a partnership with the Cambridge Institute for Sustainability Leadership, to help us identify where and how we can make the most material impact.

We have selected two areas where we wish to raise our game significantly: enabling the financial wellbeing of our customers, and responsible investment. Our focus on these two areas complements our existing five-pillar approach to responsible business, established following extensive stakeholder engagement in 2010 and reviewed in 2013. It emphasises that our customers are at the heart of our business, and will help us to continue building on the strong foundation of ethical values and good governance that is so critical to our custodianship of people's money.

We remain committed to working towards our goal of becoming a recognised leader in responsible business. We welcome the support of key partners who are similarly committed to 'enabling positive futures', since the challenges of building a regenerative and inclusive economy demand concerted and united action by all stakeholders.

Our five pillars are the foundation for our two focus areas



THE WIDER LANDSCAPE AND MARKET TRENDS

Our business and our strategy reflect demographic and regulatory trends in our largest markets.

"Understanding our markets is critical to help us position ourselves as a responsible business."

Helen Wilson
Head of Responsible Business, Old Mutual Group

Our responsible business strategy sits within a wider business and market context that is rapidly changing. Here is a look at some of these key trends.

Market trends

Populations are growing in all our markets – and, in most cases, also living longer. However, age distribution patterns vary significantly, so we design and adapt our product offerings and distribution capabilities to suit the relevant demand dynamics.

Living standards and expectations have also increased. In the more developed markets, people will spend longer in retirement and, as a result, will need a higher level of pension savings to fund their desired standard of living and healthcare costs. In emerging markets, growing economic empowerment is driving demand for a broad range of flexible protection, savings and investment products.

Dramatic increases in entrepreneurial activity and trade liberalisation are taking place within and between our emerging markets. Technology is providing new and lower-cost ways of accessing and transmitting money and information as well as servicing both wholesale and retail customers, increasing financial inclusion.

What this means for Old Mutual

Overall, these themes provide opportunities for Old Mutual as long as we are dynamic and capable of change while maintaining control over our risks. We believe that we are well positioned in our markets, continue to offer and develop the products that consumers need, and are building effective distribution channels for them.

For more information on our market trends, see our Annual Report.

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Financial service sector trends

Trust

- Despite slight improvement in trust levels compared to five years ago, financial institutions continue to be the least trusted sector in the global economy. Demand for structural and regulatory reform in the industry remains high, and the need to rebuild trust through performance is increasingly apparent.

Growing investor demand

- Eleven stock exchanges from eight countries have set up a sustainability working group to try to build consensus on the use of environmental, social and governance information. Signatories to the UN-supported Principles for Responsible Investment have increased tenfold over the past 10 years.

Growth in low-carbon economy investment

- Global investment in clean energy rose 16% between 2013 and 2014. Estimates suggest that avoiding the worst consequences of climate change requires investment of $1 trillion by 2030 to finance low-carbon technologies[1].

International commitments

- Recent years have seen growth in international commitments – including the Portfolio Decarbonisation Coalition, the Principles for Sustainable Investment, the Principles for Responsible Investment and Climate Wise. There has also been huge growth in mandatory and regulatory sustainability reporting.

Call for sector collaboration

- The financial services sector has been called upon to play a key role in a 'rising Africa' to help the continent share wealth and invest in people. Globally, most corporates (87%) say corporate-NGO partnerships have improved business understanding of social and environmental issues[2].

Policy changes

Across the world, shifts in policy and codes in 2014 included:

- The European Commission adopted the disclosure of non-financial and diversity information by large companies and groups
- The Nigerian Stock Exchange announced the launch of a Corporate Governance Rating System.

South Africa and sub-Saharan market trends

Demographics

- Between 2010 and 2100 the African youth population will almost triple.
- The number of people over 65 in the UK will nearly double by 2050, while the number of elderly people in the US will grow by 70% by 2030[3].

Youth population (millions)

	2010	2050	2100
Africa	205	437	603
Asia	762	642	514
Europe	95	73	68
Latin America & Caribbean	107	97	75
North America	49	55	57
Oceania	6	8	8

Youth population refers to the population aged between 15 and 24.
Source: UNDESA, 2012

Economic

- GDP in sub-Saharan Africa (excluding South Africa) is expected to more than double between 2009 and 2015[4]
- Sub-Saharan Africa (including South Africa) continues to have one of the world's fastest growth rates.

GDP

	2015	2016	2017	2018
World	3.88	3.95	3.95	3.93
Advanced economies	2.35	2.38	2.37	2.25
Emerging and developing Asia	6.80	6.66	6.58	6.52
Sub-Saharan Africa	5.52	5.82	5.48	5.57

Source: IMF, World Economic Outlook database

Environment

- Africa holds around 60% of the world's uncultivated arable land[5]
- Africa loses 2 percentage points of GDP growth annually as a result of its infrastructure deficit[6]
- Sub-Saharan Africa has more water-stressed countries than any other region in the world – an issue that is likely to increase as the climate changes[7].

1 'Renewable Energy at $254 billion? Let's make it a clean trillion'. Tom Randall, 2014
2 'Corporate-NGO Partnership Barometer', C&E, 2014
3 'The ageing population', briefing paper for UK government, 2010. 'U.S unprepared for housing needs of aging population', Harvard Joint Center for Housing Studies, 2014.
4 Regional Economic Outlook – sub-Saharan Africa, fostering durable and inclusive growth. IMF, 2014
5 2013 Ibrahim Forum Facts & Figures – Africa Ahead: The Next 50 Years, Addis Ababa, 2013
6 African infrastructure: a time for transformation, Agence Française Dévelopement and World Bank, 2010
7 http://www.un.org/waterforlifedecade/scarcity.shtml

MATERIALITY AND APPROACH

Analysing our material issues helps us focus our efforts on the areas that deliver the greatest value.

"In its value chain assessment of Old Mutual, the Cambridge Institute for Sustainability Leadership took as its starting point the Group's growth strategy and its powerful public commitments to responsible business."

Polly Courtice,
Director of Cambridge Institute for Sustainability Leadership

Key material issues identified by the Cambridge Institute for Sustainability Leadership

- Financial wellbeing including access to financial services
- Responsible investment
- Operating as a collaborative business with a long-term view.

Materiality

During 2013, we carried out a review of the material issues that make up our five pillars of responsible business. We asked a range of stakeholders which issues we should prioritise – the results of this review can be seen in this chart.

To find out where we can have the greatest positive impact on these material issues and our stakeholders, we undertook a value chain impact analysis in 2014 in partnership with the Cambridge Institute for Sustainability Leadership. The goal was to help us really focus our responsible business programme going forward and understand where we can make the biggest difference.

The research had three main dimensions, considering: what responsible business leadership currently looks like within Old Mutual, how leadership practice is evolving within the financial services sector as a whole, and what leadership could look like within the Group's key operating regions.

We focused on where the Group has the largest footprint, while bearing in mind the potential significant investment impact of the Group across the globe. It is well understood that African societies and economies stand to be severely affected by a number of highly connected social and environmental risks. These include a demographic shift to cities, high levels of informal employment and of youth unemployment, and the multiplier effect of climate change on access to food, water and energy.

While private sector action in responding to these trends is evident internationally and within the region, progress remains slow.

Given the systemic nature of these issues, collaborative approaches will play an essential role in developing and implementing solutions.

Old Mutual has launched numerous well-established community initiatives that respond to these pressures and trends. However, the size of these programmes is modest in comparison with the scale of the Group's core activities in banking, insurance and investment. This big opportunity for Old Mutual is to develop a commercial, opportunity-focused approach which builds on the key features of leading-edge practice, including:

- Integration of responsible business into core business processes and functions
- Collaborative solutions, within the sector and with government and civil society
- Building organisational capacity – including employee awareness as well as wider leadership development systems
- Communication and disclosure to build wider trust and credibility.

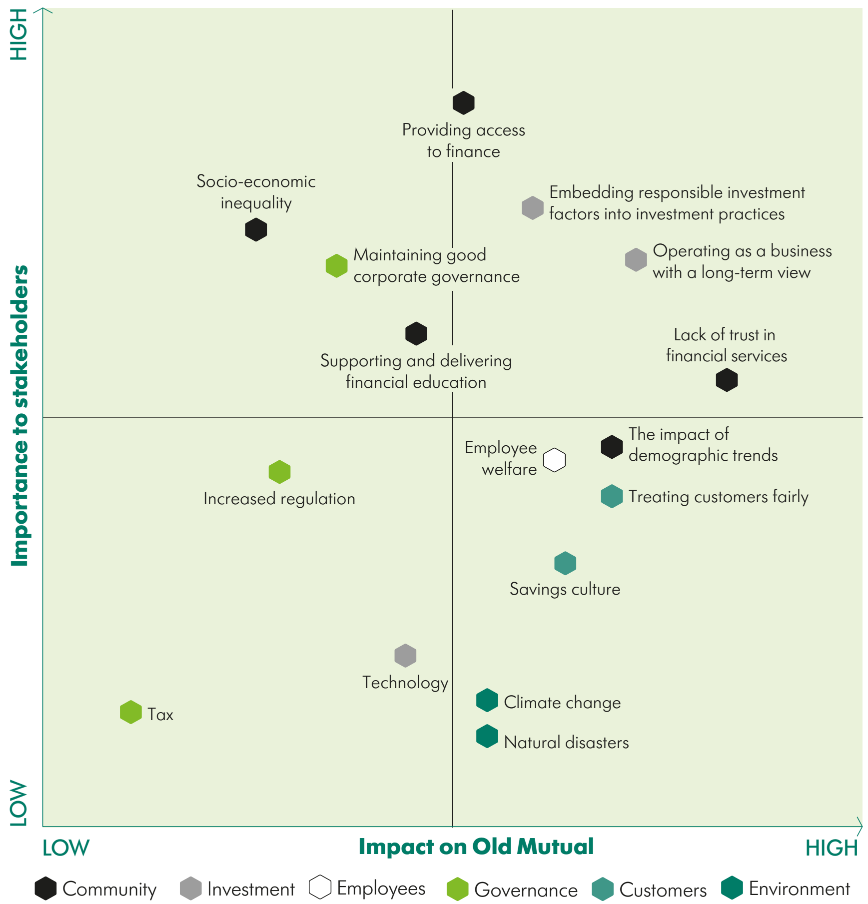
Driving responsible investment in each of our markets

We define responsible investment as: A cross cutting approach to investment that integrates the consideration of material environmental, social and governance factors into investment and ownership practices.

Enabling the financial wellbeing of our customers

We define financial wellbeing as: Being and feeling financially secure, able to provide for yourself and your family, now and in the future. At Old Mutual we focus on enabling financial wellbeing through improving access to financial services and financial education.

Material issues chart



FINANCIAL WELLBEING

Enabling financial wellbeing is not just about people today; it is about sustainability and transforming the circumstances of future generations.

Microfinance in Kenya

This is a key way to help build stable economies and support tomorrow's customers.

Through our microfinance business in Kenya, Faulu, we have helped Carolyne Chelegat's peanut-selling business to thrive. To help customers like Carolyne make a success of their business, Faulu has partnered with technology companies to provide mobile banking and has launched a series of financial education initiatives.

Financial wellbeing encompasses

Accessibility to suitable products and services

Financial education

Financial literacy

We aim to offer the best financial services and advice to all our potential and existing customers.

Financial wellbeing in context

Financial wellbeing is an international issue spanning all our markets and customer segments. Primarily, it relates to an individual's understanding of – and ability to access – the opportunities that are available in relation to their current financial status and future plans. This is particularly pertinent in emerging markets. Only 41% of adults in developing countries have a bank account, and among adults living in extreme poverty that number drops to just over 20%[1]. Of the 2.5 billion adults across the world who do not use formal banks or semiformal microfinance institutions to save or borrow money, nearly 2.2 billion live in Africa, Asia, Latin America and the Middle East[2].

With a growing middle class and increasing levels of wealth, the importance of understanding money management is rising. Access to products and services is changing with technological advances and increasing urbanisation, but more still needs to be done.

At the other end of the scale, high-net worth clients can also benefit from financial wellbeing through greater transparency and a focus on products that serve their needs in both the long and short term. Financial education is important across all our markets – more than one-third of the US population have no savings for retirement, and the same proportion in the UK are unaware if their savings will meet their retirement needs[3].

Why financial wellbeing matters to Old Mutual

We view financial wellbeing as a way of ensuring that all people can access a full suite of financial services, at affordable prices, in a convenient manner, and with respect.

To Old Mutual, this means having well designed products for each customer segment that can be easily accessed through the most suitable medium for our customers. We invest in educating our customers and the wider communities in which we operate, allowing them to gain greater financial independence. We believe that basic financial literacy and access to entry-level financial services is what truly empowers people to achieve their financial goals. To help fulfil our vision, we are committed to making our services easy and accessible and supporting the communities we serve.

1 World Bank's Global Financial Inclusion Database
2 McKinsey, March 2010
3 Bankrate.com, 2014

FINANCIAL WELLBEING continued

Our financial wellbeing programmes are tailored to the needs of the communities in which we operate.

What are we doing?

Our customers working in the informal sectors tell us they are keen to understand how they can use their mobiles to access money, protect their income and learn about financial planning in general. Based on this, we endeavour to provide access to relevant practical education and guidance.

We believe the long-term benefits of financial wellbeing are broader than just improved money management. Microfinance projects encourage entrepreneurial skills throughout society, providing stability and security to recipients and the wider community. We support in particular microloans to women, who we feel invest the profits from their businesses in ways that often have a longer-lasting, more profound impact on the lives of their families and communities.

At Old Mutual, we understand the power of educating even one child or offering a loan to a hard-working entrepreneur to kick-start their business. So we are committed to investing in financial wellbeing activity that will enable our customers to do great things in their lives.

In the UK

- We continue to deliver a Learn to Earn programme to teenagers through our partnership with Young Enterprise, reaching over 10,000 students since 2010
- We provide pension and investment advice to our existing and potential customers to ensure they can plan appropriately to enable the most positive future for themselves and their families.

In our Latin America business

- Our Financial Wellbeing Programme reached 1,300 attendees at their place of work
- We have delivered 10,000 financial planning games across Colombia and distributed 2,500 financial education guides.

Our financial wellbeing offerings across Africa

Old Mutual South Africa

- In over 250 branches customers can interact with us in their home language, regardless of which of the 11 official languages they speak
- We have reached 390,000 people face-to-face and over 15 million across other communication channels through our financial education programme 'On The Money'
- Among our More4U services, we offer access to a credit coach to help with budget management and an online teacher for education support.

Namibia

- Our funding of N$433,000 enabled training for 3,000 unemployed and unskilled people who graduated with qualifications in various fields through our Women's Action for Development plan
- We offer a six-month mentorship programme through the Centre of Enterprise Development through our Women's Micro-Business Project.

Kenya

- Our Financial Education Roadshows in Kenya reached 3,649 people across Kenya in 2014, educating people on the importance of financial planning
- The Old Mutual Great Talks brought together business leaders, government representatives and financial experts to discuss critical financial issues in front of a Kenyan audience of 1,200 people.

Zimbabwe

- Following the success of our On The Money programme in South Africa, we launched in Zimbabwe
- Our programme included broadcasts on national television to reach a broad audience.

Malawi

- Our financial education programme reached 1,760 delegates trained in over 65 workshops
- We launched a financial education roadshow in partnership with the Reserve Bank of Malawi – reaching over 500 people.

In Nedbank

- We increased the functionality of our free, holistic personal financial management tool, MyFinancialLife™, adding a simplified, fun budgeting tool called MyMoneyApp
- Over 12 million people have listened to our radio programmes on financial wellbeing.

Your Future – Your Horizon

Our long-standing partnership with Young Enterprise has been enhanced following the launch of a new joint initiative this year. Your Horizon is aimed at young people in the UK who have left, or are leaving, education to prepare them with the skills and opportunities to launch successful careers.

The programme offers access to hints and tips, workshops and mentoring for those looking to develop their employability and entrepreneurial skills, and provides support as they set up their own businesses. It offers opportunities for employees to get involved in both mentoring and the preparation of content for use by those taking part in the programme.

Initially operating in Southampton and London, where Old Mutual Wealth employees are based, the scheme aims to extend nationally in the future.

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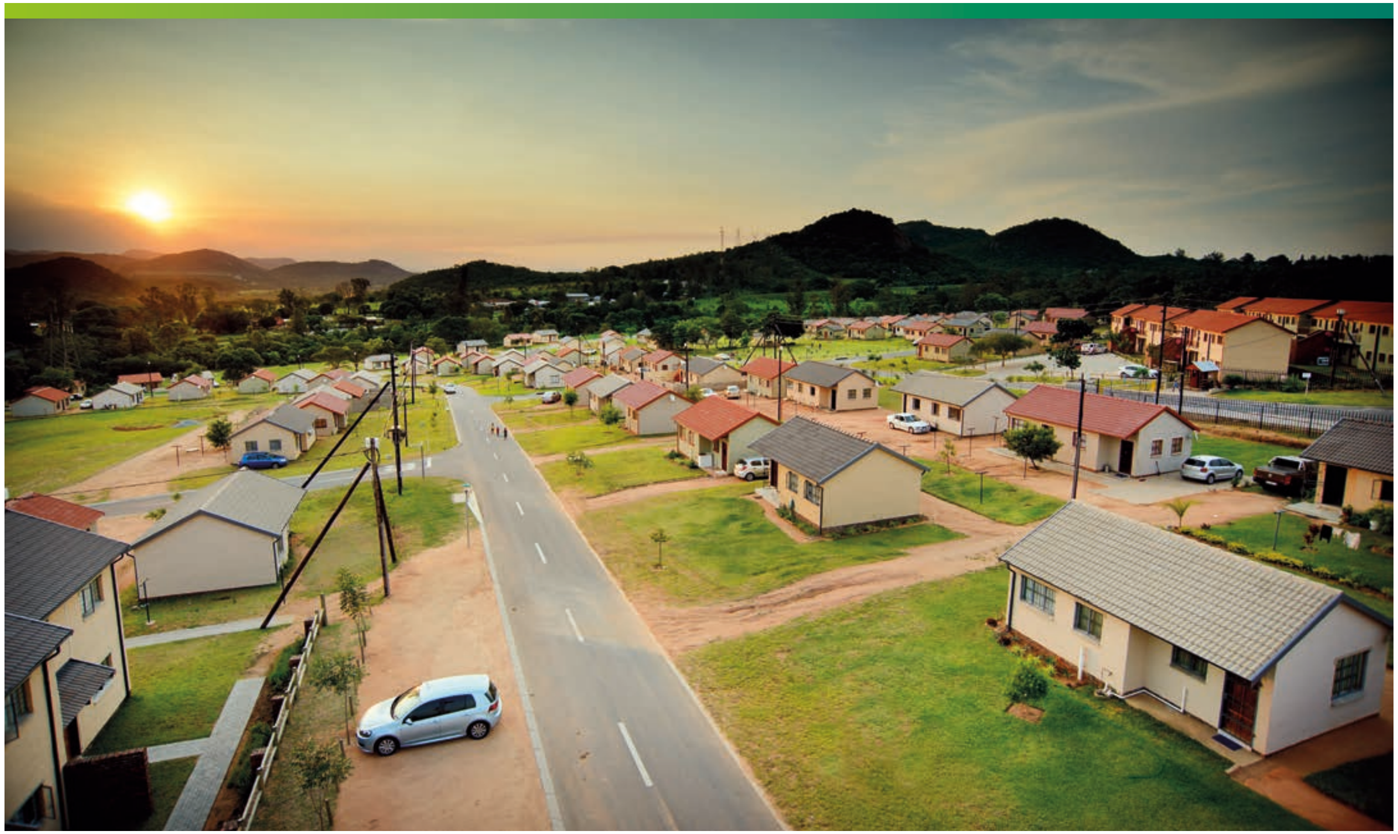
RESPONSIBLE INVESTMENT

We aim to make a difference through driving responsible investment across our markets.



Affordable housing in Karino through our Housing Impact Fund for South Africa

Our investments in infrastructure are helping plan for the long-term, working towards a sustainable future.

Across our emerging markets business, we invest in agriculture, renewable energy projects and infrastructure, including housing and roads.

Responsible investment will:

Help us better understand long-term investment risk

Support innovation around new product development

Strengthen trust with existing and new customers

Our purpose is to enable our customers to thrive by investing their funds in ways which will secure a positive future for themselves, their families, their communities and the world at large.

Responsible investment in context

We live in a rapidly changing world where regulations, market dynamics and intensifying stakeholder action require international organisations to consider carefully the long-term impacts associated with environmental, social and governance (ESG) externalities.

Much of the investment challenge associated with this changing context is related to understanding both the scale and timing of sustainability impacts. Investment required for the water, agriculture, telecoms, power, transport, buildings, industrial and forestry sectors under current OECD growth projections is around US$5 trillion a year until 2020[1]. Despite this, the perception of international business leaders is that sustainability risks are on the rise and that they constitute significant limitations to global growth. The World Economic Forum's 2015 Global Risks Perception Survey asked respondents to name their top five risks from a list of 31 risks – and seven of the top 10 risks named are easily identified as sustainability risks. A number of these risks are interconnected and can act as multipliers on each other's impact on environmental, social and economic stability.

In this context, responsible investment challenges allocators of capital to consider systematically the needs of future generations by integrating ESG issues into investment and ownership decisions today.

Understanding Responsible investment (RI)

We view RI as an investment approach that explicitly acknowledges the relevance of ESG issues to both the investor and the long-term stability of the market and society. It is a cross-cutting approach that aims to price long-term ESG risk correctly and at the same time ensure effective stewardship of assets.

Our approach to RI is founded on an understanding of the growing sustainability trend and its potential to impact the competitive landscape across all sectors. Global sustainable investment assets have expanded dramatically in recent years, rising from US$13.3 trillion in 2012 to US$21.4 trillion at the start of 2014[2].

1 The Green Investment Report: The ways and means to unlock private finance for green growth, World Economic Forum
2 Global Sustainable Investment Review, Global Sustainable Investment Alliance.

RESPONSIBLE INVESTMENT
continued

This 61% growth outpaced the growth in total professionally managed assets. Consequently, as a provider of investment, savings insurance and banking solutions, we believe that considering relevant material ESG factors in our investment and ownership decisions is consistent with the pursuit of superior risk-adjusted returns for our beneficiaries and clients. It not only makes sound business sense; in our role as custodian of our shareholder and beneficiary's long-term future, it is the right thing to do.

Why RI matters to Old Mutual

Our purpose is to enable our customers to thrive, by helping them to achieve their lifetime financial goals while investing their funds in ways that will help secure a positive future for themselves, their families, their communities and the world at large. In the context of our emerging markets growth it is critical for us to direct our customers' savings and investments to areas of the economy that build resilience and social inclusion. By investing in the long-term viability of the economies, societies and environments in which we operate, we believe we will be able to deliver better returns for shareholders and better outcomes for customers.

What are we doing?

We have formalised our commitment to RI by signing-up to the UN PRI and by applying the Code for Responsible Investment in South Africa and the Stewardship Code in the UK.

We implement our RI practice through a group-wide RI Standard, driven by an RI steering committee. Our approach to RI includes our activities as both asset owner and asset manager and extends to include our lending activities at Nedbank. In this regard Nedbank has been a pioneer in the South African market by applying the Equator Principles since 2005. It also launched its Fairshare 2030 programme in 2014, aiming to get money working for the future we all want in South Africa.

We are working systematically across the business to formalise our approach to RI practices by leveraging ESG research, building our capacity and building-out our investment product suite, which has green economy credentials.

Evidence of our progress includes:

- Launched new ESG-focused product in South Africa and secured RI mandates for property investment business in the US in 2014
- Continued investment by Old Mutual Investment Group in the green economy with funds focused on renewable energy, affordable housing, agriculture and schools – including over £670 million invested in renewable energy alone
- Integration of RI criteria into the Old Mutual Life Assurance Investment Management agreements during 2014
- ESG risk screening of the Old Mutual Life Assurance listed equity portfolio and the credentials of the investment managers on the Old Mutual Wealth Platform
- Ongoing focused ESG and RI training with investment managers across the US, Kenya, Zimbabwe, Namibia, United Kingdom and South Africa
- In 2014, Nedbank screened 22 new Equator Principles-relevant deals, with four worth a combined US$319 million drawn-down in 2014.

£670m

Invested in renewable energy in Africa through Old Mutual Investment Group

Innovation in index tracking – Old Mutual Global Index Tracking

Historically, index-tracking investment managers have had limited scope to incorporate environmental, social and governance (ESG) factors into the investment process. This is because the investment universe is determined by the indices we track, which have generally been pure market capitalisation weighted indices that capture broad market returns.

This has however changed with the advent of company sustainability ratings based on ESG criteria, making it possible to build investment products leveraging this information.

Old Mutual Global Index trackers reviewed the various ESG index products available and chose to offer the South African market a product tracking the MSCI World ESG Index. This index is an ESG risk-weighted version of the parent MSCI World Index.

The weighting of the constituents based on their market capitalisation, along with sector and regional neutrality, gives the MSCI World ESG Index a similar risk profile to that of its parent index: it has a low realised tracking error relative to that index, and does not aim to generate greater returns. So if the returns are broadly similar, why bother to incorporate ESG factors into the investment process? The key difference is the increased sustainability quality of the ESG index constituents, compared to the parent index. In essence this product gives investors a 'free option' on long-term mispriced ESG risk, without compromising investment returns.

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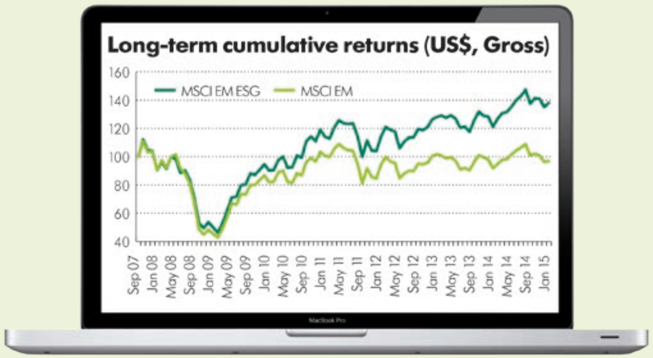


*Performance prior June 06, 2013 has been back-tested.
Source: MSCI

OUR FIVE PILLARS

Our five pillar framework was established following stakeholder engagement in 2010, and forms the foundation for our approach to responsible business.

Our partnership with the Cambridge Institute for Sustainability Leadership has helped us identify the two areas in which we feel we can make a material difference: financial wellbeing, which we see as core to our customer pillar, and responsible investment.

Our five pillars	What they mean to us	Highlights from across the Group
Our customers	Our customers and prospective customers determine our future success. We are therefore committed to making sure we always treat our customers fairly, are responsible in all of our marketing, provide them with the right products and best customer service, and help them secure a strong financial future. By making sure we have the right products and services for everyone, at all stages of need, we will create the best foundation for our future success.	■ Built customer understanding through customer conferences in Colombia, South Africa and UK, and a pan-African conference in Namibia ■ Renamed our Skandia businesses in the UK, Italy, Colombia and Mexico, and aligned businesses in Africa to enhance our brand ■ Delivered the first Group Job Swap, giving winners from each business unit the opportunity to spend a week in another business unit on the other side of the world. Now established as an annual reward and recognition event for exceptional customer-centricity.
Responsible investment	Our core business of providing risk mitigation, savings, and investment and retirement solutions requires us to have a long-term outlook. We believe it makes sounds business sense to view our investments through a sustainability lens as a basis for better understanding the long-term risk and opportunity – our approach to responsible investment is to incorporate material environmental, social and governance issues into our investment and ownership decisions.	■ Old Mutual Investment Group voted at AGMs of 363 companies, emphasising our desire to be an active shareholder ■ Our *IDEAS Managed Fund* invested R1.5 billion in renewable energy projects across Africa ■ Nedbank screened 22 new Equator Principles-relevant deals, agreeing four drawn-down deals worth a total of US$319 million.
Our employees	Our business relies on the commitment, talent and diversity of our employees. We focus on motivating, developing and leveraging the strengths of our people so we can maintain a high-performance culture. By developing our leadership behaviours across the Group, we can develop our talent pipeline for key growth markets while promoting diversity and inclusion.	■ Old Mutual South Africa rated 'Best Company To Work For' among large companies in the Deloitte Best Company to Work for Survey ■ Female membership of the Old Mutual Group Executive Committee was 27% in 2014, up from 10% in 2013. We were recognised for the FTSE 100's most improved Board gender profile, with female membership now at 38% ■ Used our culture and values survey to assess and monitor the risk and control culture in each business.
Our communities	We recognise our responsibility to support the local communities in the markets in which we operate. We leverage our corporate knowledge and experience, together with the skills of our employees, to provide financial education, support for small businesses and investment in further education. We invest in our local communities financially, as well as through employee volunteering and giving programmes.	■ Invested £17.1 million in our communities across the Group, representing 1.1% of pre-tax annual operating profit ■ Launched Your Horizon in partnership with Young Enterprise, aimed at young people keen to set up their own businesses ■ Nedbank's 2014 financial commitment to community initiatives was up almost 30% on 2013.
Environmental management	Across the business we monitor, manage and aim to reduce our environmental impact. We focus on reducing energy consumption, waste production, water usage, and business travel. Our aim is to become more resource-efficient while supporting a healthier global environment for people to live and work in. By managing our environmental risk we will make sustainability an engine for growth rather than a brake on it.	■ Improved our position in the CDP Carbon Disclosure Leadership Index for FTSE 350 financial services companies, from fifth to fourth ■ In our investment property portfolio, cut our carbon emissions per m^2 by 4% from our 2010 base year ■ In our employee-occupied properties, cut our carbon emissions per employee by 13% from our 2010 base year ■ Group carbon intensity for 2014 was 1.7 tonnes CO_2e/£m FUM.

All our five pillars are underpinned by governance

p12

OUR STRATEGY

We have made significant progress in 2014 and for the period 2015–2017 will continue to deliver on our key strategic priorities.

Key long-term trends influencing our strategy

- Digitalisation, mobile technology and increasing transparency are transforming wholesale and retail markets across banking, investment, life and property & casualty products
- In emerging markets, rapidly rising numbers of entrepreneurs and aspiring middle market consumers are stimulating an increased need for financial services products
- In developed markets, demographics and regulatory reform are driving growth in retirement demand with individuals needing to take more responsibility for retirement savings
- Global and local impact of youth unemployment, social inequality and environmental challenges are contributing to increasing volatility
- Mass urbanisation and rapidly expanding mega cities are posing significant infrastructure challenges, but also concentration opportunities for financial services providers.

Our strategy

Creating enterprise value by growing in markets of greatest opportunity and where we have a strong competitive positioning, while becoming recognised as the financial services leader in responsible business

Our strategic priorities in our chosen markets

1

In Africa

Build a financial services champion

In Southern Africa, through continued organic growth and collaboration in broad financial services markets

In the Rest of Africa, by creating leadership positions in wholesale and retail financial services through inorganic and organic expansion and by building value in delivering financial services via key long-term partnerships

2

In the UK

Build the leading retail investment business

By vertically integrating advice, platforms, wealth solutions and asset management and offering these best-in-class wealth solutions in our markets beyond the UK

3

In the US

Grow our multi-boutique institutional asset management business

Through organic growth, inorganic opportunities and expanding distribution

4

Across our markets

Become recognised as the financial services leader in responsible business

By increasing our impact in enabling financial wellbeing and responsible investment

BUSINESS MODEL

Our responsible approach to business generates value for all our stakeholders.

We are focused on becoming our **customers'** most trusted partner...

Customers' needs
We focus on our customers' long-term needs. Customers need to protect themselves and their families against critical life events and to provide for future education, healthcare and retirement needs, particularly against a backdrop of reduced government and employer capacity to provide these services.

Customer relationships
Our brand's strong reputation reflects our experience in the markets in which we operate, strong customer and adviser relationships and our focus on gathering feedback. This feedback allows us to improve our products and services and design new products to better meet the needs of our customers.

Highlights

+59% Increase in customers in Rest of Africa

£4.9bn Net client cash flow

17.5m Customers across the Group

Sales direct/intermediaries/digital

Payments claims and interest

...by providing a range of **products** that help them to achieve their lifetime financial goals.

£319bn Funds under management

Investments and savings
We provide appropriate and tax-efficient investment products that help our customers accumulate assets to safeguard their futures.

Fees (funds under management x margin)

£10.8bn Risk Reserves

Insurance
Our protection business provides life assurance and general insurance products that offer financial security against single or multiple risks including death, disability and property & casualty (P&C) risks.

Underwriting income and investment gains (premiums and investment income – claims)

£36.2bn Deposits

Banking
Our banking services include retail and wholesale lending, deposit taking, transactional banking and savings/current accounts.

Interest (average banking assets x net interest margin)

We use our **expertise and innovation** to meet the needs of our customers...

Skills and expertise
We are committed to developing our employees' skills and expertise. We actively foster customer-centric culture that allows us to better meet our customers' needs.

Financial strength
We have strong capital cover in our core businesses and at Group level. Our financial strength gives customers confidence to save, invest and protect themselves with us.

Highlights

£1.0bn Cash held

£2.0bn Capital strength (EU Financial Groups Directive)

£1,605m[1] Adjusted operating profit

...enabling us to generate **value** for all our stakeholders.

Relationships
We deliver value in its wider sense. Our operations generate employment, investment and tax revenues around the world. We support the communities in which we operate and work with partners to build skills and jobs. We actively engage with governments and regulators to help shape the future operating environment.

Reinvestment into our business
- In Africa acquire and partner to grow life, P&C, asset management and banking operations
- In the UK integrate our Platform, advice, wealth management solutions and asset management businesses
- In the US grow our multi-boutique asset management business.

Highlights

£411m Returns to shareholders

£78m Returns to bondholders

£1,309m Taxes into governments

13.3% Return on equity

Reinvestment into our business for future growth £845m[4]

Employee development and reward over £1,860m

Investment in our communities of £17m[5]

Our consumers and our markets are influenced by several key **trends**:

- **Fast and expanding foundation** and mass segments leading to middle-income market growth in South Africa
- **Strong growth opportunities** on the African continent, where financial services penetration is low
- **Changing regulatory environment** driving product innovation and vertical integration
- Focus on **responsible business**, particularly financial wellbeing and responsible investment

[1] Pre-tax and NCI
[2] Interest repaid on our debt during period
[3] Taxes paid and collected
[4] Includes capital investment and new business strain on covered business
[5] Donations made through our foundations and other community investment projects (excludes employee donations through workplace fundraising)

GOVERNANCE AND RISKS

Underlying our Responsible Business programme is a strong governance structure supporting us in achieving our goals.

"I welcome the focus that our businesses are placing on treating customers fairly, ethics and values, and strong capital and risk management."

Patrick O'Sullivan
Chairman

Level 2

Black Economic Empowerment Rating for Old Mutual South Africa and Nedbank

This year, we have strengthened our Responsible Business governance processes. The appointment of Gail Klintworth as our new Group Customer Director and Responsible Business Lead highlights the importance we are placing on this topic. Gail chairs our Responsible Business Committee which, following its membership refresh last year, contains representatives from business units and each of the five pillars of responsible business at both Group and business unit level. Established in 2010, the Committee shares best practice from externals and from each of our business units as well as monitoring our progress across our five pillars. The Old Mutual Board receive an annual report on responsible business activities, with ad hoc matters raised in between formal reports. Going forward, our Board Risk Committee will receive quarterly reports on our Responsible Business programme. Overarching responsibility for the manner in which Old Mutual operates remains with our Group Chairman, Patrick O'Sullivan.

The governance structure diagram shows the formal communication channels between our core Responsible Business representatives. Business unit practitioners and policy owners, either fully or partially dedicated to Responsible Business, are supported by the Group Responsible Business Team, and report to the Responsible Business Committee. This year we increased the capacity of our responsible investment team in South Africa, reflecting the importance of this area to the Group.

The Group Responsible Business Policy is adopted by all business units, with compliance monitored through the Letter of Representation process. Twice a year, business unit CEOs attest to their compliance with the policy, with evidence of progress and compliance monitored throughout the year by the Group Responsible Business Team. The policy covers all five pillars, and this year was updated to include a section on responsible procurement as well as a risk appetite statement. Compliance against this will be tracked for the first time in 2015. In 2014, compliance against the Responsible Investment Standard was tracked for the first time since its inclusion in 2013.

In 2015 we aim to create an Advisory Group, formed of external experts in the responsible business field, to provide challenge, constructive guidance and focus – helping us work towards becoming a leader in this area within financial services.

Managing our risks and uncertainty

Our principal risks are drawn from a blended view of our risks, considered through different lenses, reflecting the possible effect on our reputation, our stakeholders, our earnings, capital and liquidity, and the future sustainability of our business. Our risks are largely strategic and are closely monitored and overseen by Group management, which gives regular updates to the Board.

During the year the Group underwent a number of strategic structural changes. The resulting scale and pace of change across the Group has made strategic execution risk our top risk. Consistent with previous years, economic conditions in South Africa, the level of credit risk across the Group and the level of currency translation risk remain topical risks specific to Old Mutual. Changing consumer needs and regulation also remain a topical risk, which similarly impacts our peers.

Our business is affected by a number of inherent risks through the products that we offer, such as the exposure to market levels and insurance risk, which drive a significant proportion of our capital requirement and earnings volatility exposure. Although market risk is material, a large portion is naturally inherent to our product offerings, as we are exposed to the impact of market movements on asset-based fees generated from client-selected investment.

More information on our Group risk and capital management and risk profile is contained in the 'Risk and Capital Management' section in the Annual Report. Additional information on specific responsible business risks can be found on our website.

Governance structure

STAKEHOLDER ENGAGEMENT

We continue to identify new ways to address the issues that are a priority for our stakeholders.

	Customers	Suppliers	Employees	Shareholders/ Investors	Community
Topics concerned	■ Financial education programmes ■ Products, services, relationships and the overall customer experience ■ Brand awareness, competitive benchmarking, reputation and customer sentiment ■ Marketing and advertising campaigns	■ Supplier relationship management ■ Green initiatives – we have a forum within business units to promote sustainability in procurement ■ Code of conduct and due diligence processes	■ Employee wellbeing ■ Culture ■ Employee development	■ Group strategy and structure ■ Group performance ■ Impacts of regulatory changes and economic climate ■ Dividend and returns to shareholders ■ Risk, capital and liquidity management	■ Applications for funding, from individuals and charities, specifically focused on education ■ Volunteering opportunities ■ Support in response to one-off events
Communications channels	■ Focus groups, online, call centre, forums, email, workshops, apps, letters, radio, TV, videos, sponsorships, product launches	■ Email, letters, forums	■ Email, focus groups, forums, workshops, events, surveys	■ AGM, investor conferences and roadshows, quarterly results presentations, investor showcases	■ Events, volunteering programmes, partnerships, employee programmes
Why we engage with this stakeholder	■ Customer engagement is key to success at Old Mutual. We believe that by engaging with our customers regularly and building trusted relationships, we are able to mitigate possible risks and leverage potential opportunities by understanding our customers and their needs better.	■ To maintain good relationships with our suppliers through encouraging responsible policies across our supply chain, local procurement, and supplier conduct and considering the environmental impact of our choices.	■ To ensure we remain an employer of choice, we are constantly seeking feedback from our employees to help us understand and respond to their needs and concerns. Maintaining wellbeing is crucial for us to ensure employees can be as productive as possible.	■ To update on the Group's performance and to educate on the investment case and business mix. Our proactive Investor Relations programme facilitates communication to the global investor base as well as local investors in the markets in which it is listed.	■ We engage with our communities to create long-term sustainable partnerships, leveraging our corporate knowledge and experience to enable positive futures.
Why this stakeholder engages with us	■ Our customers respect the transparency we provide them, feel empowered with the products and services they receive and are able to be part of a community shaping the future of Old Mutual.	■ Our engagement with suppliers centres on the products and services we purchase. We aim to develop and deepen our relationships and work together towards becoming a more responsible business.	■ Our employees provide us with feedback and input that can help us improve their working environment and experience.	■ Given substantial recent corporate finance activity and investment in the Group's core businesses, investors are keen to understand what the changes mean for the future of the Group and the opportunity to grow shareholder value. Direct interaction with management provides insight into the long-term security and prospects of their investment.	■ Communities engage with us to partner on common social and environmental issues, collaborating to further these agenda for the greater good.

Frequency per year

■ Annually ■ Bi-annually
■ Ongoing ■ As required

AT A GLANCE **GROUP LEVEL**

Our Group operates in over 30 countries.

Group

Highlights

- Strong operating performance in all operations
- Successful product innovation and roll-out in South Africa and the UK
- IPO of OM Asset Management on the New York Stock Exchange, providing financial flexibility to grow
- Significant capital commitments in Africa and in the UK:
  - Ecobank Transnational Inc – 20% ownership for £305 million, providing banking access across 36 African countries
  - Old Mutual Finance – acquired further 25% stake for £63 million, a major distribution channel for the mass foundation market
  - Quilter Cheviot, a UK discretionary investment manager for up to £585 million.

Position

Leading investment, savings, insurance and banking group.

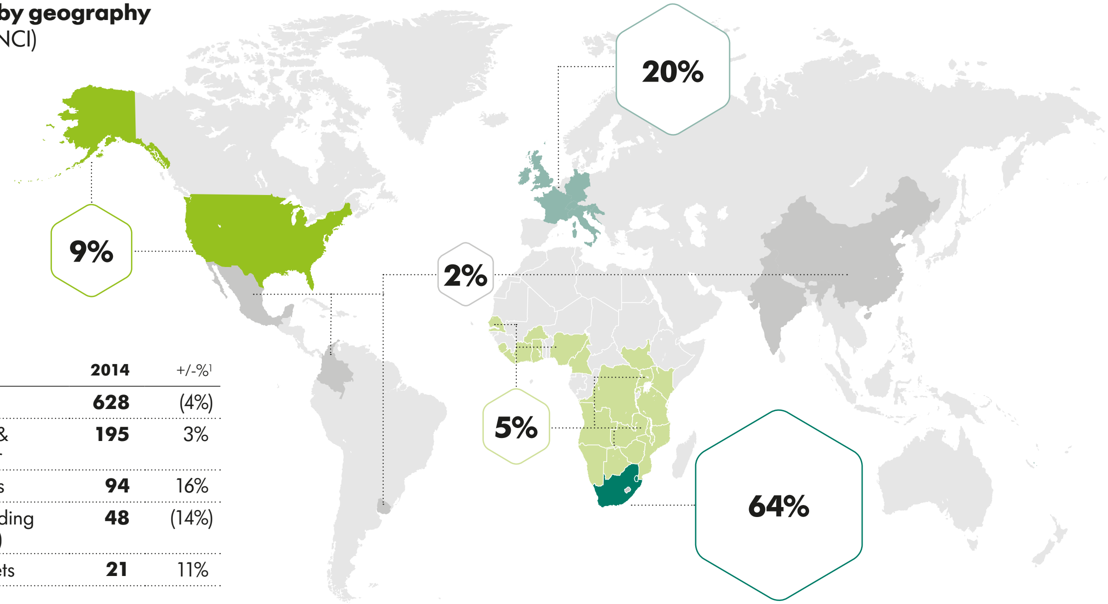
Financial highlights	2014	+/-%[1]
AOP (pre-tax and NCI)	£1,605m	–
	(+16% in constant currency)	
FUM	£319.4bn	+9%

Greenzone

This year, our first Greenzone opened in Harare, Zimbabwe, allowing our customers to access a range of Old Mutual services under one roof. Improving our customer experience, the Greenzone reduces the need for customers to visit different sites to access our products and has received overwhelming positive feedback since its launch. Plans to roll out Greenzones across Africa are now in motion.

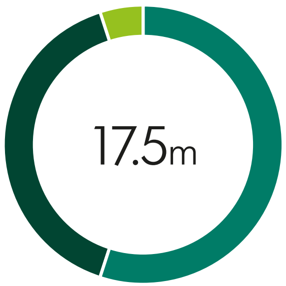
www.oldmutual.com/rb-inpractice

Group AOP by geography
(post-tax and NCI)



	2014	+/-%[1]
South Africa	628	(4%)
UK, Europe & cross-border	195	3%
United States	94	16%
Africa (excluding South Africa)	48	(14%)
Other markets	21	11%

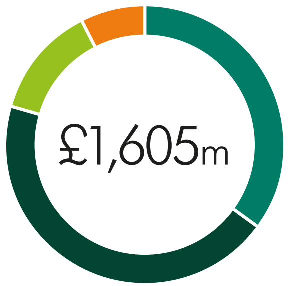
Customer numbers



- Old Mutual Emerging Markets **55%**
- Nedbank **40%**
- Old Mutual Wealth **5%**
- Institutional Asset Management[3]

[1] Reported currency movement against prior year
[3] Institutional clients

AOP by business unit (pre-tax and NCI)



- Old Mutual Emerging Markets **38%**
- Nedbank **48%**
- Old Mutual Wealth **14%**
- Institutional Asset Management **8%**
- Interest and central costs **(8)%**

Employees by business unit

- Old Mutual Emerging Markets **42%**
- Nedbank **50%**
- Old Mutual Wealth **5%**
- Institutional Asset Management **2%**
- Other **1%**

AT A GLANCE
PRINCIPLE BUSINESS UNITS

We operate under the following four business divisions.

Old Mutual Emerging Markets

We provide
Innovative long-term savings, protection, investment and lending solutions.

Position	Financial highlights	2014	+/-%[2]
	AOP	£617m	+23%
No.1 in total life sales in South Africa	**FUM**	£50.3bn	+8%

Highlights
- Grew the South African Wealth offering significantly, adding new products and services.
- Acquired majority share in Old Mutual Finance to accelerate distribution in core Mass Foundation market.
- Launch of 2-IN-ONE, a new savings product allowing clients to save for their long term goals while providing flexible access to funds.
- Winner of the Deloitte Best Company to Work for Survey in 2014 (large company category).

www.oldmutual.co.za p36 of our Annual Report

Nedbank

We provide
A wide range of wholesale and retail banking services and a growing insurance, asset management and wealth offering.

Position	Financial highlights	2014	+/-%[2]
2014 South African Bank of the Year (The Banker, a member of the FT Company)	**AOP**	£770m	+14%
	FUM	£12.6bn	+11%

Highlights
- Invested in Africa through acquisition of stake in Banco Único in Mozambique and the exercise of right to subscribe for 20% shareholding in Ecobank Transnational Inc, further strengthening our strategic alliance in Africa.
- Announced creation of an integrated corporate and investment bank to enable better client service and unlock additional revenue growth.
- Our early action to reduce our home and personal loan portfolios has resulted in significantly improved impairments in 2014.
- We have advanced R1.2 billlion to affordable housing developments across South Africa and R113 million to enterprise development.

www.nedbank.co.za p40 of our Annual Report

Old Mutual Wealth

We provide
Integrated wealth management products, services and advice, combining asset management as well as saving and investment solutions to affluent and high net worth clients in the UK, Europe and selected international markets.

Position	Financial highlights[4]	2014	+/-%[1]
2014 Global Group of the Year – Old Mutual Global Investors (Investment Week Fund Manager of the Year)	**AOP**	£199m	+11%
	FUM	£82.5bn	+12%

Highlights
- Accelerated strategy to build the UK's leading vertically-integrated retail investment business through the acquisition of Intrinsic, the UK's largest distribution network, and Quilter Cheviot, a strong discretionary investment management business.
- Strengthened Old Mutual Global Investors through the hire of UK equity, Asian equity, pan-European small company and fixed income absolute return asset management capabilities.
- Completed sale of non-core European businesses in Poland, Austria, Germany, Liechtenstein, France and Luxembourg.

www.oldmutualwealth.co.uk p43 of our Annual Report

Institutional Asset Management

We provide
A diverse range of investment strategies and products, operating as OM Asset Management in the United States, and delivered via a multi-boutique model to institutional investors around the world.

Position	Financial highlights	2014	+/-%[2]
	AOP	£131m	+24%
Leading Institutional Asset Manager	**FUM**	£174.0bn	+5%

Highlights
- Successful partial IPO of Old Mutual Asset Management in the United States.
- Strong sales into non-US equity and alternatives during the year, improving asset mix and margin.
- The Global Distribution initiative generated $6 billion of assets (funded in 2014). Global Distribution is an important channel to generate future positive cash flows.

www.omam.com p46 of our Annual Report

1 Reported currency movement against prior year
2 Local currency movement against prior year
3 Institutional clients
4 Old Mutual Wealth financial highlights exclude European businesses sold during 2014

Managing our environmental impact

Across Old Mutual, we monitor, manage and aim to reduce our environmental impact. Our two targets on CO_2 emissions remain enforced, and we are looking at further targets for reducing our direct impact. We report on our progress each year through the Carbon Disclosure Project, and this year came fourth in the Carbon Disclosure Leadership Index for the finance sector, with a score of 98 out of 100. Our Group carbon intensity for 2014 was 1.7 tonnes CO_2e/£m FUM. Due to the nature of our business, we are aware that our direct impact is a very small percentage of our total carbon footprint, with over 99% of our emissions coming through our investment portfolio – our indirect impact. Going forward, this will be our focus as we aim to ensure we are addressing the areas where we can make a material impact.

www.oldmutual.com/rb-inpractice

OLD MUTUAL EMERGING MARKETS

Through our actions we strive to optimise the use of scarce resources to achieve a sustainable business platform.

"We see our role as a custodian of national savings in the key markets we operate in. This underpins all that we do."

Ralph Mupita
Chief Executive Officer
Old Mutual Emerging Markets

54%
of our employees across Old Mutual Emerging Markets are female

R11.98bn
Amount we have invested in renewable energy across Africa through Old Mutual Investment Group

Our customers

Across Old Mutual Emerging Markets (OMEM) we are putting customers at the top of our agenda. By constantly listening to them, acquiring insights and implementing improvements, we are enhancing the overall customer experience and driving real organic growth.

Throughout our business we have created Customer Heroes for our products, designed to help us talk about our customers in a more meaningful way. Customer Heroes enable us to identify, visualise and simplify our understanding of customers' needs and fears so we can serve them better.

At Mutual & Federal we have started our customer-centric journey by conducting research and obtaining feedback from customers at various service points. This gives us insight into the experience customers are receiving and an opportunity to enhance our products and services, ensuring that we remain abreast of customer trends.

In 2014, as part of our drive to help people in South Africa save, we launched the 2-IN-ONE saving plan. This flexible product has a 'long-term pocket' that builds up wealth towards a goal and an accessible 'short-term pocket'.

Highlights

- We were voted No.1 in the 'Long-Term Insurance' consumer category of the Sunday Times Top Brands for the 11th time running
- We expanded our On The Money programme to Swaziland, reaching over 1,350 people since launch in August
- On the Money reached a further 79,000 South Africans in 2014 – over seven years it has reached 393,000 people
- We partnered with the Ministry of SMEs in Zimbabwe to delivery financial literacy workshops.

Responsible investment

Our long-term goal is to go beyond traditional responsible investment practices – working innovatively to make the most of the investment opportunities associated with a low-carbon, socially-inclusive and resource-efficient economy.

We have harnessed our skills in the unlisted area to provide both Group and external investor capital for infrastructure (particularly renewable energy projects), low income housing projects, and the funding of affordable private schools. These investments demonstrate innovative ways of delivering attractive returns to investors while creating broader community value.

Our dedicated Responsible Investment team conducted research into areas relevant to responsible investment, including the governance practices of the JSE Top 100. We have set out and begun implementing a three-year Responsible Investment Strategic Action Plan for our African operations. In September, our Budiriro Housing Project in Zimbabwe released the first batch of houses under a scheme that will see over 3,000 new homes built in Harare. In addition, our African investment teams have received in-person training on environmental, social and governance (ESG) issues and are now using an ESG incorporation toolkit.

Highlights

- Old Mutual Investment Group South Africa substantially improved proxy voting activity, with 100% of stocks voted and public reporting of vote outcomes
- Old Mutual Global Index Trackers launched an ESG index-tracker portfolio – the first in South Africa
- OMEM sponsored the development of the South Africa Green Property Index, following ESG research into the real estate sector
- The *IDEAS Managed Fund* co-invested in building 60 wind turbines near Jeffreys Bay in the Eastern Cape, creating the largest wind farm in the sub-Saharan region. The 138MW wind farm generates enough electricity for 100,000 homes.
- 150,943 houses are powered by the Cookhouse wind farm in the Eastern Cape, another project funded by Old Mutual Investment Group's Ideas Managed Fund
- Through the *IDEAS Managed Fund* we have invested some R1.5 billion in renewable energy projects.

Our employees

Old Mutual South Africa's people strategy and Employment Equity Plan have made significant progress. Representation of women and black people has consistently improved across all levels of our business since 2007.

We continue to drive skills development in our business, and in 2014 we spent over R200 million on employee training and development. This includes an annual intake of 100 young people for our learnership programmes.

People with disabilities remains a focus area for both employment equity and skills development. In 2014 we successfully introduced 50 young people with disabilities to learnership and work experience programmes. We plan to keep growing the number of learners with disabilities through Learnerships and skills programmes in 2015.

Talent management is a strategic priority to keep Old Mutual Emerging Markets competitive and drive sustainable growth. In 2013 we launched a new talent strategy to ensure we have the right people in the right roles at the right time. We have made significant progress since then, facilitating annual talent reviews across the business to identify high potential talent, benchmark strengths for succession plans and manage our segmented talent pools. We currently have 42 employees on assignment in Africa to support our growth strategy.

Highlights

- Old Mutual South Africa retained B-BBEE Level 2 status for the second year running under the South African Financial Sector Codes
- Old Mutual was listed as the No1 'Top Employer across Financial Services and Insurance' for the fourth year running
- We were named 'Graduate Employer of Choice in Financial Services' (SAGEA) for the second time
- We were 'No.1 Best Company To Work For' in the 2013 Deloitte survey's Top Performing Large Company category
- In the CRF Institute Top Employer Survey, we were again named as a 'Top Employer in Africa (Kenya, Namibia and Zimbabwe)' and Mutual & Federal was listed as a 'Top Employer in South Africa', both for the third consecutive year. Mutual & Federal was ranked top in Insurance for the fourth consecutive year.

Our communities

Across OMEM we aim to benefit local communities by investing in initiatives through the Old Mutual Foundation, Masisizane and core businesses. These focus on education, enterprise development, financial literacy and staff volunteerism.

Linked to the South African National Development Plan, we have channelled significant investment into education through the Old Mutual Foundation, the Old Mutual Education Trust, and bursaries, learnership and internship programmes.

The Education Flagship initiative is aimed at improving maths and science in under-performing South African public high schools and developing leadership capacity. It has

OLD MUTUAL EMERGING MARKETS
continued

"Going beyond traditional responsible investment practices, we aim to create the most innovative, market-beating sustainable investments."

Jon Duncan
Head of Sustainability Research and Engagement
Old Mutual Investment Group

R146.8m

Amount we have invested across Old Mutual Emerging Markets in the communities in which we operate

been rolled out to four provinces, reaching 134 schools, 3,300 educators and over 80,000 learners. It will run over seven years with a total budget of R350 million.

The Old Mutual bursary and learnership programmes continue to prioritise previously disadvantaged students in actuarial science and accounting.

In partnership with Masisizane and Wiphold, the Old Mutual Foundation is piloting small, medium and micro enterprise development to help create sustainable jobs in agriculture and manufacturing. This initiative has disbursed R124 million, targeting small and medium-sized enterprises. It facilitated 1,255 new jobs in 2014 and over 46,000 since its inception.

Our Employee Volunteerism Programme is integral to our Employee Value Proposition and has helped to increase employee participation in community programmes including payroll giving.

Highlights

- The Old Mutual Education Trust has invested R71 million since 2005 and produced195 graduates with scarce skills in various disciplines: 40 graduated in 2014
- Old Mutual and Nedbank jointly pledged $1million (more than R11 million) to the African Union's emergency Ebola fund
- In South Africa, employee engagement with community investment has continued to grow: almost 2,000 employees now donate through payroll giving
- More than 315 staff volunteers received financial assistance totalling some R6 million towards their community projects from Old Mutual Foundation
- We launched our On The Money education programme in Botswana and Swaziland. This has so far delivered workshops to over 1,300 people, and interest continues to grow.

Environmental management

We strive to reduce carbon emissions in our investment operations and branches by identifying opportunities to use natural resources more efficiently.

In our investment operations, we have been reducing our electricity usage by replacing halogen lamps, starlights and fluorescent lighting with more efficient LED fittings. We have also been installing building management systems to allow better control of chiller loads and the option of free cooling. In addition, we have been installing smart electricity meters to enhance recoveries across differing tariff structures and provide more accurate data. We continue to invest in the construction of buildings that are as sustainable as possible, as well as renewable energy projects. Efficiency programmes continued at Mutual & Federal's head office in 2014, with a focus on lighting and water.

Our employees are important agents of change. We aim to motivate them to change their individual behaviour towards the environment, feel connected with it and help to protect it. We run awareness sessions to show them how they can be environmentally efficient at both work and home.

Highlights

- In our South African employee locations, we reduced our carbon emissions per employee by over 6% since 2013*
- Old Mutual Property cut energy use in common area lighting by 45% through introducing LED lighting.

* Scope 1 and 2 carbon emissions

Future commitments

We will invest in digitisation and simplification to make ourselves more accessible and provide strong and seamless experiences for our customers.

Our offering will continue expanding to meet a broader selection of customer needs and we will continue to treat our customers fairly.

We intend to continue working towards having our responsible investment practices internally assured and voting on 100% of our listed equity holdings across Old Mutual Africa, Latin America and other emerging markets by 2016.

We are shifting to technology-enabled HR while building leadership readiness, talent mobility and cultural agility – and sourcing the best local talent to support our growth.

We aim to increase our social impact by strengthening our enterprise development and financial education portfolios, and growing our employee engagement activities.

We will ensure alignment of community initiatives across our Emerging Markets businesses.

We are exploring solar power generation as an offset electricity source and will implement water harvesting and recycling where possible.

Creating new homes for Harare

The Housing Fund, started in 2011, aims to create 15,000 low-cost housing units in five years. Its first initiative is the Budiriro Housing Project, launched by a three-way agreement between the City of Harare, Old Mutual and its wholly-owned banking subsidiary, CABS.

This $62 million project, which will add 3,102 new homes to Harare's housing stock, shows how the private sector can partner with local and central government to address some of society's most basic needs. We focused on housing for people on low incomes as they are the worst affected by Zimbabwe's huge housebuilding backlog. The first batch of houses were handed over in September 2014.

www.oldmutual.com/rb-inpractice

NEDBANK

For Nedbank Group to operate and succeed as a financial institution, it is imperative that the decisions and actions we take are informed by a clear understanding of their impact – positive or negative – on each of our stakeholders.

"Understanding and embracing this interconnectivity is at the core of our sustainability-centred business strategy; and is key to our ability to create and deliver resilient value."

Mike Brown
Chief Executive Officer
Nedbank

72,000
Number of learners reached by our Nedbank4me banking solution in 2014

US$319m
Value of Equator Principles-relevant deals

Our customers

We understand that our clients share the same sustainability challenges as us – most notably, limited natural resources, the growing threat of climate change and, of course, an increasingly legislated business environment. Given that our own success depends entirely on the success we help our clients achieve, we see ourselves as partners with them in addressing these social and environmental sustainability challenges.

In the past year we have simplified our offering, integrating Nedbank Capital and Corporate into a single client-facing wholesale business cluster, offering the full spectrum of wholesale products under one brand and one leadership team. We continue to develop products based on our insights into client needs, moving towards simpler and more transparent pricing structures. The rollout of our Branch of the Future formats has enhanced our branch capabilities, and increased video facilities in branches allow easy access to specialist advice.

Highlights

- We continue to introduce innovative products such as Send-iMali™, the MyFinancialLife™ retirement calculator, our Greenbacks RewardsProgramme SHOP Card and, for wholesale clients, our world class Plug and Transact™ token and Market Edge™, a merchant analysis tool
- Altogether 171 Branch of the Future formats have been converted to date and we plan to convert 75% of all outlets by 2017
- Digital channels remain important and digitally enabled clients increased by 48% while the value of Nedbank App Suite™ transactions increased 66% to R58bn
- Our ability to launch additional functionality without clients having to reinstall the App Suite once again contributed to Nedbank being a finalist for the MTN Best Android Consumer App award in 2014
- Our progress in innovative banking solutions was further acknowledged by our receiving the 2014 African Banker Award for Innovation
- The implementation of our new transactional switch in 2014 will enhance our electronic transactional capabilities into the future.

Responsible investment

As one of South Africa's leading providers of project finance, Nedbank has adopted a highly integrated and proactive approach to compliance. Key to this approach are the Equator Principles, an international voluntary framework designed to ensure consistency in managing environmental and social risks in project financing. Nedbank reviews all potential project finance transactions for environmental and social compliance with the Equator Principles, IFC Performance Standards and legislation.

Nedgroup Investments applies environmental, social and governance (ESG) criteria to some 90% of total assets under management. It has a unique best-of-breed model which outsources investment management to external fund managers, who are guided by Nedbank's responsible investment approach. We publish our responsible investment guidelines, proxy voting policy and conflict-of-interest policies on our website. We have also developed and implemented an annual responsible investment survey for our fund managers to assess their commitment and continuous adherence to responsible investment principles.

Highlights

- We achieved commercial close for 12 renewable-energy projects through the Renewable Energy Independent Power Producer Procurement Programme with acombined capacity of 1107MW
- Working closely with affordable-housing developers and partners, we have helped to make more than 40,000 quality, affordable houses available and accessible – investing R8.6 billion since 2009
- We screened 22 new Equator Principles-relevant deals, with four drawn-down deals in 2014 to a total value of US$319 million.

Our employees

We aspire to be an employer of choice. We are committed to investing in our people so that they are empowered to perform optimally, able to further their own development, and equipped to contribute to our long-term sustainability. Our employees are key to achieving our sustainability objectives, and we maintain open dialogue with them through surveys, presentations, summits, roadshows, newsletters and recognition functions.

Our Employee Wellbeing Programme offers them professional support and resources in their work and personal lives. Based on the belief that healthy employees tend to be happier and more productive, our wellness strategy aims to create a culture of health that fosters long-term commitment to healthy lifestyles and the reduction of health risks among all our employees.

We continue to invest in our employees' development through a variety of initiatives including coaching, the Nedbank Corporate University and learnerships. During 2014, our total investment in training was R491.4 million, an increase of 24% on 2013 total investment.

Fair Share 2030 – building a better society

To be a thriving bank in the long term, we need to operate in a thriving society. Fair Share 2030 is Nedbank's strategy to get money working for the future we all want. It provides an annual flow of funding – starting with a target of R6 billion in 2015 – to support new products, services, and projects that promise to deliver progress towards defined social and environmental goals.

We want this lending to enable outcomes that would otherwise not have happened – so that we actively contribute to closing the gap to the future we want, rather than merely reclassifying existing business.

A Proof of Concept phase conducted in 2014 generated important insights that have informed our business planning and will prove invaluable as we scale up through 2015 and beyond. In particular, we now understand better how new products and services can be developed and new partnerships created to drive intentional non-financial impacts while still generating a decent financial return.

www.oldmutual.com/rb-inpractice

NEDBANK
continued

"Through Fair Share 2030 we aim to continue making a meaningful difference to society and the environment. We will do this through our lending, own operations, being an advocate and most importantly assisting our clients to make South Africa a better place for all."

Dr Reuel Khoza
Chairman
Nedbank

R31.4m
Amount distributed by our four Nedbank Affinity programmes in 2014

Highlights

- We hosted a Nedbank Employment Equity Summit where employees discussed people transformation issues affecting them and identified ways of working towards the 'Winning in 2020' vision
- Over 1,600 delegates attended our various Academies that form part of the Nedbank Corporate University, which encourages attendees to achieve the highest possible performance in their current roles, in turn delivering greater contributions to the wider business
- We enhanced our employee value proposition (EVP), which is a promise that shows Nedbank's commitment to creating a great place to work for our employees. The EVP is also key to promoting our employer brand in attracting potential talent that is the best fit for Nedbank.

Our communities

We maintain open communication with our communities to better understand them, their aspirations, and their business and financial services needs. We aim to create relationships that facilitate our integrated sustainability activities and to provide appropriate advice, proactive financial solutions and value-adding services. Partnerships with a number of charities and non-governmental organisations help us create the most positive impact across the communities in which we operate.

We invest in these communities through volunteering and financial support. Our total financial commitment to community initiatives in 2014 was up almost 30% on 2013, with the majority of our investments facilitated through our Nedbank Foundation, Nedbank Private Wealth Foundation, External Bursary Fund, and Nedbank Affinities Programme. Education remains our social sustainability priority, as it is the foundation of the knowledge-based economy that South Africa needs.

Our clients play a core role in our community investment through the highly successful Nedbank Affinity Programme. We donate to causes and organisations on their behalf – at no cost to them – whenever they use their Nedbank Affinity-linked products. In 2014 the four Affinity programmes distributed a total of R32.9 million.

Highlights

- Nedbank was again recognised as Africa's 'Socially Responsible Bank of the Year' at the 2014 African Banker Awards
- We invested over R151 million in the communities where we operate, of which 50% was focused on education
- Over 11,000 employees and clients participated in our volunteerism programmes in 2014.

Environmental management

We became carbon neutral in 2010. This not only evidenced our commitment to being an African sustainability leader, but also impressed on us our responsibility to leverage our position as Africa's first carbon-neutral bank. In the years since then we have made it a strategic priority to harness our carbon-neutral position to support the development of South Africa's green economy; unlock and leverage synergies, partnerships and collaborations with like-minded organisations; and enhance our client value proposition.

As South Africa's green bank, Nedbank is committed to taking a pioneering role in the South African business world. The built environment is a key contributor to the country's high overall carbon footprint, and we recognise the vital part that environmentally friendly buildings have to play in achieving the sustainable economy that is vital for the future of the country and its people. By applying our established sustainability expertise to the development of a green built environment, we have become the leading funder and occupier of six green buildings across the country.

Aimed at clearing alien vegetation at key water catchment areas around the country, the WWF Water Balance programmes helps to promote maximum water catchment and deliver job creation. Over investment is taking place over a five year period and, since inception in 2011, has resulted in 283 hectares (2014: 90 hectares) of alien vegetation being cleared, releasing over 587,000 kl of water into the country's ecosystem. This water released helps to replace the water consumed through our operations. The labour intensive process had delivered more than 15,000 workdays (2014: 7,258) for members of communities in and around the targeted areas.

Highlights

- Our targets for paper, waste and water were met well ahead of schedule
- We have continued to promote the Nedbank WWF Sustainable Agriculture Programme, investing R8.3 million over the past three years
- The Nedbank Green Living Guide, produced in collaboration with the Sustainability Institute and endorsed by the Green Building Council South Africa, has been downloaded almost 13,000 times
- Our free Carbon Footprinting Guide – Africa's first – focuses on demystifying carbon footprinting with the aim of assisting small, medium and large enterprises to calculate their greenhouse gas impact. Since its launch in February 2014, it has been downloaded more than 54,000.

One Fair Share 2030 loan, 91 projects

In November 2014 we structured a R500 million loan to a healthcare provider in partnership with the French Development Agency, AFD. This one transaction enables 91 projects delivering non-financial impacts that Fair Share 2030 seeks to support: 52 individual energy efficiency retrofits in hospitals, 36 renewable energy projects and three new-build sites. The combined result will be a cut in annual energy consumption of roughly a third, saving an estimated R1 billion over 10 years and preventing 70,000 tonnes of CO_2 emissions every year. The transaction enhances our client's competitive strength in the healthcare sector, where the key to success lies in minimising operational costs.

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OLD MUTUAL WEALTH

Our business relies on the commitment, talent and diversity of our employees.

Our customers

Our Online Customer Centre was launched in April, allowing customers to register online to make switches, change personal details and access documentation. This is in response to feedback received from customers and advisers.

We also made key improvements to our products in 2014. Our customers were amongst the first to take advantage of the new flexible pension regime set out by the budget. We removed our pension drawdown fee and minimum platform charge, making our products better value for customers, and also expanded our critical illness cover, ensuring we're there for our customers when they need it most. In 2015, we'll be responding to the Pension Reforms by removing limits on income to allow customers to take income to meet their needs.

Responsible investment

As a leading provider of asset management and investment, pension and protection solutions, we act as a responsible steward of assets on behalf of our policy holders, customers and shareholders.

In-depth research continues into our fund partners for our WealthSelect product, launched in early 2014. One imperative is that all WealthSelect partners are signed up to the United Nations-supported Principles for Responsible Investment or an equivalent.

The Old Mutual Wealth Investment Oversight Council was established in 2014. This includes two non-executive directors to ensure that products like WealthSelect remain at the forefront of investors' best interests.

Our employees

It is imperative that as a business we promote the development, empowerment and wellbeing of our people so as to create a culture within which our talent can flourish. This year, we launched our Employee Advocacy website which will give employees one place where they can easily access our products.

With the acquisition of Intrinsic, the announcement of Wealth's intention to purchase Quilter Cheviot and our rebrand, this year has seen lots of changes as we continue our journey to becoming to best retail investment business. In 2014 1,300 employees attended our 'Becoming Old Mutual Wealth' conferences to take part in conversations focused on 'what does this change mean to me and our customers – EVP'. Employee feedback from these conferences, and continued workshops across Wealth, will create our Roadmap for Culture, Wealth 20/20.

Our Women's Network was launched this year, open to all employees, with a female mentoring programme also instigated during 2014. To attract new talent and diversify our potential employee base, we ran a nine week internship programme in 2014, attracting a group of talented individuals from prestigious universities and via the Social Mobility Foundation.

Our communities

Our partnership with Young Enterprise targeting young people starting out in business, Your Horizon, was launched at the end of this year. Aimed at empowering young people in the communities in which we operate across the UK to make a positive difference to their lives, the programme offers training, support, guidance and even funding for entrepreneurs who are either looking for work or want to start their own business. It also offers opportunities for our employees to get involved through mentoring. Volunteering is an on-going focus for us, with our employees encouraged to take part in practical activities both internally and externally.

As part of our rebrand celebrations, we created a world record breaking coin mosaic, measuring 140 square metres. Coins from the mosaic, coupled with donations from across our business, raised £60,000, which was split equally between our six chosen charities.

Environmental management

This year saw the instigation of a number of efficiency initiatives across Old Mutual Wealth. We have been working with Southampton City Council and Solent University to look at improving the sustainability of travel to and from our offices, and this year launched our Car Share Scheme, incentivising employees to commute together by providing them with dedicated parking bays close to the offices.

We have maintained our commitment to zero waste to landfill and have improved the management of our hazardous waste.

We recognise we need to operate more sustainably and reduce our negative environmental impacts. To help achieve this in our Southampton offices, we have achieved ISO 14001 accreditation through the establishment of a dedicated Environmental Management System. This marks the culmination of a long-term piece of work with our partners, Novus Consulting.

Becoming Old Mutual Wealth

In celebration of our rebrand, and as part of our ongoing engagement with employees, we ran eight day-long conferences for employees based in our Southampton and Isle of Man offices. The conferences brought together employees from different functions across our offices, to share their experiences of the rebrand, and look to the future of Old Mutual Wealth. The focus of the days centred on what the rebrand means for our employees, and how they can become change-makers within the business. These internal sessions are vitally important as we integrate our new partners in Intrinsic and Quilter Cheviot into Old Mutual Wealth.

73%

of our Southampton-based employees joined us at our Becoming Old Mutual Wealth Conferences

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140m²

the size of our record-breaking coin mosaic, resulting in a donation of £60,000 to our chosen charities

INSTITUTIONAL ASSET MANAGEMENT

Supporting a culture and environment focused on excellence in client service and risk-managed investment performance.

Carbon emissions (Scope 1 and 2) per employee at our Head Office (tonnes CO_2e)

2014	**3.58**
2013	3.84
2012	4.01

75%

of IAM employees have taken part in our match funding scheme

6%

Our Barrett Culture Scores were our best ever: 6% entropy and seven value matches between current and desired culture

Our customers

Institutional Asset Management's (IAM) affiliates are committed to providing the highest levels of client service. This means understanding what their clients value and offering them a range of products that best suit their needs.

Our commitment to excellent service extends beyond investment performance and client contact. We view risk management as a continuous, systematic and integral part of the management process, and have embedded a consistent Enterprise Risk Management programme across our organisation. This programme supplements affiliates' individual risk and compliance functions, aligning company strategy, people, processes and information in order to create value.

We continue to support affiliates in their efforts to generate superior investment performance for their clients.

Responsible investment

One of the strengths of our distribution platform is our ability to bring our affiliates new information from the marketplace. In recent years investors – particularly in Europe – have shown growing interest in environmental, social and governance (ESG) based mandates. We have kept affiliates alert to this trend and helped them to add ESG-based processes to their capabilities.

During 2014 we worked with the Group Responsible Investment Team to increase the visibility of responsible investment (RI) practices with both affiliates and key external stakeholders. Our Global Distribution Team also partnered with the Group RI Team to help an affiliate integrate ESG into its fixed income processes.

Our employees

Our talent programmes are holistic and mutually reinforcing. They drive positive leadership behaviours which create the right culture for a responsible business.

We are committed to creating and maintaining an inclusive and collaborative culture that maximises the unique contributions of people with diverse backgrounds, experiences and perspectives. Our goal is to improve the financial, physical and personal health and wellbeing of our employees and their families. We aim to attract and retain the best talent through a culture that manifests our core values and provides opportunities for outstanding employee experiences.

In 2014 we strengthened our Diversity Policy and continued our women's initiatives. Further employee engagement initiatives will follow in 2015.

Our culture work has had a positive overall impact on the business, and we will continue to support and develop strong leadership behaviours throughout the organisation.

Our communities

Institutional Asset Management's Charitable Foundation exists to support local non-profit organisations within the communities in which we operate, providing both funding and volunteer services.

From the Foundation, IAM offers employees matching donations to employee-selected non-profit organisations. To date, some 75% of IAM employees have helped raise over $40,000 for nearly 50 non-profit organisations.

IAM employees joined more than 200 business leaders in the annual Spring fundraiser for Boston-based charity Rosie's Place, which raised over $400,000. And in the autumn, over 50 employees and their children joined Boston's back-pack-a-thon to provide local children with the essentials they need for school through the charity Cradles to Crayons.

Environmental management

We continue to increase our commitment to environmentally friendly practices while increasing the efficiency of our daily operations.

Our Carbon Reduction Task Force promotes sustainability, increases environmental awareness and encourages employees to reduce their carbon footprint both at work and at home. In 2014 it helped to reduce our head office carbon emissions per employee by over 6% since 2013*.

We continue to run educational campaigns aimed at increasing employees' awareness and engaging them in reducing their environmental footprint. In 2014 we also partnered with suppliers to increase plastic bag recycling.

* Scope 1 and 2 carbon emissions

Enhanced Employee Wellbeing Scheme

This year, we further enhanced our wellness programme, with direct financial benefits to employees for participating. The programme has various components from biometric screenings and nutrition and exercise, to retirement savings. Employees' good health translates into not only a happier, more productive workforce but also in lower benefit cost for both the employee and the company. Our culture of wellness has benefits beyond the financial and empowers every employee to live the healthiest lives that they can. We provide programming to educate and support employees in keeping them healthy even in the face of illness.

90%

of our employees take part in our wellness programme

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KEY PERFORMANCE INDICATORS (KPIs)

Financial and non-financial KPIs that we use to monitor the performance of our business.

Our customers

Customer numbers (m)

Target 2015

	OMEM	Total
2014	**10m**	**17.5m**
2013	8m	16.1m
2012	7m	14.4m

Emerging market customers · Other customers

Description

Customer numbers are an indication of the scale of our business. A growth indicates that we have an attractive proposition for new customers, and are meeting the needs of our existing customers.

Net promoter score (NPS)*

OMEM	**52%**
Nedbank	**75%**
Old Mutual Wealth	**32.8%**

*NPS is a measure of customer advocacy – it is not measured for IAM

Responsible investment

Investment capabilities applying our RI Standard

Target 100%

2014

40% fully compliant · 60% mostly compliant

Description

This figure shows the percentage of business units that have reported full compliance to the application of the Group Responsible Investment (RI) Standard through our bi-annual Letter of Representation. Our RI Standard drives the integration of ESG factors into our business.

Target

Our target is 100% integration of ESG factors into our investment decisions by 2017.

70%

of proxy votes cast in listed equity investments

Our employees

Cultural entropy (%)

Target range 9-13%

2014	**12.3%**
2013	11.7%
2012	11.4%

Description

Cultural entropy measures the amount of negative or limiting values that exist within an organisation which results in unproductive work (the lower the score the healthier the culture).

Target

We aim to have cultural entropy of between 9 and 13% across all our business units, which we define as a healthy working culture.

75.2%

of our employees recommend Old Mutual as a place to work

Our communities

Community investment (% of pre-tax AOP)

Target 1%

	%	Total
2014	**1.1**	**£17.1m**
2013	1.0	£16.1m
2012	1.0	£14.0m

Description

The value of Old Mutual's community investment made through our Foundations and other community projects (excluding employee donations through workplace fundraising and in-kind donations).

Target

Our target is to donate 1% of our pre-tax AOP to charitable organisations.

18%

of our employees volunteer during working hours

Environmental management

Carbon emissions (tonnes of CO_2e)

	Base 2010	**2014**	Target 2020
Per employee in our employee occupied properties	4.17	**3.60**	3.336
Per m² in our property portfolio	0.21	**0.20**	0.168

Description

Our carbon emissions cover our Scope 1 and 2 emissions in our employee-occupied locations and Old Mutual investment property. Scope 1 are direct emissions from sources that are owned or controlled by the Group. Scope 2 emissions are indirect emissions resulting from the use of power (such as electricity) purchased by the Group.

Target

Based on our 2010 figures, we aim to reduce our carbon emissions by 20% by 2020 in both our employee-occupied sites and investment property portfolio.

Our Group carbon intensity for 2014 was 1.7 tonnes CO_2e/£m FUM (2013: 3.0).

Governance

Inclusion in indices related to operating as a responsible business

	Base 2012	2013	**2014**	Target 2015
FTSE4Good	Yes	Yes	**Yes**	Yes
JSE SRI Index	Yes	Yes	**Yes**	Yes

Description

We invest time and effort to put in place appropriate processes, policies and governance structures to ensure we meet and aim to exceed internationally recognised responsible business practices.

Target

Our target is to maintain our listing on the FTSE4Good and JSE SRI Index.

ACCOUNTING PRINCIPLES AND RECOGNITION

Old Mutual Group uses the Global Reporting Initiative guidelines and framework to inform the way it measures and reports its environmental, social and economic performance.

Scope of report

The performance data and examples in this report are from all of Old Mutual's businesses excluding the joint ventures Old Mutual-Guodian and Kotak Mahindra Old Mutual, where we do not have operational control. Performance data is calculated on an operational control approach. The reporting period for this data is from 1 January 2014 to 31 December 2014.

Global Reporting Initiative

Old Mutual Group uses the Global Reporting Initiative (GRI) guidelines and framework to inform the way it measures and reports its environmental, social and economic performance.

Old Mutual Group has reviewed its 2014 report against the GRI's G3.1 Reporting Guidelines and has self-declared as an Application Level C. This signifies that Old Mutual has reported in the prescribed areas and on at least 10 performance indicators, including at least one from each of Social, Environmental and Economic. A GRI index (available online) provides an overview of Old Mutual's reporting and provides the location within the report for all G3.1 disclosures.

King Report on Corporate Governance

Introduced in South Africa in September 2009 and in force from March 2010, King III has been written in accordance with the 'comply or explain' principle-based approach to governance.

To find out how Old Mutual complies with King III, please see our reporting website.

AFFILIATIONS

The following external guidelines and assessment criteria all closely influence the way in which we conduct our business in a responsible way.

United Nations Global Compact

The United Nations Global Compact is a strategic policy initiative for businesses committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Old Mutual plc joined the UNGC in August 2008 and became a member of the UNGC UK network in March 2009. In 2010 we reported our first Communication on Progress (COP).

Signatory of:

United Nations-supported Principles for Responsible Investment

The United Nations-supported Principles for Responsible Investment (UN PRI) initiative is an international network of investors working together to put the six Principles for Responsible Investment into practice. Old Mutual plc became a signatory to UN PRI as an asset owner in June 2012; in the same year we completed a group-wide review of our Responsible Investment practices using the UN PRI reporting framework.

Institute of Directors in Southern Africa

The Institute of Directors in Southern Africa (IoDSA) is a non-profit organisation that is unique in that it represents directors, professionals, business leaders and those charged with governance duties in their individual capacities in southern Africa. IoDSA provides a unique opportunity for networking and business development in all sectors. IoDSA also oversees compliance for the KING III Code and the CRISA Guidelines.

Code for Responsible Investing in South Africa

The Code for Responsible Investing in South Africa suggests that "where appropriate, institutional investors should consider a collaborative approach to promote acceptance and implementation of the principles of this Code and other codes and standards applicable to institutional investors".
This correlates with the UN-supported Principles for Responsible Investment. These principles encourage collaborative engagement to better incorporate environmental, social and governance issues in decision-making and ownership practices.

FTSE4Good

Created by the global index company FTSE Group, FTSE4Good is an equity index series that is designed to facilitate investment in companies that meet globally recognised corporate responsibility standards. Companies in the FTSE4Good Index Series have met stringent environmental, social and governance criteria, and are positioned to capitalise on the benefits of responsible business practice.

JSE Socially Responsible Investment Index

The JSE's Socially Responsible Investment Index measures participant companies' commitment and performance against a triple bottom line of sustainability in terms of environmental, economic and social impacts. It offers an aspirational sustainability benchmark, recognising those listed companies incorporating sustainability principles into their everyday business practices, and serves as a tool for investors to assess companies on a broader base.

CDP

CDP is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information. Old Mutual plc and Nedbank submitted an annual disclosure concerning their carbon emissions and how they are managed.

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