

OLDMUTUAL

TRANSFORMATION MATTERS



INVESTMENT GROUP

CONTENTS

ABOUT US	4
OUR FOCAL POINT	5
A MESSAGE FROM OUR MD OF OLD MUTUAL INVESTMENTS	6
THE NEED FOR SA'S ASSET MANAGERS TO TRANSFORM	10
DEVELOPING BLACK STOCKBROKERS AND SUPPLIERS	12
OUR B-BBEE CERTIFICATE	15
TRANSFORMATION JOURNEY	16
HUMAN CAPITAL UNDERGOING TRANSFORMATION	18
IMFUNDO TRUST: LAYING THE FOUNDATION FOR TRANSFORMATION	21
SHOWCASING BLACK FEMALE EXCELLENCE IN ASSET MANAGEMENT: MEET NELISIWE NZAMA	25
SHAPING A FUTURE THAT MATTERS: MEET SINENHLANHLA DLAMINI, CHAIRWOMAN OF THE EMPLOYMENT EQUITY AND DIVERSITY FORUM	29
OMIG TACKLES TRANSFORMATION HEAD ON	32
TAKING TRANSFORMATION TO ALTERNATIVE INVESTMENTS	34
IMPACT INVESTING THROUGH HOUSING FOR SUSTAINABLE CHANGE IN SOUTH AFRICA	37
GREEN HANDS - THE HEART OF CORPORATE SOCIAL INVESTMENT	40



ABOUT US

OUR VISION

TO GENERATE SUSTAINABLE
LONG-TERM RETURNS THAT
MAKE A DIFFERENCE IN
OUR CLIENTS' LIVES.

OUR MISSION

To relentlessly pursue investment
excellence, within and across our
boutiques, to help our clients achieve
their investment goals.

OUR FOCAL POINT





A MESSAGE FROM OUR MD

- Khaya Gobodo.
Managing Director of Old Mutual Investments

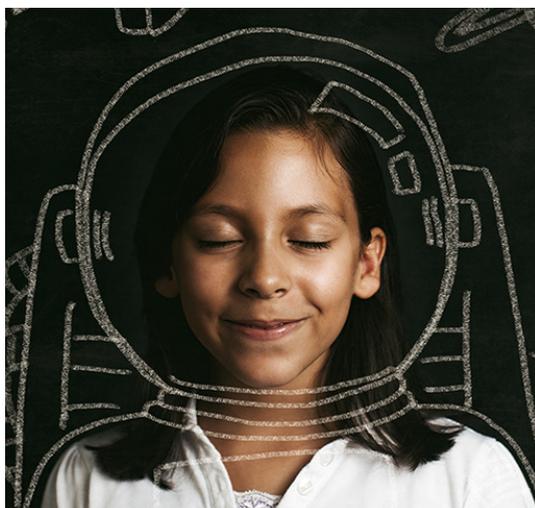
2020 has been a year in which the challenges of inclusion in our global economic order, and of unconscious bias in our relationships with each other as citizens of this planet, came to the fore. Globally, we have seen societies and nations respond in different ways to these challenges. We have also seen companies and businesses all over the world starting to place greater urgency and focus on diversity and inclusion policies and practices in their respective spaces.

The topic of meaningful transformation is the responsibility of every South African, to spend time thinking deeply about. It has many facets and many descriptions, but there is generally a consensus that transformation is an essential driver for social good and economic justice, given our country's political and economic history.

TRANSFORMATION – MULTI-DIMENSIONAL IN OUR APPROACH



Old Mutual Investment Group is part of Old Mutual Limited, which is proudly listed on the Johannesburg Stock Exchange (JSE) with a standard listing on the London Stock Exchange (LSE), and secondary listings on the Malawi (MSE) and Namibia (NSX) Stock Exchanges. Being a public listed company, our shareholders are broad and vary from



individuals to institutions, domestic to foreign, short term to long term. Our black ownership at Old Mutual Limited currently stands at 25.2% and it is public record that we intend to improve this level of black ownership in the next two years or so.

Whilst black ownership is an important element of our strategic long-term plans, our thinking on transformation is much broader than purely looking at black shareholding. We take a holistic and multi-faceted view of transformation and our role in it. We are proud of the immense progress that we have made over the past two years in improving the diversity of our leadership and of our investment teams, as well as in other business areas, as we strive to become a truly demographically representative organisation.

Whilst we recognise that we still have some way to go on our transformation journey, it is worth pausing from time to time to take stock of the ground

covered so far, and to re-energise ourselves for the road ahead in this journey.

This publication, *Transformation Matters*, provides us with an opportunity to do exactly that. It is an opportunity for us to take stock of the last two years, and to re-energise for the future. As staff of Old Mutual Investment Group and the broader Old Mutual Investments cluster, we can be proud of the work that is being done by different parts of our organisation that impacts our society in a positive way, in creating greater inclusion and greater diversity.

Every staff member in our organisation should feel proud of the work being undertaken by the Transformation Committee, the Employment Equity and Diversity Forum, transformation related engagements within our listed stewardship activities and the meaningful social impact in our Impact Investing portfolios. We should feel proud of the significant

WE ARE REVIEWING PLANS TO FUNDAMENTALLY ALTER THE QUALITY AND QUANTUM OF BLACK OWNERSHIP WITHIN THE OLD MUTUAL INVESTMENT GROUP

support we give to black- and women-owned suppliers, especially in the stockbroking space and in our enterprise development commitments. Over and above these, the amazing work being done by the Imfundo Trust and the Green Hands Trust should not go unnoticed.

All of these initiatives contribute immensely to the meaningful contribution being made by the Old Mutual Investments cluster to transforming our society and creating a more inclusive and diverse future that matters. We trust our clients will also feel the same sense of pride as we do, with respect to the passion and commitment to broad-based transformation, visible across our business.

I urge you to immerse yourself in this publication and the transformation journey that we as an investment business have committed to over the years to come. Enjoy the read. ■





THE MORE DIVERSITY
WE HAVE AMONG OUR
INVESTMENT PROFESSIONALS,
**THE GREATER INCLUSIVITY
AND DIVERSITY THERE WILL
BE WITH REGARD TO HOW
THE INVESTMENT POOL IS
MANAGED.**

THE NEED FOR SA'S ASSET MANAGERS TO TRANSFORM

- Tebogo Naledi,
Managing Director of Old Mutual
Investment Group



“The financial services sector plays a pivotal role in the ongoing transformation of the South African economy and in ensuring that the economy is inclusive. The sector is central to the realisation of a society in which all South Africans have an equal opportunity to participate in mainstream economic activities as envisaged in the National Development Plan.”

**Regulatory Strategy of the
Financial Sector Conduct
Authority 2018-2021**

As a responsible, long-term investment manager in South Africa, Old Mutual Investment Group (OMIG) has an important role to play in the transformation of the SA economy, the financial services industry and the asset management sector. To enable economic growth, societal transformation and a sustainable future for the world in which our clients and communities live and operate, our business must be responsive to the socioeconomic issues that we face as a society.

Bringing it closer to home, we at Old Mutual Investment Group recognise that we have an important role to play in transformation as a corporate citizen of South Africa, as an employer and as a custodian of the nation's savings.

Put frankly, the asset management industry is not a sector that can proudly proclaim significant progress when it comes to transformation. The numbers tell a challenging story. An often-quoted statistic illustrating the lack of transformation in the industry is from the annual 27Four Transformation in the Asset Management Industry Report, which measured that, as of 30 June 2020, there were 51 black-owned asset managers operating in South Africa with an estimated market share of just under 9%.

A less-quoted statistic, but one that is also very important in demonstrating progress in transformation, relates to the demographics of investment managers in the industry. According to the Association for Savings and Investment South Africa (ASISA) Investment Management Employment Equity Survey 2019, 29% of investment managers in the industry are black, of which only 11% are black African. Compared to the demographics of all economically active people in South Africa, these statistics say to

NATIONAL ECONOMICALLY ACTIVE POPULATION BY POPULATION AND GENDER GROUP						
MALE			FEMALE			TOTAL
AM	African Male	42.8%	AF	African Female	36.0%	78.8%
CM	Coloured Male	5.2%	CF	Coloured Female	4.4%	9.6%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.6%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
		54.7%			45.3%	100.0%

*Source: Statistics South Africa, (QLFS, Quarter 3 2018)

us, without doubt, that our industry needs to adapt and evolve.

As OMIG, we are not labelled a black-owned investment house. However, as one of the largest and oldest asset managers in the country, we know that our actions are impactful.

We also understand that over and above championing black ownership, transformation in asset management is a broad-based initiative that also places importance on diversity of leadership and diversity of investment managers. It is also about the support and development of black- and women-owned businesses, the development of black and female investment talent, especially among the youth, and giving back to our communities. Lastly, transformation in asset management is also about impacting the transformation outcomes of investments we steward on behalf of clients.

At OMIG we embrace a broad-based approach to transformation and we lay great importance on ensuring that our actions are impactful and truly shift the dial in creating a more inclusive and diverse company, industry and society.

What this practically involves is the following:

1. Proactively ensuring that the OMIG hiring and promotion practices place transformation as a priority for improved demographic representation in our firm that is reflective of the country we live in, especially in the senior levels of the organisation.
2. Promoting diversity (demographic, cognitive ability and skills sets) in the investment teams that manage our clients' capital, especially among senior investment decision-makers.
3. Directing meaningful business procurement towards black- and women-owned businesses as demonstrated by our industry-leading support for black stockbrokers.
4. Education and skills development initiatives targeting the youth, such as OMIG's Imfundo Trust, which has a track record in providing needed financial assistance for talented students who have attended, or are attending, some of South Africa's best tertiary institutions.

5. Giving back to our community through the Green Hands Trust, which is a staff driven initiative funded by the financial and passion driven contributions of OMIG staff.

Transformation is strategically prioritised in the listed stewardship and engagement activities undertaken in OMIG's Responsible Investing team. Our philosophy is that in a South African context, the "S" in ESG overlaps significantly with transformation objectives.

Many of our clients prioritise transformation and we completely share their view of this not only being a commercial necessity, but a critical endeavour in shaping South Africa to truly be an inclusive and a growing and prosperous nation.

We urge all investors to thoroughly interrogate how their asset managers support the creation of an inclusive society in a broad-based manner, while managing their investments. ■

DEVELOPING BLACK STOCKBROKERS AND SUPPLIERS

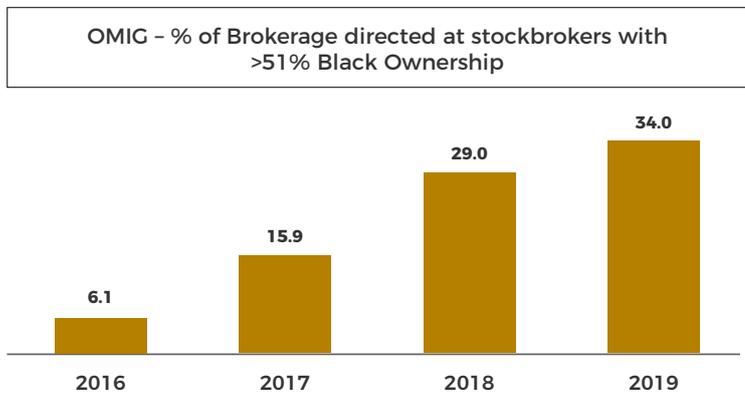
As one of the largest asset managers trading in financial instruments in South Africa, OMIG is well placed to influence transformation across the investments value chain. One of the critical sectors that provides services to the asset management industry is the stockbroking sector. According to the Association of Black Securities and Investment Professionals (ABSIP) submission to the 2017 parliamentary hearings on Financial Sector Transformation, black-owned stockbrokers enjoyed a total market share of less than 2%.

Total number of JSE Members (Equity Market)	55
Total number of Majority Black-owned Firms	7
Black Firms' market share	1.69%

Although these numbers are from three years ago, we do not anticipate that the picture has radically changed much by now. The share of black- and women-owned stockbroking firms remains very low.

Four years ago, we took a decision to play a meaningful role in supporting small and medium enterprises (SMEs), and especially in supporting the growth and sustainability of majority black- and women-owned stockbroking businesses. Over this period, we have increased the percentage of total brokerage allocated to black- and women-owned stockbrokers, on a best execution basis, over 5.5 times to over 33% of all allocated brokerage. Our allocation to black-owned stockbrokers as a percentage of total brokerage is well above industry averages and we are proud to be a leader in developing black businesses in this sector.

TRANSFORMATION ALONG THE INVESTMENTS VALUE CHAIN



- Currently in excess of 30% of the brokerage allocated on a best execution basis is allocated to stockbrokers with a minimum black ownership of 51%.
- This percentage is significantly above the industry average and has been a meaningful contributor to transformation in the South African stockbroking industry.

In addition, for the past five years, OMIG has joined other industry players in an initiative that focuses on developing selected black stockbrokers. This initiative is spearheaded by the Association for Savings and Investment South Africa (ASISA). It aims to invest in the strategic growth and development of black stockbrokers in order to enhance industry competitiveness and create sustainable value for stockbrokers, the industry and South Africa through best practice enterprise and supplier development.

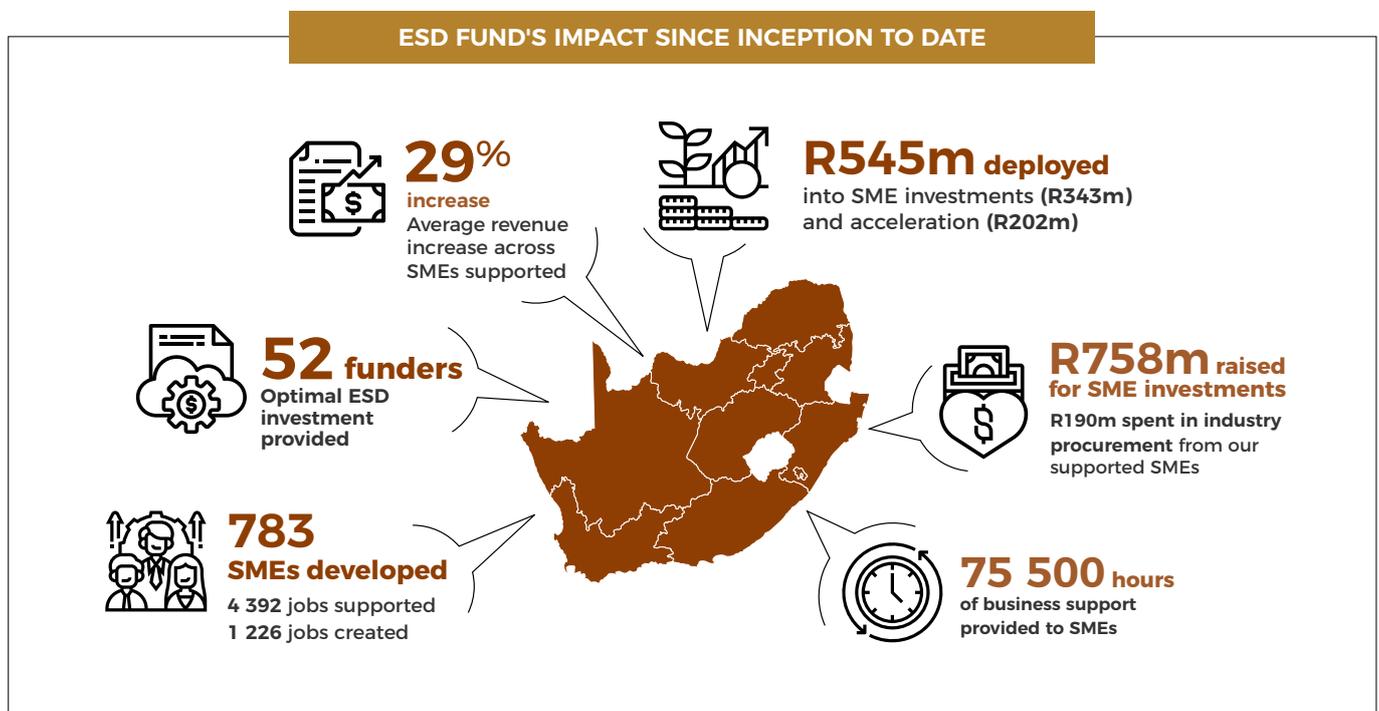
OTHER ENTERPRISE AND SUPPLIER DEVELOPMENT INITIATIVES

OMIG's support of small and medium enterprises extends beyond the stockbroking industry. Our overall procurement practices are directed towards black-owned, black female-owned and QSE suppliers. At an industry supply level, our most significant investment into developing small and medium enterprises has been through the Enterprise and Supplier Development Fund.

Through equity, debt or combined structured deals, **the ESD Fund supports businesses requiring expansion capital to grow and create jobs and make a social impact.**

In 2016, OMIG invested R30m into the ASISA Enterprise and Supplier Development (ESD) Fund. This fund accelerates the development of the operational and financial capacity of enterprises with high growth potential, industry supply chain alignment, differentiated competitive advantage and the strategic business fundamentals required to succeed. Through equity, debt or combined structured deals, the ESD Fund supports businesses requiring expansion capital to grow and create jobs and make a social impact.

The ESD Fund's impact since inception to date is summarised below:



Source: ASISA Enterprise and Supplier Development Impact Report June 2020



OUR B-BBEE CERTIFICATE

Independent Credible Assurance.

AQRate

VERIFICATION SERVICES

AQRate (Pty) Ltd (Reg no. 2002/091364/07) | 1st Floor Aspen House, Old Oak Office Park, 3rd Old Oak & Durban Roads, Bellville, 7530 |
Tel: 086 12 77 283 | www.aqrates.co.za

MEASURED ENTITY

Company Name	Old Mutual Investment Group Holdings (Pty) Ltd	
Trade Name	Old Mutual Investment Group Holdings	
Location	Mutual Park, Jan Smuts Drive Pinelands, Cape Town 7405	
Registration Number	2008/026974/07	
VAT Number	N/A	
SDL Number	N/A	
Certificate Number	OLD009930 - REV6	

B-BBEE SCORE PER ELEMENT

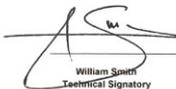
Equity Ownership	21.51
Management Control	15.06
Skills Development	16.00
Preferential Procurement	16.72
Enterprise & Supplier Development	19.00
Socio-Economic Development & Consumer Education	8.00
Empowerment Financing	N/A
Access to Financial Services	N/A
Additional Y.E.S. points	0.00
Total Score	96.29
Final Score (converted)	99.95

B-BBEE STATUS

Final B-BBEE Status	Level Two Contributor	
Final B-BBEE Recognition Level	125%	
Empowering Supplier	Yes	
Level & Points from Y.E.S. Initiative	No additional levels or points	
Black Ownership	Flow-Through	Modified Flow-Through
Voting Rights of Black People	35.60%	35.62%
Voting Rights of Black Women	16.26%	N/A
Economic Interest of Black People	25.19%	25.21%
Economic Interest of Black Women	12.37%	N/A
51% Black Owned	No	
30% Black Women Owned	No	
Black Designated Group Supplier	No	
Measurement Period	Financial Year Ended 31 December 2019	
Applicable Scorecard	Amended Financial Sector Generic Scorecard: Other Institutions	
Applicable BEE Code	Gazetted Codes 41287	
Issue Date	28 April 2020	
Original Issue Date	N/A	
Expiry Date	27 April 2021	



AQRated
Level 2
B-BBEE Verified Company



William Smith
Technical Signatory



sanas
BEE verifier - human
BVA021

AQRate has assessed and verified the relevant B-BBEE Elements of the above mentioned enterprise, to provide an independent and impartial opinion on the B-BBEE status of the enterprise, based on the Amended Financial Services Charter Sector Code (FS005 - FS005), as well as the Broad-Based BEE Codes of Good Practice (Codes 400-900), as amended.

TRANSFORMATION COMMITTEE

COMMITTEE MEMBERS

CHAIRPERSON: David Lumby

- Tracey Hansen-Louw
- Tebogo Naledi
- Zulfa Abdurahman

MANDATE

- To discharge its duties as the caretaker of the B-BBEE scorecard;
- To drive a transformation agenda that focuses beyond the B-BBEE scorecard, and embraces the commitment to making a meaningful difference to transformation issues within the investment industry.



OUR TRANSFORMATION JOURNEY

A representative staff complement is critical to ensuring a competitive advantage for our business. We have worked intentionally to harness black and female talent across the organisation, including our senior management and executive roles. We have also established committees that drive our transformation objectives throughout the business. For us, transformation goes much further than the B-BBEE scorecard. We have identified strategy pillars that we have committed to.

OMIG'S TRANSFORMATION STRATEGY PILLARS

DIVERSITY AND
DEMOGRAPHIC
REPRESENTATION

BLACK
AND WOMEN
SHAREHOLDING

ACTIVE STEWARDSHIP
WITH RESPECT TO
TRANSFORMATION



INCREASING BLACK AND WOMEN BUSINESS LEADERSHIP

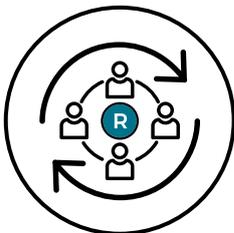
The market we operate in is highly competitive in attracting and retaining the best talent and we make every effort to increase the diversity of our staff complement to match that of our increasingly diverse client base. And this needs to be most pronounced among our investment professionals. Our Transformation Committee oversees and governs the appointment of all staff to ensure our EE targets are met. We aim to have an increasingly diverse team of professionals that offer our clients an exceptional service.



BLACK OWNERSHIP AND SHAREHOLDING

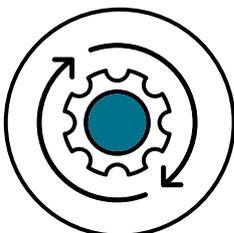
Our current black ownership is at 25.2% while our ownership by black women is at 12.4%.

Our aim is to increase this level of black ownership in line with the Old Mutual Limited black ownership ambitions and targets. We are well on our way to reaching that objective.



RESPONSIBLE INVESTING IMPACT ON CORPORATE TRANSFORMATION

As active stewards of our clients' capital, we engage with investee companies continuously to influence their transformation agenda. Our proxy voting record illustrates the various transformation issues we champion: these include board composition, the configuration of B-BBEE transactions, BEE strategy and succession planning etc.



IMPACT INVESTING TO SUPPORT INCLUSION AND TRANSFORMATION

Our affiliates' investments in education, agriculture, affordable housing and infrastructure all align with our commitment to creating an inclusive and a transformed South Africa. These investments are a direct response to the social disparities that continue to predominantly affect our historically disadvantaged communities. By deploying our impact investments in this manner, we help to fuel job creation and give a myriad of opportunities to previously disadvantaged individuals.

HUMAN CAPITAL UNDERGOING TRANSFORMATION

- Tracey Hansen-Louw,
Human Capital Management Executive



Investing in the growth of black and female talent is paramount to our firm's success and is a key ingredient in allowing us to deliver market-leading outcomes for our clients. While we have made great strides in the right direction, transformation in our organisation remains a top priority as we recognise the opportunity to advance it further.

OUR REPRESENTATION OF BLACK EMPLOYEES IN MANAGEMENT CURRENTLY STANDS AT:



SENIOR MANAGERS



MIDDLE MANAGERS

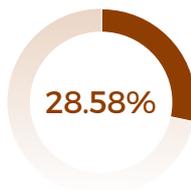


JUNIOR MANAGERS

As at June 2020



Board members
with voting rights
are black



Board members
with voting rights
are women

Over the years, we have supported the progression of talented black and female professionals into middle and senior management positions. We are focused on recruiting black and female talent and facilitating their personal and professional growth through skills development and mentorship programmes.

Old Mutual Investment Group (OMIG) employees are encouraged to deepen their knowledge and skills. To this end, we have created a variety of initiatives to develop investment talent.

INVESTMENT ANALYST PROGRAMME (IAP)

The Investment Analyst Programme aims to develop and retain black individuals to become high quality investment analysts, and in so doing, contribute to building a strong black talent pipeline in OMIG. The intensive development programme is aimed at our junior analysts and was first implemented in 2013. It includes formal training to further develop technical and interpersonal skills, as well as sponsorship in professional studies. This is a comprehensive programme including mentorship, on-the-job assignments, and assessments.

INVESTMENT LEADERSHIP DEVELOPMENT PROGRAMME

This is a long-term leadership development programme targeted at our middle and senior managers. This programme is important in supporting our succession planning and enabling our black professionals to progress as seasoned investment managers.

GRADUATE ACCELERATED PROGRAMME (GAP)

GAP is an 18-month internship for graduates. It aims to attract, develop and retain black graduates with a 95% success rate of permanent employment after the completion of this programme. GAP delegates, commonly referred to as trainees, are required to complete a learnership, such as a CFA qualification or Financial Markets and Instruments certificate.

OTHER DEVELOPMENT PROGRAMMES OFFERED THROUGH EXTERNAL BUSINESS SCHOOLS AND PROFESSIONAL LEARNING PROVIDERS:

Senior Management Programme (Henley Business School)	2019 One delegate sponsored	Senior Management Programme (Henley Business School)	2020 Four delegates sponsored
Middle Management Programme (GIBS Business School)	2019 Two delegates sponsored	Middle Management Programme	2020 Two delegates sponsored
Foundation Management Programme (GIBS Business School)	2019 Two delegates sponsored	Foundation Management Programme (GIBS Business School)	2020 One delegate sponsored
CFA Institute	2019 Seventeen delegates sponsored	CFA Institute	2020 Twelve delegates sponsored
MBA programmes	2019 Three delegates sponsored	MBA programmes	2020 Three delegates sponsored

Formal learnerships: 30 delegates sponsored

Part-time university studies: 28 delegates supported

RECRUITMENT

OCTOBER 2018 TO SEPTEMBER 2020	BLACK %	BLACK WOMEN %	AFRICAN %	AFRICAN FEMALE %
APPOINTMENTS	97%	57%	56%	32%
PROMOTIONS	82%	46%	29%	12%

Black= African, Indian, Coloured

SENIOR BLACK AND FEMALE PROFESSIONALS:
Recruitments and Promotions over the past 2 years.

 <p>TEBOGO NALEDI Managing Director of Old Mutual Investment Group BBusSc; BusFin (Hons)</p>	 <p>KIEYAM GAMIELDIEN Head: Customised Solutions CA(SA); BCom</p>	 <p>SIBONISO NXUMALO Head: Old Mutual Equities BCom (Hons); MBA (UCT)</p>	 <p>SATHYEN MAHABEER Director of Operations BSc Math Stats (Hons); FASSA</p>
 <p>THABANI MZOBE Head: Market Risk Bcom Economics & Finance</p>	 <p>SINENHLANHLA (SNE) DLAMINI Client Director BBusSci(Hons)</p>	 <p>GONTSE TSATSI Direct Sales Executive Bachelor of Science (Hons); MBA</p>	 <p>NOKUTHULA SEDUMEDI Head: Greenfields BSc (Hons); MSc (Building)</p>
 <p>TEBOGO MOKGATA Head: Projects Impact Investing BSc Hons (Town and Regional Planning); MDP; PGDIP</p>	 <p>LEBOHANG PULE Head: Asset Liability Matching and Treasury BSc Actuarial Science (Hons); BEconSc (Actuarial Science & Math Stats)</p>	 <p>LOGANDREE GOUNDEN-PEARD Head: Credit BCom; PGDA; CA(SA)</p>	 <p>KELLY JOSHUA Head: Education BBusSc Finance (Hons); MDevF (Development Finance)</p>
 <p>LANCE OSBURN MD OMSFIN BBusSc (Actuarial Science); FIA; FASSA; CFA</p>	 <p>ABDU-RAHMAN (MANIE) ABRAHAMS Joint Head: Debt Origination BBusSc; HDip Tax; CA(SA); Math Stats (Hons); FASSA</p>	 <p>VUYO NTOI Joint MD: AllIM BCom (Hons); M.Sc; MBA</p>	 <p>CHUMANI KULA Co-Head: Private Equity BBusSc (Fin Hons); Bcom (Accounting Hons) CA (SA); CFA</p>

IMFUNDO TRUST: LAYING THE FOUNDATION FOR TRANSFORMATION

Quality education is an integral part of unlocking the potential and possibilities of one's life. The Imfundo Trust provides deserving candidates with an opportunity to realise and harness their potential through education.

"Imfundo" means education in the Nguni languages and effectively captures the intent that has driven the activity of the Trust over the past 10 years. It was established in 2010, with the purpose of providing financial assistance to black individuals intending to study for a relevant degree in order to operate in the South African investment field. As such, the Trust runs a Scholarship Programme to give black undergraduate and postgraduate students access to tertiary education at a South African university.

From its first intake of students in the 2011 academic year, the Trust has invested some R39m in funding for its students, with over 100 students having graduated by the end of 2020. For the 2020 academic year, IMFUNDO is funding 22 students across five partner universities, i.e. the University of Cape Town, Stellenbosch University, WITS University, University of Pretoria and Nelson Mandela Metropolitan University. Imfundo is under the stewardship of four trustees – Henk Beets (Chairman and Independent Trustee), Zulfa Abdurahman (Head: Legal, Risk & Compliance), Tebogo Naledi (Director: Institutional Business) and Khanyisa Diamond (Senior Project Manager for the Old Mutual Foundation).

EDUCATION IS THE MOST POWERFUL WEAPON WE CAN USE TO CHANGE THE WORLD

- Nelson Mandela

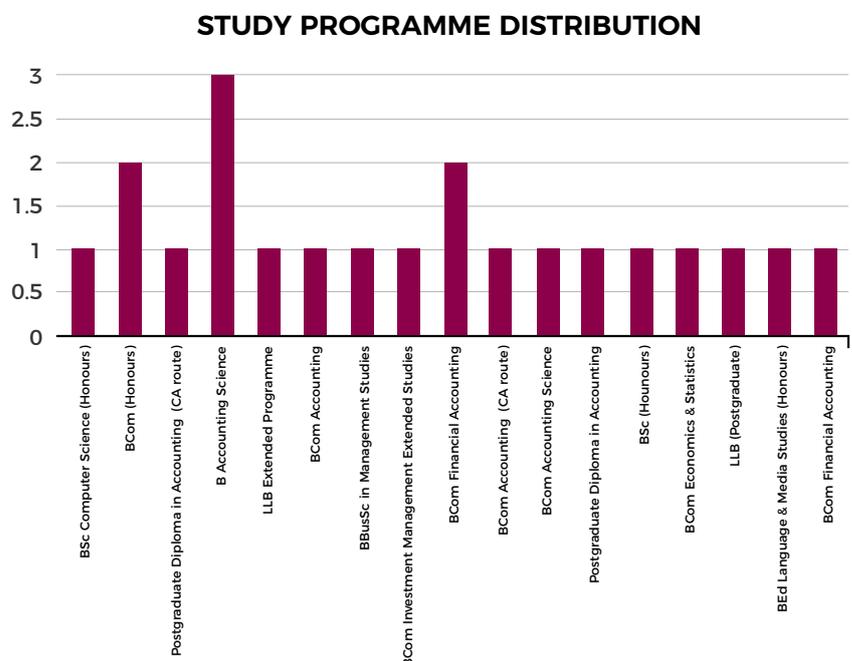


IMFUNDO is currently funding **22 students** across **five partner universities**

OUR STUDENT DEMOGRAPHIC INFORMATION IS AS FOLLOWS:

GENDER		RACE			UNDER-/POSTGRADUATE		NEW OR CONTINUING	
Male	Female	African	Coloured	Indian	Under	Post	New	Continuing
9	13	15	5	2	14	8	6	16

The above students are engaged in the following study programmes:







**IMFUNDO IS PROUD TO BE PROVIDING
CRITICAL EDUCATIONAL SUPPORT, AND LOOKS
FORWARD TO CONTINUING TO PROVIDE A
SOLID PLATFORM FOR YOUNG BLACK PEOPLE
TO IMPACT THE SOUTH AFRICAN INVESTMENT
FIELD AND OVERALL ECONOMY.**



Cape Town **IMFUNDO** students with Sinenhlanhla Dlamini, Client Director in the Institutional Client Management team, and Urvesh Desai, Portfolio Manager in MacroSolutions

Administration of the Trust is handled within OMIG while the day-to-day student management and support is contracted to Study Trust, an educational public benefit organisation that, among others, provides mentoring and support to help the Imfundo students to thrive academically and personally. OMIG's Human Capital Management department also runs various initiatives with the student cohort.

"I love that the Old Mutual Investment Group is involved with our generation **and contributes to our lives in ways that are not just academically concerned.**"

In 2019, two-day workshops were offered in both Cape Town and Johannesburg where 82% of our students gathered to meet and engage with some of our senior leadership in the OMIG business, as well as to develop leadership and communication skills. Given the COVID-19 pandemic in 2020, we conducted our initiative online and 62% of students attended an Ontological Leadership Workshop in August. Feedback from these workshops has been consistently positive, as indicated in the students' comments:

"Thank you so much for this gathering. I am really empowered and ready to deal with every challenge that stands in my way."

"I attend a lot of workshops and this was by far one of the best."

"Engagement with story tellers was great and they brought their experience and used it very well to guide us in terms of making career choices."

"Thank you so much, I know a lot of time and energy goes into planning events like these and I am extremely grateful for having had the opportunity to attend."

"I leave here with so much growth and confidence, which I will use to have an impact in my community as well as any other setting I may find myself in."

Imfundo is proud to be providing critical educational support in South Africa, and looks forward to continuing to provide a solid platform for young black people to impact the South African investment field and overall economy. ■

SHOWCASING BLACK FEMALE EXCELLENCE IN ASSET MANAGEMENT

- NELISIWE NZAMA, Portfolio Manager



Nelisiwe Nzama has 18 years of financial markets experience, developing and managing structured products, hedge funds and protected equity strategies. She joined Old Mutual Investment Group in August 2006 and has been the lead portfolio manager of the Old Mutual Premium Equity Fund since its inception in November 2009. Nelisiwe is a fundamental derivatives expert who uses these instruments to produce consistent alpha in the strategy she manages. The Premium Equity portfolio has attracted over R6bn in clients' assets since inception.

The Old Mutual Premium Equity Fund holds a diversified portfolio of blue-chip equities listed on the JSE, and is constructed to create a suitable platform for alpha generation. The overall performance of the portfolio is enhanced by selectively capturing option premiums where market

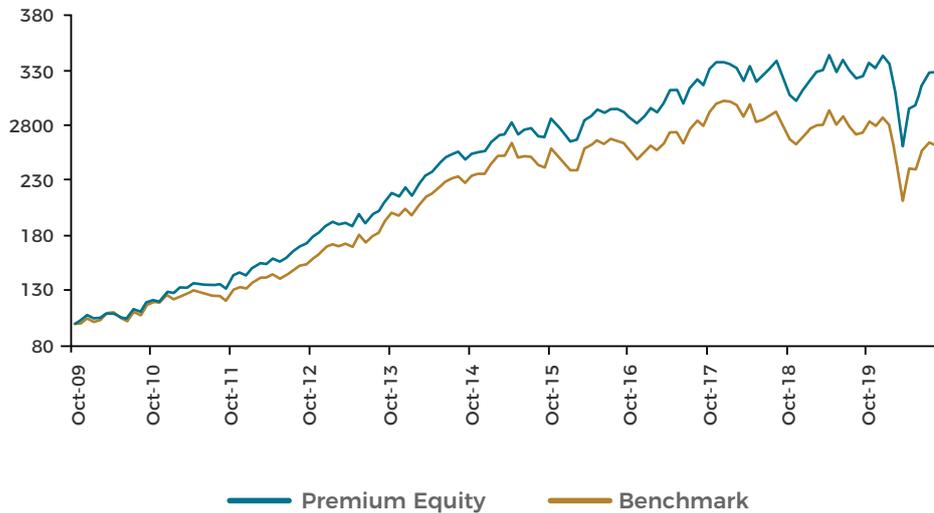
Investors benefit from higher premiums collected while **retaining the ability to participate in market returns.**

conditions allow. The portfolio provides an uncorrelated source of alpha. It is uniquely constructed to provide an attractive combination of equity outperformance (targeting to outperform the FTSE/JSE Capped SWIX Index by 2% over the long term) with lower volatility than the benchmark.

Since inception in November 2009, the fund has outperformed its benchmark, the FTSE/JSE Capped SWIX, by 2.3% per annum and has done so with less volatility than the benchmark, resulting in better risk-adjusted returns.



CUMULATIVE RETURNS SINCE INCEPTION TO SEPTEMBER 2020



We caught up with Nelisiwe Nzama on her career and growth in asset management, starting at the beginning – as a pioneering candidate set for growth and accountability in a transforming industry.

Sanelisiwe Gantsho: How did you get into the investment industry?

NN: I started out in employee benefits and in 2006, I made the intentional career change into the asset management industry when I was recruited into an entry-level role at Metropolitan Asset Management. A year later I had an opportunity to join Old Mutual Customised Solutions as a structuring quantitative analyst, forming part of a niche and technical team managing products that are still in existence today, such as our hedge funds and absolute return funds including Old Mutual Wealth Defender.

SG: How did you apply on-the-job training, your expressed interest in fund management and academic knowledge to grow your career?

NN: In each role, probably more so earlier, I embraced assistant roles that complemented the output of the senior and experienced colleagues in the team. This is an undertaking that does not involve being in the limelight but one that greatly enriches perspective and skills development in preparation for being a fund manager.

In 2009, the launch of the Old Mutual Premium Equity Fund was my big break where my passion, hard work and training came full circle. The

launch of the fund was a culmination of conceptualising and backtesting, and I am proud to have been part of the infant stages of this fund. My career highlights have been the periods of the fund's exceptional success over more than a decade. Up until 2018, the fund was co-managed and working collaboratively supported my growth as an investment professional managing a unique South African equity fund.

SG: You mentioned that seeing the Old Mutual Premium Equity Fund's success has been a career highlight. Please elaborate on the fund's successes.

NN: The Old Mutual Premium Equity Fund has performed exceptionally well relative to its benchmark and peers – most notably in 2018, 2019 and 2020 to date.

The chart below illustrates that over the 10 years since inception to September 2020, the Old Mutual Premium Equity Fund has had a significantly lower level of risk,

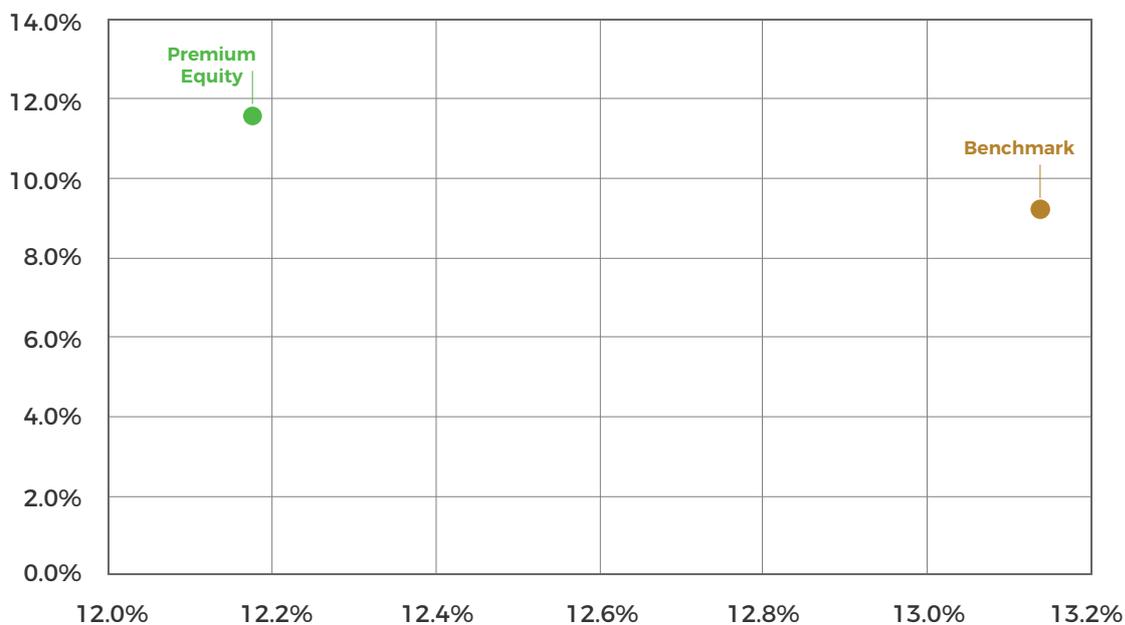
measured by annualised volatility, when compared to the benchmark, while generating meaningful excess returns.

The chart on page 28 shows that since inception, the Old Mutual Premium Equity Fund has not only captured 55% of the upside in rising equity markets, but very importantly, it has protected capital by only capturing 77% of the downside in falling equity markets. This is in line with the fund's objective to outperform the benchmark over time with less volatility.

SG: How do you handle the pressures that come with managing a successful equity fund?

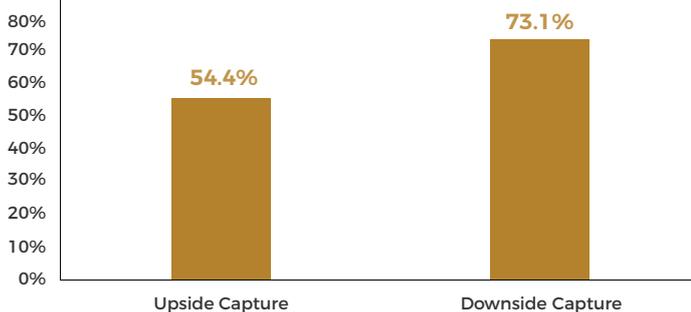
NN: Although the fund has performed well relative to peers, during periods of market uncertainty I do feel the pressure of navigating a difficult period. Staying focused and disciplined has helped me a great deal and enabled me to manage the Old Mutual Premium Equity Fund to being ranked number 1 in South Africa among actively managed equities over a 10-year period.

RETURN RELATIVE TO RISK SINCE INCEPTION - SEPTEMBER 2020





CUMULATIVE RETURNS SINCE INCEPTION



The South African asset management industry hasn't yet fully embraced the advantages that derivatives can bring relative to more traditional approaches to investing. Dispelling inaccurate perceptions about the fund is key to the attraction of more clients. The use of derivatives is often associated with risk, which has required us to take an educational approach when engaging clients on the strategy. ■

SHAPING A FUTURE THAT MATTERS

- SINENHLANHLA DLAMINI,
Client Director



Promoting diversity is an important component of transformation and directly influences the future that is worth investing in. As such, this business priority is top of mind at OMIG, both within teams and within the various occupational levels. Diversity and inclusion are particularly important in South Africa where the legacy of exclusion is still prevalent. To address this in the workplace, we are guided by the South African government through the Employment Equity Act 55 of 1998, including amendments and applicable regulations.

While progress remains inadequate with many organisations trying to diversify the workplace, the key to unlocking progress is an evidenced effort by direct influencers. This requires the business to view diversity differently – as an investment opportunity that drives value beyond the requirement of compliance.

We caught up with Sinenhlanhla Dlamini, Client Director, who has been at the cusp of the Forum's evolution, restructure and solidifying its role at OMIG.

Sanelisiwe Gantsho:

The newly elected EE Forum kicked off its work at the start of this year – where did you start?

SD: An important first step was to understand the role of the EE Forum as intended by the employment equity (EE) legislation and to align the Forum's activities with the requirements of the legislation.

We decided that if we are going to do this, then we should do it properly. In aligning ourselves closer to the legislation, we reviewed the Forum's Terms of Reference and found that the document needed refinement on some key employment equity principles, such as creating awareness of the EE Act, the elimination of unfair discrimination, and equal pay for equal work. We saw this as a critical first step, as the Terms of Reference are a foundational element of the Forum's work and we believe that a solid foundation enables an effective Forum.

We also recognised the opportunity for increased staff engagement, mitigating the common experience

... the key to unlocking progress is **an evidenced effort by direct influencers.**

of staff members only knowing that an EE Forum exists and not knowing how to engage with it. This led to the creation of a new engagement model where EE Forum members were given responsibility for specific business areas to ensure that we have full coverage across OMIG Holdings. The representatives solicit on-the-ground feedback from employees, which we see as very important because at the heart of it, diversity is about the employees of this business.

SG: How would you describe the role of the EE and Diversity Forum?

SD: Through various engagements it's become apparent to us that the role of the EE and Diversity Forum is not always clear to staff and we'd like to use platforms like this publication as an opportunity to educate and bring awareness. The EE and Diversity Forum's role is to consult with staff on employment

equity and diversity matters that affect them and, together with the principles outlined in the EE Act, use this to encourage the leadership of the business to implement equitable representation and fair treatment at all levels and categories of employment. An important aspect of this role is providing the business with feedback on the proposed targets in the Employment Equity Plan, which are revised every three years. It's important to note that OMIG's executive leadership has overall responsibility for employment equity and creating an environment that enables diversity. The EE Forum's role is to facilitate and promote diversity and inclusion by consulting with employees and management.

SG: How do you lead the inclusion narrative in a way that allows for the EE Forum to follow through on its objectives?

SD: Often, people think that matters of transformation, employment equity and diversity are an exclusion exercise. From the beginning of our term, we were very clear that this work is about inclusion, not exclusion. With inclusion as our point of departure, we'd like to see staff take a greater interest in meaningful conversations around diversity across all the available platforms in the business. We'd like to assist the business in creating a safe space for authentic dialogue around some of the difficult topics like unconscious bias. Regardless of whether one has experienced unfair discrimination or not, we can all find our place in the movement for change towards an inclusive society. And very importantly, we'd like to see the change – not just in the EE numbers, but in an inclusive culture

where employees are engaged and inspired to perform at their very best.

SG: Since taking on the position as Chairperson and consolidating the efforts made in previous years, what are the deliverables that stand out?

SD: We had only had one meeting as a Forum when OMIG implemented the work-from-home policy 10 days before the national lockdown, so our ability to be agile and continue with the work of the EE Forum throughout lockdown has been a big win.

As mentioned earlier, re-writing our Terms of Reference and implementing a new staff engagement model was a strong start for us. Foundational work is not immediately visible but in the long term it has a high impact.

In July, the Forum also provided formal written feedback on OMIG's EE Plan, which was also a combined effort by Forum members. The submission placed strong emphasis on the need to reach the EE targets that the business has set and the proactive retention of black and female employees, as well as those with disabilities. Another one of our key recommendations was the review of roles to ensure alignment of role sizes and output. This is key to retention, as it manages instances where staff members may be performing at a more senior level than their role sizes/titles imply, thus allowing staff to grow and progress within the business.

SG: The asset management industry still has a long way to go in shifting the dial on employment. What would you say are the most challenging tasks facing OMIG?

SD: Steering an active effort around

the retention of black and female talent with a crystallised plan is a major challenge. This is especially true for the investment teams, where transformation has been slow across the investment management industry. Black females in particular are underrepresented in investment teams and even those who get analyst opportunities rarely progress to become portfolio managers. We have plans to understand these issues at a deeper level, opening room for a more proactive strategy so that feedback is obtained earlier, rather than at the exit interview stage. We need to unearth reasons why retention is a challenge particularly in investment teams, and the role of unconscious bias in perpetuating this challenge.

SG: 2020 is the year of COVID-19 – a revealer and a catalyst to innovative thinking. How can these changes be used to tackle the subtleties of employment equity?

SD: One of the long-standing challenges to transformation of the investment management industry has been the Cape Town vs Johannesburg mobility challenge. OMIG has displayed exceptional preparation and leadership in the COVID-19 crisis with a fully equipped and functional team working from home well before the announcement of the national lockdown. There's an opportunity for businesses like ours to think about new models of working that can advance our employment equity ambitions. During this crisis, we also saw the #BlackLivesMatter movement come alive globally.

As the EE Forum, we have challenged ourselves to take the spirit of the #BlackLivesMatter movement and

ask ourselves how it can be incorporated into our context. Thankfully, this has been the response across the Old Mutual Group and we are aligned with advocating for awareness, dialogue and training on unconscious bias. Most importantly, we'd like to play our part in assisting the business to implement policies and procedures that have a positive, high impact on the diversity and inclusion culture that we seek to collectively build. ■

EMPLOYMENT EQUITY AND DIVERSITY FORUM MEMBERS



SINENHLANHLA (SNE) DLAMINI
Chairperson



MATHETHA BOPAPE
Co-deputy Chairperson



MARIAM EBRAHIM
Co-deputy Chairperson



ANGELIQUE MCGREGOR
(OMIG)



MEAGAN WOLHUTER
(OMIG)



VISHAL BHIKHA
(OMIG)



SHIVAAN HARRIS
(OMIG)



WELILE MAVUNDLA
(OMIG)



ARTHUR KARAS
(OMIG)



RUCHIR SEVERAJ
(OMIG)



BERNISHA LALA
(OMIG)



SELINA NALANE
(OMAI)



GREG COE
(OMAI)



CHANINE WILLIAMS
(OMAI)



HASHIM POHPLONKER
(OMSFIN)



TANUSHA ROUNCIVELL
(OMSFIN)

OMIG TACKLES TRANSFORMATION HEAD ON

- Robert Lewenson,
Head of ESG Engagement



At OMIG, our approach to active ownership and stewardship draws from the King IV Code on Corporate Governance (King IV), the governance provisions in the South African Companies Act 71 of 2008, the JSE Listing Requirements and the Code for Responsible Investing in South Africa (CRISA). Our approach also incorporates the definition of “active ownership” in the Guidance Notice 1 of 2019 (PFA) issued by the Financial Sector Conduct Authority, as well as international guidelines such as the United Nations Principles for Responsible Investment, and the International Corporate Governance Network (ICGN) Global Governance Principles (2017) and Global Stewardship Principles (2020).

Transformation followed through properly, allows for meaningful change **that can be driven in the economy and the societies we operate in.**

THE STRENGTH OF THE LISTED EQUITY STEWARDSHIP APPROACH IN TACKLING TRANSFORMATION

The UNPRI article “Active Ownership 2.0” sets the global scene and makes the case for a vision of an evolved standard in stewardship which explicitly and actively prioritises critical systemic goals and collective effort aimed at concrete outcomes, rather than processes and activities or narrow interests.

Responsibly using our size and influence at OMIG to drive change and consistent outcomes has been realised through managing approximately R300bn of our clients’ listed equity, as well as significant holdings as part of our listed equity service (LES) capability. We recognise and accept our role to significantly influence the transformation of the South African listed market and engage with our investee companies on the issue of transformation.

We see this not only as part of our investment duty to ensure value creation on behalf of our clients, but also the strengthening of social cohesion and corporate citizenship in the market. Our yearly letters to CEOs from our leadership team evidence a clear request of the CEOs of listed companies to engage wholeheartedly on the topic of transformation as part of their respective business strategies.

ANALYSIS BEYOND A SCORECARD

An extensive amount of work has been done analysing companies listed on the Johannesburg Stock Exchange (JSE). Having performed research analysis in determining the B-BBEE score of companies in the JSE Capped Shareholder Weighted Index in 2018 and 2020, we are able to assess which companies and sectors perform better or worse in terms of their transformation strategies.

We distinguish between sectors that have a high BEE risk (those



that are subjected to strict licensing requirements and/or issues pertaining to doing business with Government or strictly regulated businesses); and those sectors that have a lower but an increasing BEE risk (firms in these sectors don't have a direct licence to operate risk; nevertheless they are coming under increasing scrutiny both from labour unions and Government).

We then score the leaders and laggards per sector to formulate a deeper understanding of the factors on each company's scorecard where they perform well or poorly. We focus on engagement on matters of transformation and the evolution of the stewardship service by using the findings of research, leading

to focused engagement with the companies which are laggards in both high and low BEE risk sectors.

THE INVESTMENT RISK OF INADEQUATE PRACTICE

The investment risk of losing a licence to operate for poor transformation practices is a key concern, but we also see it as every company's responsibility to transform their supply chain and provide skills development to their workforce. The development of SMMEs is also an essential part of being a responsible corporate citizen – particularly so in light of the current economic situation in South Africa.

We favour companies proposing BEE deals holistically. Our primary aim is

to determine whether in fact they are broad based in their construction. There is mounting evidence that a company that transforms its human capital as a concerted strategy from its leadership down, may perform better financially, manage its risks more effectively and generate additional opportunities from having a variety of voices heard in decision-making

With this in mind, our engagement strategy with our investee companies would include not only the setting of internal targets linked to diversity and inclusion, but also to link these targets to executive remuneration and disclose progress towards these targets to the public. ■

TAKING TRANSFORMATION TO ALTERNATIVE INVESTMENTS

- Dean Alborough, Head of ESG at OMAI



Across the Old Mutual Alternative Investments (OMAI) portfolios, at an aggregate level, we track the overall representation of Historically Disadvantaged South Africans (HDSAs) in our investments, and the representation of female and male HDSAs in management. The overall representation of HDSAs across the jobs created by OMAI investments reaching 77% as at the end of 2019 is commendable progress, but there is further room for improvement. The 37% and 18% HDSA representation in management by male and female employees respectively is a key area where further strides of reducing inequalities are needed. This will continue to be a focus area for OMAI going forward. Alongside are specific examples in the Impact Investing and Infrastructure capabilities that highlight transformation progress.

The overall representation of HDSAs across the jobs created by OMAI investments reaching 77% as at the end of 2019 **is commendable progress, but there is further room for improvement.**

IMPACT INVESTING

Housing Impact Fund South Africa (HIFSA)

The fund manager has accomplished the following transformation goals to date:

- In 2019, HIFSA instituted a process of standardisation and formalisation in tracking the procurement spend across all projects. Procurement policies implemented require that preference be given to B-BBEE compliant suppliers.
- 61% of the Greenfields portfolio has 51% or more black ownership.
- As at June 2018, only 22% of HIFSA's rental managers were BEE rated. Currently, 100% are rated with 67% rated level 4 and above.
- 68% of the rental portfolio is managed by companies that are more than 51% black owned.
- Between 60% and 100% of capex spent on our developments is through level 4 B-BBEE and/or above 51% black-owned service providers.
- Greenfields portfolio black directors on investee company boards are at 30%.
- Rental portfolio black directors on investee company boards are at 41%.



Schools and Education Impact Investment Fund of South Africa (SEIFSA)

Transformation and empowerment have always been business imperatives in SEIFSA to achieve the two main objectives of producing commercial returns and improving access to quality school education within South Africa.

The primary measurement tool has been an in-house developed Transformation Scorecard for the investee entities. In June 2020, the fund manager proposed a new transformation framework which considers both the letter and the spirit of transformation. This framework is intended to be holistic and inclusive and aims to assist SEIFSA in achieving improved transformation outcomes.

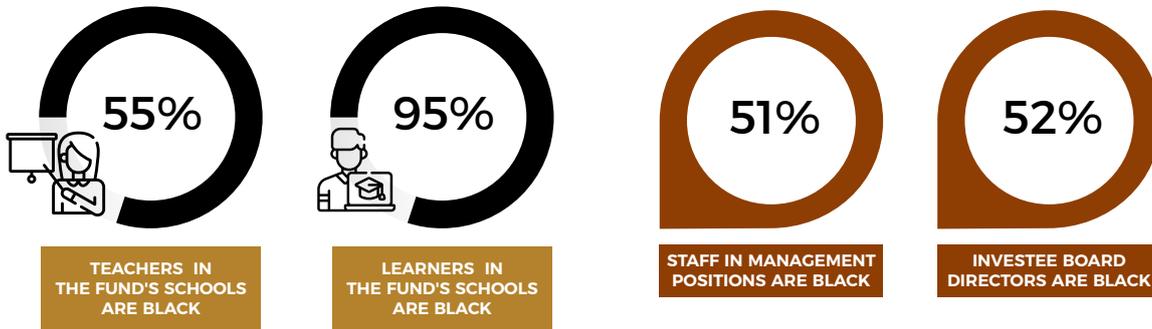
The fund manager has pursued the following measures where appropriate:

- Embedding specific transformation targets in the legal agreement of investments to facilitate positive transformation outcomes

Transformation and empowerment have always been business imperatives in SEIFSA ...

- Linking those targets to incentives, penalties or other actions that may in themselves be transformative and or financially beneficial to SEIFSA, e.g. bursaries to black learners
- Constructively exercising its influence through (for instance) its board representation in investee entities to facilitate positive transformation outcomes
- All new appointments within untransformed management teams to be from designated groups
- Tracking annual operational and procurement spend per deal to transformed entities, to be consolidated on a fund level
- Tracking and reporting appropriate transformation metrics.

Transformation status as at June 2020:



TRANSFORMING INFRASTRUCTURE AT AIIM

African Infrastructure Investment Managers (AIIM) oversees a portfolio of 26 utility-scale renewable energy assets forming part of South Africa’s Renewable Energy Independent Power Producer Procurement Programme (REIPPP). Each of these assets has made significant transformation commitments in their implementation agreements, in addition to their positive contribution to the provision of clean energy.

These assets report quarterly on their progress with regard to transformation on several fronts, including job creation specifically for HDSAs, value of local content spend, HDSA and community ownership, preferential procurement, as well as enterprise development (EnD) and socioeconomic development (SED) initiatives. In 2019 alone, AIIM assets provided over 5 000 HDSA jobs, spent over R600m on B-BBEE procurement and deployed R33.3m in enterprise development and R70.7m in socio-economic development programmes. Cumulatively since 2014, AIIM assets have deployed over R450m in programmes aimed to stimulate and support local businesses and provide much-needed socioeconomic support to previously disadvantaged communities.

In addition to the above, AIIM developed an innovative funding structure to address inequalities in the infrastructure sector in South Africa and specifically in projects of strategic interest. The funding structure facilitates black ownership of assets at portfolio company level, but also the establishment of black-owned contractors to undertake major works of infrastructure to build black-owned businesses in the renewable energy sector. ■



AIIM ASSETS PROVIDED OVER 5 000 HDSA JOBS, SPENT OVER R600M ON B-BBEE PROCUREMENT AND DEPLOYED R33.3M IN EN D AND R70.7M IN SED PROGRAMMES.

IMPACT INVESTING THROUGH HOUSING FOR SUSTAINABLE CHANGE IN SOUTH AFRICA

- Tebogo Mokgata,
Head of Projects - Impact Investing



There is a sizeable investment opportunity for affordable housing, especially in emerging markets like South Africa where there is a growing but underserved component of lower to middle-income households. The housing shortage in South Africa is estimated to be 2.3 million housing units. This is largely due to the historic shortage brought about by apartheid planning policies and the high rate of urbanisation as seen in many developing countries.

The McKinsey Global Institute estimates that globally, investments of between US\$9trn and US\$17trn are required by 2025 to replace existing substandard housing stock and for the acquisition of land to develop additional stock. Governments, DFIs and private investors are involved in expanding credit and product access to lower income households. In addition, the private sector's

participation in impact investments is an effort to create and provide innovative development finance solutions to unlock private capital for social and environmental purposes, as well as achieving market-related returns for investors. Some of the innovation that has emerged includes the issuance of green bonds, which are instruments used to stimulate interest in socially themed fixed income investments, including affordable housing and other environmentally suitable developments.

Through impact investments, private capital is allocated towards social infrastructure such as housing and it supplements governments' delivery for lower- to middle-income households. Governments in both developed and emerging markets are

... to stimulate interest in socially themed fixed income investments, **including affordable housing and other environmentally suitable developments.**

putting in place policies that support the objectives of impact investing and assist in achieving sustainable development goals (SDG). They are increasingly prioritising energy and location-efficient projects that focus on environmental quality and the environmental footprint of housing developments.



THE INVESTMENT YIELDS
6 000 BEDS IN 18 BUILDINGS,
 WHERE THE LARGEST FACILITY
HAS 1 142 BEDS.

ALTERNATIVE INVESTMENT HOUSING CASE STUDIES

OMAI's Housing Impact Fund South Africa (HIFSA) is a co-investment between Old Mutual Life Assurance Company South Africa, the Government Employees Pension Fund (managed by the Public Investment Corporation), the Development Bank of Southern Africa and the Eskom Pension and Provident Fund. HIFSA's mandate is to invest in affordable housing stock while achieving market-related, risk-adjusted returns for investors.

STUDENT ACCOMMODATION WITH SOUTH POINT

HIFSA has an investment in one of South Africa's largest student housing operators. HIFSA is invested in 50% of South Point's student housing portfolio. The investment is aligned to the objectives of the fund to provide quality affordable student accommodation that is conducive to learning and similar to those found on university campuses. The investment yields 6 000 beds in 18 buildings, where the largest facility has 1 142 beds. Real estate investments in student towns such as Braamfontein have been a catalyst for urban regeneration drawing in other new investors into the area, notably improving the appearance and safety elements.

INNOVATIVE HOUSING WITH URBIKA

Urbika Lifestyle Estate is located in Parkdene, Boksburg in Gauteng, South Africa. It is a modern, eco-friendly, affordable middle-income residential housing development. The development is enrolled for EDGE (Excellence in Design for Greater Efficiencies) certification as the development attains 20% savings on water consumption, 20% on energy consumption and 20% on embodied energy used in building materials above the national building standard. Urbika Lifestyle Estate consists of 325 affordable rental apartment units and 259 affordable to middle-income housing units. The development also has an affordable private school that services the Urbika community and its surrounds.



Through the design interventions, the environmental quality of the development is conducive to communal living because of the design of the common spaces. It is a lively community. The development also uses grey water for irrigation, has indigenous plants, has solar panels that generate electricity and uses technology to manage utilities and ensure efficiency.

SAVANNA CITY DEVELOPMENT

Savanna City is a housing development in the south of Gauteng which is positioned to deliver approximately 18 000 affordable housing opportunities. The development has been done in partnership with the Gauteng Department

of Human Settlement, who has provided a partial bulk infrastructure subsidy. Of the 18 000 affordable housing opportunities 6 200 will be fully subsidised housing (FSH) units for government beneficiaries and the remaining 11 800 are affordable bonded housing units, some of which qualify for the Finance Linked Individual Subsidy Programme (FLISP). The development promotes the concept of inclusive and integrated housing. The masterplan accommodates private and government schools, retail centres, community centres such as libraries and clinics, as well as public open spaces. Savanna City is a prime example of private investors working together with Government to supply housing to address the national shortage. ■



GREEN HANDS – THE HEART OF CORPORATE SOCIAL INVESTMENT

- Zulfa Abdurahman, Chief Risk Officer

A circular graphic with a green border and a black center, surrounded by hands holding it. The text inside the circle reads:

Our approach to corporate social investment (CSI) is to focus on a very strong employee volunteerism culture. Rather than waiting on the world to change, we facilitate opportunities for our people to lend their resources – be it their time, money or their skills and expertise – to help improve the lives of the communities around us that need a helping hand most. We also partner with capable organisations and programmes to make a real and sustainable difference.

At Old Mutual Investment Group (OMIG), we invest for a future that matters. For our clients, our focus is on delivering market-beating and risk-adjusted returns, being responsible stewards of the assets we manage and benefiting the communities we serve. For our communities, we strive to identify their needs and lend a hand by contributing in many different sectors, such as education, community upliftment, skills development and sport.

Established in 1998, the Old Mutual Investment Group Green Hands Trust is responsible for coordinating the social development investments within the Old Mutual Investments cluster.

Our aim is to entrench corporate social responsibility into the Old Mutual Investments culture. Being socially responsible is everyone's responsibility and we strive to promote this culture and to positively impact the many communities that are in desperate need of our helping hands.

PURPOSE THAT GOES BEYOND BUSINESS

Green Hands is more than just a hand-out and a smile; it is about staff rolling up their sleeves and working together with the communities, establishing effective partnerships and fostering self-sustainability among recipients. Green Hands is charged with taking central responsibility for the social development investments and initiatives within OMIG and is tasked with managing the funding of initiatives and worthy projects.

Our aim is to be a force for good in society and to entrench corporate social responsibility into our culture.



We do so by encouraging employees to propose CSI initiatives that are close to their hearts for us to fund. Once approved, the employee manages the delivery of the need directly with the sponsored initiative. In that way, our employees give their time to a cause that is dear to them, while we provide the funding to initiatives that will deliver a sustainable, long-lasting impact.

THE SELECTION PROCESS

Before deciding which projects to support, Green Hands engages in a thorough evaluation, which includes site visits (where applicable). The New Requests Committee (NRC) carefully sifts through all requests and evaluates them based on specific criteria such as the community they operate in, reference checks and the institution's registration details. Depending on the amount of funding

required, the NRC submits large funding requests to the Green Hands Board of Trustees, who then makes the final decision. Only Old Mutual Investment Cluster staff members are allowed to coordinate projects and it is essential that they take responsibility for the submission and management of these projects.

Through Green Hands, a registered trust and public benefit organisation, we contributed to 13 projects in 2019, benefiting 1 364 recipients and deploying a total of R1.4m.

The old adage of "teaching someone to fish rather than handing them the fish" rings true to the Green Hands philosophy. Green Hands is committed to building thriving communities, improving people's lives, and supporting the long-term success of our business.



PASSION IN ACTION

GREEN HANDS PROJECTS



MEDIA CENTRE - MONDALE HIGH SCHOOL

One of our standout staff-led initiatives was the official opening of the media and resources centre at Mondale High School in Mitchell's Plain. Naomi Samaai, an employee within the portfolio implementation team, approached Green Hands with a request to fund the set-up of this media centre. We deemed this a worthy initiative to support, having identified a substantial need for these high school students to have a safe space to do their homework and access computers and the internet for learning. Naomi worked with the school to identify service providers while we provided the funding. The vision of the school is to open the media centre to the community for night school, making it a force for good for many generations to come.



HELP2READ ON MANDELA DAY

Illiteracy in South Africa is at crisis level. Statistics show that 78% of grade four learners are not able to read at grade level in South Africa. Regular one-on-one reading with learners is the most effective way to combat this.

That's why we decided to get involved with Help2Read on Mandela Day. Volunteers across the Old Mutual Investments cluster visited Thornton Primary School to spend their 67 minutes reading to learners. In partnership with Help2Read, the volunteers interacted with learners and promoted the importance of reading. Green Hands also sponsored educational resources to the school. It was a fun and rewarding way for staff to spend their 67 minutes. ■



**RALLY TO READ:
GIVING HOPE TO RURAL
SCHOOLS**

Employees spent a weekend with Rally to Read giving hope to twelve different schools in the Breede River Valley, a far-flung rural area where education budgets almost never reach. The staff arrived at the crack of dawn and were immediately struck by the conditions in which these schools have to function. The staff took in the surroundings – small and tattered classrooms accommodating two grades per class, children with foetal alcohol syndrome and broken shoes having to walk over an hour every day to school. Straightaway, it became very clear that firstly, the teachers that show up day in and day out truly are

the unsung heroes, and secondly, to overcome poverty, unemployment and inequality, the Rally to Read’s single goal of improving literacy at grassroots level is not only admirable but necessary. Through Green Hands’ funding, staff delivered books, teaching aids, science kits, sports equipment and educational toys to the value of R145 000 to these rural schools ■



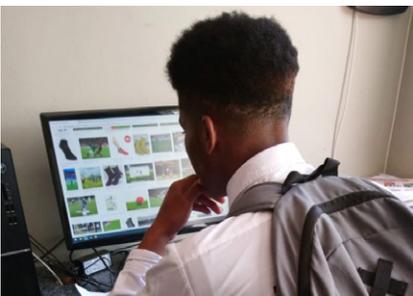
**STREET STORE: POP-UP
CHARITY FOR THE
HOMELESS**

In the spirit of Human Rights Day, Green Hands partnered with the Haven Night Shelter and hosted our very own pop-up street store where the homeless had an opportunity to shop for clothing for free! The street store concept was founded in 2014 right here in Cape Town, as “the world’s first rent-free, premises-free, pop-up clothing store for the homeless”, found entirely on the street and stocked by donations. Staff donated their gently worn clothing towards this cause and gave time on the day to host it. It was highly successful and rewarding. ■



STARS OF TOMORROW: EMPOWERING OUR CHILDREN WITH DIGITAL SKILLS AND HOMEWORK SUPPORT

The Stars of Tomorrow Computer Centre, situated at the Makhaza Library in Khayelitsha, was established in 2011. It was initiated to empower the previously disadvantaged with technology skills as well as providing computer services to the community. It offers computer training to adults in the mornings. During the afternoons, it runs a school programme for learners from Grade R to Grade 12. This programme includes help with their homework and computer lessons in preparation for school. Green Hands sponsored R46 953 towards computers to support the centre in teaching more students on a daily basis. ■



THE BLANKET DRIVE

In the heart of winter, a little warmth was spread when staff members raised money towards the purchase of blankets to donate to those most in need in South Africa. Green Hands matched the staff donations and in 2019 we raised R163 878. Some of the organisations that benefited include IRIS House, a children's hospice which provides respite, overnight and end-of-life care for special needs children with health challenges and/or life limiting conditions, and Rescue Among Many (RAM), which provides support to children and elderly in the rural areas of the Western Cape. ■

INHLAKANIPHO EDUCATION AND DEVELOPMENT TRUST: ENABLING THE FUTURE GENERATION

The vision of Inhlakanipho Education and Development Trust (IEDT) is to see new generations of South

African leaders rise up to lead the country into its glorious full potential. Together with IEDT, Green Hands selects the most promising learners with high leadership potential and provides funding for high quality schooling, primarily at the secondary level, together with a mentorship programme and leadership development camps. Green Hands funds the education of five disadvantaged learners and in 2019, R383 710 was spent on school fees, uniforms, mentorship and other associated costs. Furthermore, we are supporting six students this year, having paid R443 710 in 2019 and an additional R466 010 this year for 2021. ■

BRIDGING THE DIGITAL DIVIDE AT DURBANVILLE CHILDREN'S HOME

Durbanville Children's Home was initiated by two Sunday school teachers in 1883 and moved to Durbanville in 1919. As a registered institution of care, it looks after 144 vulnerable children between the ages of two and 18 years placed by court orders. Their ultimate goal is to restore traumatised children to healthy family relationships.

Green Hands donated R136 102 towards the purchase of computers for this home. The children were in awe and couldn't wait to start enhancing their digital skills. ■

SUBZ PANTS AND PADS KEEP GIRLS IN SCHOOLS

Teenage girls living in poverty can lose up to five days of schooling due to a lack of access to sanitary wear

and adequate sanitation facilities. This is equivalent to one week of schooling every month putting them at a financial and an educational disadvantage compared to boys and setting them up for a lifetime of disempowerment. Keeping girls in school is important to their health and development – not only for the girls but for their communities too.

To this end, and in honour of Women's Month, Green Hands partnered with Old Mutual Investment Group and donated R25 000 towards sanitary pads for female learners at Mount View Senior Secondary School and Crystal Senior Secondary School in Hanover Park, Cape Town. ■

IQRA ACADEMY

IQRA Academy was established 21 years ago, where the school predominantly draws its learners from the extensions of Belhar, Elsies River, Delft, Ravensmead and Bluedowns. They undertook to address the mammoth task of providing an ethical-based and a qualitative education programme to disadvantaged learners, with the emphasis on character refinement and the development of positive mindsets and leadership, where emotional intelligence and spiritual growth are of paramount importance. The school, however, needs to meet the challenges to provide sufficient resources and the necessary infrastructure that will guarantee high standards of education, training and personal development to serve the community effectively and efficiently.

In support of the school's plight, Green Hands sponsored R262 608

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towards the development of a full resource centre. This will enable the learners and community to close the technology gap as required for future studies. ■

FEEDING SCHEME

The COVID-19 pandemic has disrupted all our lives and more so the lives of vulnerable people in our communities. As a consequence of this pandemic, many thousands of children in our country have lost the one school meal they depend on.

Elnor Primary School, in the poverty-stricken Elsies River area, opened its doors to feed needy children and was in desperate need of donations to fund the feeding. We felt a heartfelt need to assist those who are far less privileged than us and, together with our employees, raised R213 000 towards feeding projects. With this financial support, Elnor Primary School undertook to expand and resource its kitchen in order to feed even more needy children.

It makes us proud to be part of an organisation of people who freely offer generosity in times of need. ■

FOR MORE INFORMATION

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