

Stakeholder engagement

Our engagements with stakeholders help us to improve our role as a responsible corporate citizen in contributing to the resolution of broader socio-economic issues that face our country.

World Economic Forum

The World Economic Forum (WEF) took place on 23 – 26 January 2018, which was attended by our former MMI Deputy CEO, Mary Vilakazi, who conducted interviews from Davos. MMI's attendance at the event was preceded by an opinion piece on the WEF theme of creating a shared future in a fractured world that was published in full in Business Day. Further coverage included the Midday report on 702 and Cape Talk, CNBC Africa and BizNews.

The Forum is a platform for engaging on global issues with MMI's international counterparts, regulatory bodies and other stakeholders. It also serves to facilitate foreign direct investment into South Africa, with team South Africa engaging with international investors on why the country should be considered as an investment destination.

The Directors Event

MMI continues to be the headline sponsor of The Directors Event, which is pegged as South Africa's biggest board meeting. The event provides a platform where the crucial issues facing South Africa can be tackled by leaders across all sectors in our society. In the years since its inception, The Directors Event has provided incisive views on the path our country is taking, and these discussions are becoming more pertinent given the challenging operating environment facing South Africa.

Following the change in government leadership and the State of Nation Address in February 2018, the focus of the event this year was answering the call by President Cyril Ramaphosa to the #SendMe campaign. The theme centred on the notion that MMI and likeminded partners can be counted on to play our part in fixing South Africa's challenges. Technology to promote inclusive growth, youth employment and entrepreneurship, and South African politics and the economy were the three key areas of discussion at this year's event.

As part of this commitment, MMI and the Sunday Times contributed to the Youth Employment Service (YES) initiative that aims to create one million jobs for the youth by 2020.

The event was attended by over 300 delegates in senior positions in their organisations. Although tickets are available on sale to members of the public, MMI also

invites its clients, regulators, policy makers, civil society, labour representatives and other stakeholders. It allows us to interact with these stakeholders on issues that have an impact on business, service delivery and society, thereby contributing to charting a sustainable and inclusive future for South Africa.

Participation and involvement in industry bodies

Collaborating with industry and regulatory bodies is an important component of managing stakeholder relations, and helps ensure that MMI keeps abreast of developments that impact our business and sector.

In making proposals to improve the financial system with legislators, we believe it prudent to do so through relevant industry associations to ensure that industry-wide proposals are developed with diverse input, rather than proposals with narrow interests. We believe in open, honest and proactive engagements with our regulators.

Examples of our interactions include:

- *The Association for Savings and Investment South Africa (ASISA)*
ASISA covers a broad range of financial services across many aspects of our South African business. We are therefore an active participant at various levels, including participation by MMI's CEO on the Board, Board Committees with MMI's executives, and the various standing and working committees with representation by technical experts within MMI.
- *The South African Insurance Association (SAIA)*
Guardrisk and Momentum Short-term Insurance are both active members of the association for short-term insurers. Guardrisk's CEO is a Board and Executive Committee member, and employees from both businesses are members of various technical subcommittees and working groups. The SAIA is an important stakeholder in the South African economy and plays a vital role in supporting the sustainability of the local economy.
- *Board of Healthcare Funders of Southern Africa*
Metropolitan Health has been a member of the Board of Healthcare Funders of Southern Africa (BHF) for many years. Metropolitan Health's CEO, Dr Ali Hamdulay, is the current non-executive Chairman of the BHF Board of Directors. As a medical aid administrator, we play a critical role in contributing to and lobbying various industry bodies and stakeholders to advance the medical industry. We provide technical expertise to investigate industry issues related to benefit and risk management to ensure a sustainable and viable private healthcare funding industry.

- *Council for Medical Schemes*
MMI contributed to the Prescribed Minimum Benefit (PMB) review process to highlight current challenges with the existing PMB framework. Among other recommendations, we proposed that a representative advisory body be constituted to coordinate the input of key workstreams. MMI also participates in the task team mandated to review the PMB Code of Conduct.
- *Other professional bodies*
Many of our senior employees (including actuaries, accountants, lawyers and doctors) are active participants within their respective professional bodies looking to advance learnings and practice in their areas of expertise.

Stakeholder model review

The stakeholder engagement operating model and strategy will be reviewed over the coming year due to changes in MMI's organisational structure. This will ensure that stakeholder engagement remains responsive to business needs.

Additional information

For further details on how we engaged with our stakeholders and their concerns, refer to the MMI website www.mmiholdings.com.