

Bafana Vilakazi from Township Fleva, a fashion and design studio in Orange Farm.

Some of the students on our programme, which aims to make a positive measurable difference to youth unemployment among 16 to 25-year-olds, have fashion and design training at the studio.

Training had to stop during the Covid-19 lockdown so instead we contracted the studio, which provides designs for a South African retailer, to make 3 000 masks for Momentum.



SOCIAL AND RELATIONSHIP CAPITAL |





It is pleasing to see how well the governance structures we have in place to support transformation and our role as a responsible corporate citizen are delivering on our commitments in these areas. It is their rapid, effective and innovative response to the need to protect our socio-economic development efforts and the vulnerable in society from the impact of the Covid-19 pandemic that I would particularly like to recognise.

While major challenges lie ahead for all of us, I believe that Momentum Metropolitan's governance structures and its ethical approach will ensure it stays true to its values and continues to deliver on its social and transformation commitments.

Khehla Shubane
Chair of the Social, Ethics and Transformation Committee

Our approach to growing our stock of social and relationship capital and creating value through the outcomes we achieve with it has never been more important than it is currently.

IN SUPPORT OF THE UN SDGS

Globally, progress with a number of the UN SDGs has been severely impacted by the Covid-19 pandemic. We are pleased that we have been able to contribute to their achievement through our investment in the transformation of society and by meeting our commitments as a responsible corporate citizen.

Focus areas in 2020:



Transformation

- Making a positive measurable difference to youth unemployment among of those aged between 16 to 25
- Equal opportunity
- Empowerment finance
- Enterprise and supplier development
- Financial inclusion
- Preferential procurement

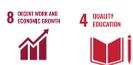
Our role as a responsible corporate citizen

- Responsible investing
- Our approach to climate change as a signatory to the Just Transition Global Investor Statement
- Support of the UN SDGs
- Promoting well-being for all
- Treating customers fairly and improving financial literacy through consumer education

TRANSFORMATION

Through our transformation strategy we are committed to move beyond compliance

Our status as a Level 1 B-BBEE contributor, in terms of the Broad-Based Black Economic Empowerment Act of 2003, as amended by Act 46 of 2013, and our participation in the Financial Sector Charter (FSC), reflects our commitment to actively contribute to a transformed, vibrant and globally competitive financial sector in South Africa and move beyond compliance.



Making a positive measurable difference to youth unemployment among 16 to 25 year olds statistics

In F2020

629 young people trained

750 young people placed in jobs

GOVERNANCE OF OUR SOCIAL INVESTMENT

The Momentum Metropolitan Foundation (MMF) is an independent not-for-profit company with its own board of directors whose roles and responsibilities are set out in its Memorandum of Incorporation. Half its board members are independent non-executive directors, chosen for their skills and experience in the area of corporate social investment (CSI) and the balance are drawn from the Momentum Metropolitan management team. Our CSI team is mandated by the MMF to deliver on its aggressive, proactive and creative youth employment strategy, which is aligned with Chapter Three of the South African National Development Plan (NDP) and UN SDG 4.4: By 2030 substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship; and SDG 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training. The CSI team reports into the MMF on its progress at least every quarter, and more frequently if required.

OUR CSI FOCUS

The aim of our programme is to equip the most vulnerable 16 to 25 year-old segment of society to:

- access, maintain and further develop their income-earning opportunities
- develop future talent for both the financial and other sectors of the economy.

To achieve this our focus has been on:

- balancing projects that enable young people to take their place in the digital economy with vocational skills training that provides quick access to jobs and income for vulnerable young people and their families
- training initiatives that address the needs of local industry and entrepreneurship programmes that fill gaps in the market
- enabling these young people to sustain their socio-economic gains by providing them with financial literacy and money management training
- fostering social innovation.

Before the Covid-19 pandemic hit South Africa in March 2020 we had equipped 629 young people with skills that will provide them with access to an income and jobs. In F2020 our programme helped 750 young people find employment, 40% of whom were female, and in F2019, 1503 young people were trained and 927 found employment.

During the year under review our programme underwent an independent evaluation. One way we can assess the effectiveness of the programme is the rate at which we place young people in employment. The team is using feedback from the evaluation to help them improve their placement rate, which is not yet on target.

And then Covid-19 hit

When schools and early childhood development (ECD) centres were closed for Covid-19 many children and young people risked hunger and malnutrition. Many of our not-for-profit partners could not deliver their services and needed to find a way to survive during lockdown.

Our CSI team rapidly assessed conditions on the ground, consulting with our partners, not-for-profit organisations from our employee volunteer network and relief

organisations such as UNICEF and the SA Red Cross. The three-month programme the team proposed:

- addressing Covid-19 awareness and education to help protect people's health and support government's efforts to reduce the infection rate. We also worked with Gift of the Givers to provide Covid-19 testing facilities
- providing support in areas of increased vulnerability:
 - o Nutrition and food security
 - o Healthcare and physical safety
 - o Social support and motivation.

The response to the Covid-19 pandemic would be driven by our existing partners who found ways to adapt to a new set of circumstances.

It was also critical that our students could continue learning and complete their courses, which required an investment on our part in data for our students to use so they could access training sessions online.

The team got an immediate go ahead from the MMF and rapidly put their additional budget for Covid-19 relief to work. The Group donated R5.2 million to providing Covid-19 relief, which included R4.7 million in funding and the balance in kind.

Our efforts to ensure young people were not excluded during lockdown included taking the Motheo Financial Dialogues programme which we deliver to technical and vocational education and training Colleges online, which was a substantial undertaking.

One of our CSI-supported organisations, Rhiza Babuyile, demonstrated its skills as a social entrepreneur. It pivoted from being a developmental hub to a quick-reaction relief organisation addressing the needs of their immediate community by tapping into the additional funding we made available through our Covid-19 relief fund. Before the Covid-19 pandemic prevented Rhiza Babuyile from performing its usual role it was also part of our efforts to equip people to earn a decent wage. It provided teachers at ECD centres with training that gave them an officially recognised qualification. The qualification also has the advantage of ensuring that

the children in these ECDs receive a better education. Hopefully, Rhiza Babuyile will soon be returning to its very important developmental work.

Finding new ways to succeed

We are determined to continue with our strategic objective of making a positive measurable difference to youth unemployment among 16 to 25 year-olds, which has never been more critical. In the current environment we need to find new ways of achieving our goal. The MMF board decided that to be more successful in reducing unemployment we needed to broaden the focus of our programme to include supporting job creators in addition to enabling job placement. We are also taking a broader view of the support we can provide looking beyond monetary support.

Increasingly, we are seeing the value in smaller, consistent, long-term support rather than large once-off donations and looking at how we can use our resources to drive sustainable change. Support can include cash, goods, products and services, and employee volunteering. In South Africa our CSI teams need to be innovative and explore different models as the deteriorating economy means less CSI spend will be available as company profits fall.

We currently have unused business resources while most of our employees are working from home. While the schools were closed and many learners had no access to study materials Momentum Metropolitan used these resources to print Grade 12 resource materials, which were then distributed in the North West, Mpumalanga, Limpopo and Gauteng provinces of South Africa. We continue to explore innovative ways of using our resources to support those in need. Other options include virtual mentorship from learning and development teams and developing new ways of fundraising using digital platforms

Fostering social entrepreneurship is another area that we are looking at. For example, we have paid the Phakamani Young Minds Academy, a youth



organisation that provides academic assistance, support and mentorship to learners, to source other non-profit organisations in need for a youth webinar.

During lockdown our ICT programmes rapidly adapted to continuing their work online. We also found that job security was greatest for students from these programmes. We find that our partners are helping each other find ways to survive and thrive in a very changed environment by sharing skills and experience and helping each other digitise as quickly as possible. Our other partners are also busy with the accreditation of their online courses. We are relooking our vocational training programmes to include a greater variety of lower level IT skills that learners can quickly use to earn an income, such as building simple websites.

Developing the skills of the previously disadvantaged

Our investment during the year under review of **R176 million** in the training and development of our black employees across the full spectrum of skills, with special emphasis on increasing the participation of black people in skilled, strategic and operational leadership, supports the achievement of SDG 4.3, which is to ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education including university (see page 92 of human capital for information). In addition to the MMF's programme aimed at making a positive measurable difference to youth unemployment among 16 to 25-year-olds, we also provide internships for the unemployed, and apprenticeships and learnerships for young black people. In the year under review 807 black people participated in internships, apprenticeships and learnerships at Momentum Metropolitan, of whom 656 were Africans and 334 were unemployed. Following their period of study, 74 of these young people were employed in the Group.





EMPOWERMENT FINANCING

By 2030 upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Through our empowerment financing we are contributing to the development of reliable and resilient infrastructure, supporting economic development and human well-being with a focus on affordable and equitable access for all. All of which contribute to the achievement of SDG 9.1.

Our empowerment financing includes:

- targeted investments in education, energy, infrastructure, agricultural development and affordable housing
- BEE transaction/black business growth funding that includes the provision of transformation acquisition finance, joint venture investments and funding of the black industrialist programme.

Our cumulative investment of R40.8 billion contributed to the empowerment finance component of our performance in terms of the FSC B-BBEE codes. The areas we invested in during F2020 included telecommunications infrastructure, transport infrastructure, municipalities, renewable energy infrastructure (see page 126 of natural capital), affordable housing, education (the Momentum Student Accommodation Impact Fund), parastatals and government funding in the form of government bonds.

- Our investments in the telecommunication industry indirectly enabled connectivity to 43.1 million subscribers and over 300 schools
- Our funding of Gauteng’s three major metros indirectly enabled service delivery to 3.7 million households
- Our funding facilitates the movement of essential goods and people between the Gauteng and KwaZulu-Natal provinces



ENTERPRISE AND SUPPLIER DEVELOPMENT

> R70 million
spent on ESD initiatives

> 732
SMEs developed

By creating opportunities for greater inclusivity in business supply chains and enhancing economic empowerment in South Africa, we contribute to businesses and people achieving their financial goals and life aspirations and deliver on our purpose. We also contribute to the achievement of SDG 8.3 by encouraging the formalisation and growth of SMEs.

We established the Momentum Metropolitan Enterprise Supplier Development (ESD) Trust in 2015 with the aim of improving the ability of qualifying entrepreneurs to access markets and funding and to develop their businesses for growth. The key elements of the Trust’s strategy include:

- an enabling platform
- business development
- improving the ability of entrepreneurs to gain access to markets and funding
- assisting with the transformation of the untransformed
- sustainability (beyond survival).

We partner with specialists in entrepreneurial development to deliver our programmes. One of our partner companies is not only a 100% black women-owned company but all of its owners are young black women. They provided our enterprise development programme for cleaning and security services. The five black women-owned companies and one black-owned company that completed the programme during F2020 have since onboarded 40 new clients and created 273 permanent jobs.

Developing future skills

The same partners will be assisting us with a programme to upskill and develop black-owned IT small and medium enterprises (SMEs). Following a rigorous process, six SMEs have been selected to participate in the programme. The start of the 12-month programme, which was originally intended to be a face-to-face programme, was delayed by the need to review and redesign the programme so it could be delivered using a digital platform. The programme is designed to help the participating SMEs grow their businesses into sustainable medium to high maturity IT businesses, equipped with technical skills sought after in the marketplace, such as cloud consulting and cyber security services. These are both services that Momentum Metropolitan needs.

Despite the impact of Covid-19 on these businesses they have remained committed to their participation in the programme. While some of them reported that work had been put on hold and that they were having difficulty securing new business, many have benefitted from what has become a theme in this report, which is the increased demand for technology brought on by the need to enable employees working from home and the need to remain engaged with clients during lockdown (see the intellectual capital section of the report on page 83).

We are also partnering with the Association for Savings and Investment in South Africa (ASISA) on the development and delivery of two groundbreaking broker development programmes focused on practice management and intermediary behavioural financial coaching in which we are investing R11 million, of which R9.3 million was paid in F2020. Momentum Metropolitan is also investing R50 million (over a seven-year period) in the ASISA ESD fund with the aim of contributing to the development of black SMEs in the financial services sector. The ASISA ESD fund has made good progress with delivering on its mandate. There has been a 29% increase in the average revenue of the 732 SMEs it has developed through 75 500 hours of support.

Tracking sustainability

We track the progress of our ESD beneficiaries, monitoring key developments every six months, providing support where required, assessing the implementation of their goals and how they have integrated key learnings into the day-to-day operation of their businesses. It has been pleasing to see the good progress they have made by applying what they have learnt.

FINANCIAL INCLUSION



Financial inclusion is a key element of transformation, whether it is through the substantial empowerment financing of black economic empowerment transactions or black business growth (see page 91 of human capital on our proposed employee share ownership scheme, which will empower our employees through the opportunity to participate as shareholders in our business). Guardrisk's insurtech partnership gives customers of retail stores access to innovative, niche insurance products through digital distribution channels. Our aYo mobile insurance joint venture with

MTN offers flexible payment and cover options to eight million lower-income segment mobile phone users that are MTN customers in Ghana, Uganda and Zambia; our Heath4me low-cost health insurance product in South Africa on the Metropolitan digital GetUp offering, offers young people assistance with stability and growing their finances.

PREFERENTIAL PROCUREMENT

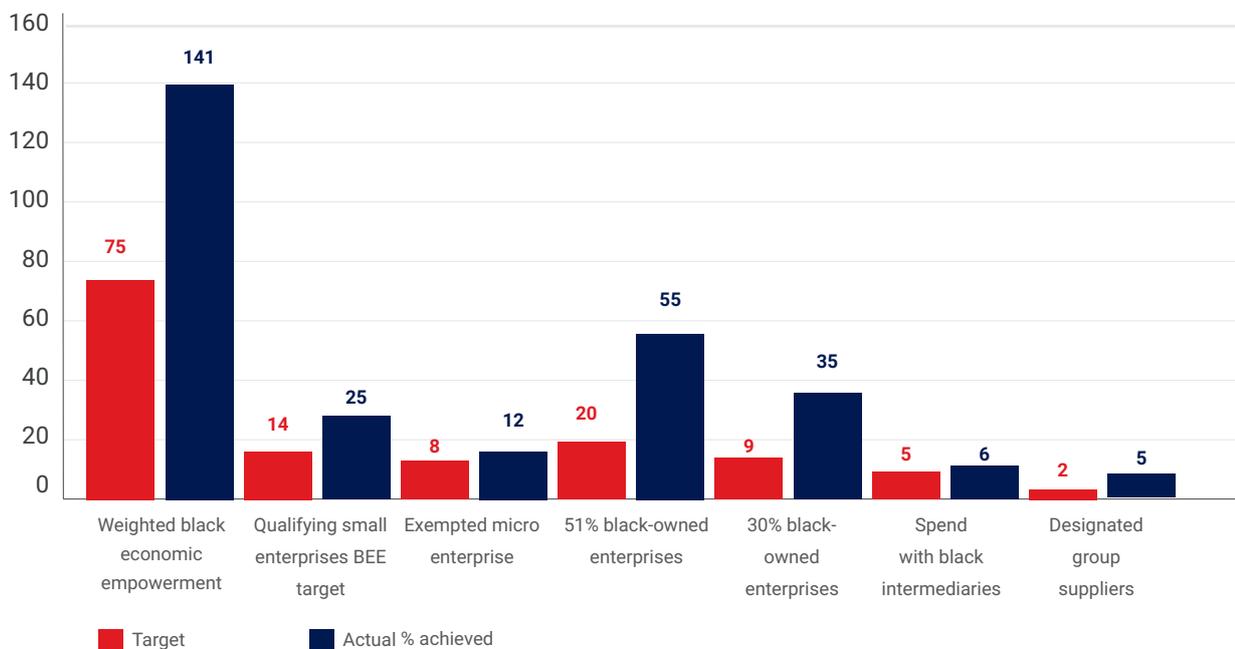
In the year under review our Group-wide procurement from black-owned businesses and businesses empowered in terms of the broad-based principles of the B-BBEE Codes of Good Practice achieved and exceeded our targets for all the elements of the FSC scorecard. To ensure our suppliers meet the sustainability requirements included in our supply chain, we are including additional questions in our request for proposal process and points will be allocated for the environmental, social and governance portion of the tender. The weighting of these questions is being determined by cross-functional teams.

Assisting our suppliers during lockdown

During the Covid-19 lockdown we sent an electronic questionnaire to our suppliers to determine the extent of its impact on their businesses. This information was used to assess the extent to which our suppliers needed assistance.

We evaluated each case on its merits and assisted our suppliers who were struggling with their cash flow by paying them immediately. We will send out a further questionnaire to ascertain the lag effects of the Covid-19 lockdown and, where necessary, look at initiatives to assist our small suppliers.

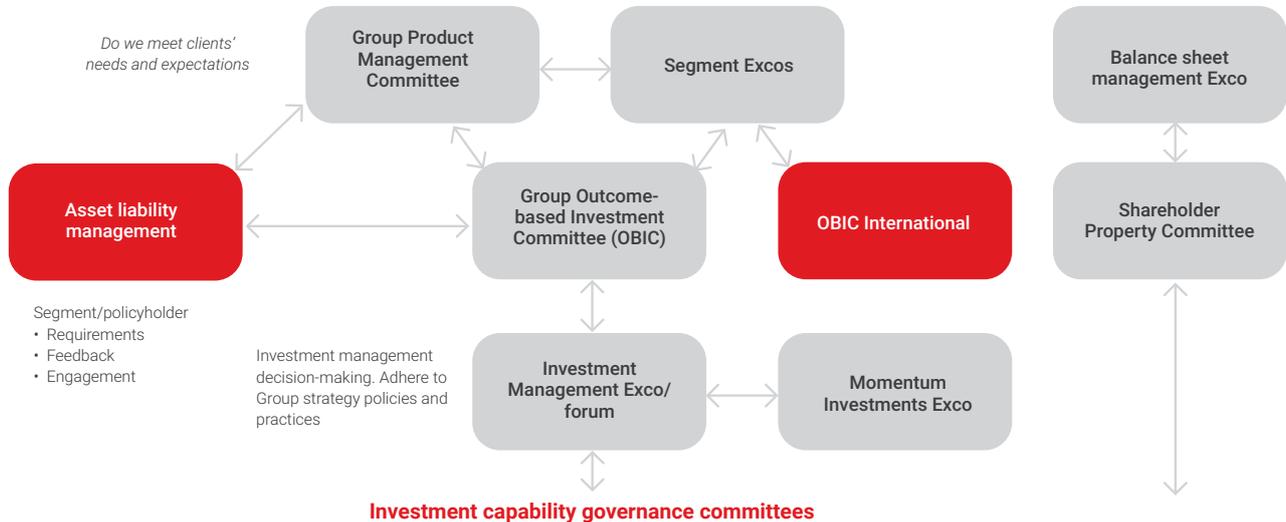
Procurement performance against targets (%)



OUR ROLE AS A RESPONSIBLE CORPORATE CITIZEN

Responsible investing

Management Committee Governance of Investments



- Portfolio Solutions Investment Committee
- Responsible Investment Committee
- Credit Committee
- Asset Allocation Committee
- Property Investment Committee
- Alternative Investment Committee

Momentum Metropolitan’s long-standing commitment to being a responsible investor was reaffirmed when we became one of the first signatories of the United Nations-supported Principles of Responsible Investment (UNPRI). We also support the Code for Responsible Investing in South Africa (CRISA) and participate in ASISA’s Responsible Investment Committee. We are also a member of the International Corporate Governance Network, a leading authority on global standards of corporate governance and investor stewardship. We deliver on our commitment to responsible investing by applying responsible investment practices across all our savings and investment products.

Advocacy

We work with other investment managers to advocate responsible investment practices and transparency regarding responsible investment practices across the industry.

To help us continue building and refining our responsible investment approach we have set ourselves goals, each of which has a list of actions: environmental, social and governance (ESG) integration, report progress, regulation codes, advocacy, seek disclosure, active owners. As a UNPRI

(www.unpri.org) signatory we publish a publicly available annual report detailing our integration of ESG criteria into our investment process.

We have a proactive approach to ESG matters. Where possible we manage and mitigate events before they escalate and materially impact our clients and/or stakeholders.

Momentum Metropolitan is part of the Steinhoff shareholder group that is working together in legal actions taken against Steinhoff.

Through our Manager Responsible Investment rating model we aim to take our appointed investment managers along with us on our responsible investment journey.

Our UNPRI Scorecard

	2020	2019
Company strategy and governance	A+	A+
Listed equity (manager selection, appointment and monitoring)	A	A
Listed equity (direct incorporation)	A	A
Listed equity (active ownership)	A	A
Fixed income	B*	A

* Our Fixed Income team is very disappointed in its B score in the PRI assessment, especially as there was no change in their commitment to responsible investment during the year of the assessment. In the previous year they earned an A. This score is the result of the answer to a particular question in the fixed income module being left out of our submission to the PRI in error. Unfortunately, due to the complexity of the PRI assessment process, we were unable to rectify this error once we had made our submission.

Governance of responsible investing



The Responsible Investment Committee (RIC), which is responsible for setting policy and providing oversight of our approach to responsible investment practices, has member representation from across our business.

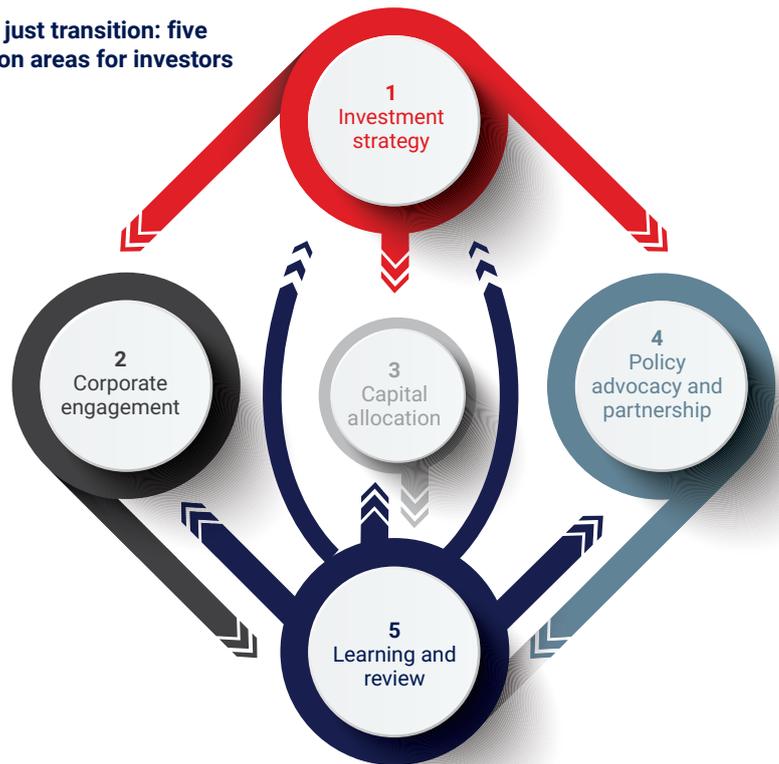
Our responsible investment policy, climate change investment policy, CRISA statement, proxy voting and engagement policy, together with our voting records, are available on the Momentum Metropolitan website (www.momentummetropolitan.co.za/en/responsible-investing). Our proxy voting and engagement policy are aligned with the South African Companies Act, 71 of 2008, as amended, UNPRI, King IV and other global industry codes. The only time we abstain from voting is when there is a conflict of interest.

OUR APPROACH TO CLIMATE CHANGE AS A SIGNATORY TO THE JUST TRANSITION GLOBAL INVESTOR STATEMENT



During the year under review we became the first company based in South Africa to sign the Just Transition Global Investor Statement, which commits us to ensuring that as we transition to a low carbon economy we engage with companies on how they are going about ensuring a just transition for workers and communities, which will include their investment in upskilling employees for new career opportunities. We also published our climate change investment policy in F2020.

The just transition: five action areas for investors



PROMOTING WELL-BEING FOR ALL



Our employee volunteer programme is very well supported by our employees who contribute their skills to a variety of charities and advocacies of their choice. They can also choose to become payroll givers. Our volunteers can apply for funding from the MMF to match the investments they make in the projects they are assisting. The MMF also provides funding and support for the implementation of business solutions our volunteers have developed to solve business challenges presented by not-for-profit organisations (NPOs). The solutions must first be chosen by the NPOs for implementation. Since the advent of Covid-19 our volunteers have found creative ways of volunteering remotely, developing websites for NPOs, providing courses in fundraising, designing newsletters, helping students we put through a fashion and design training course to become suppliers to a major retail store and also to make 3 000 masks for Momentum Metropolitan.

The Eris Property Group, which is part of Momentum Metropolitan, has retail properties mainly serving the communities that have been hardest hit by Covid-19 and the lockdown. Putting food on the table became a struggle. To support these communities Eris, working with NPO partners, distributed food to the most vulnerable in communities near their 11 participating shopping centres. They went to where they learnt there was a growing need for assistance and delivered nearly 200 000 meals. Eris also provided over 20 000 masks to help keep poor and vulnerable communities safe from Covid-19.

During lockdown we were able to partner with Gift of the Givers and Dis-Chem to provide testing centres for Covid-19 and our health business made its Hello Doctor app, which provides access to a doctor via your cellphone, available to South Africans during Covid-19.

TREATING CUSTOMERS FAIRLY

One of our values is integrity, which for us means always meaning what we say and saying what we mean. We believe in doing the right thing, sticking to our word and treating all people with the same amount of sincere, generous respect. We are committed to being transparent, courageous and building trust by always acting in the best interests of our stakeholders.

Our responsibility for treating customers fairly is to ensure that we deliver specific, clearly set out fairness outcomes for our clients.

Consumer education

Consumer education is an important element of treating customers fairly. It needs to provide consumers with the

RELATIONSHIP CAPITAL

knowledge they need to understand product outcomes and choose the right product to meet their needs. Improving the financial literacy of young South Africans through our Making Money Matter and Motheo Financial Dialogues is an important part of consumer education and our efforts to achieve financial inclusion.

Our digital education programmes, FinEazy, a financial education chatbot, and our online ten-part course in partnership

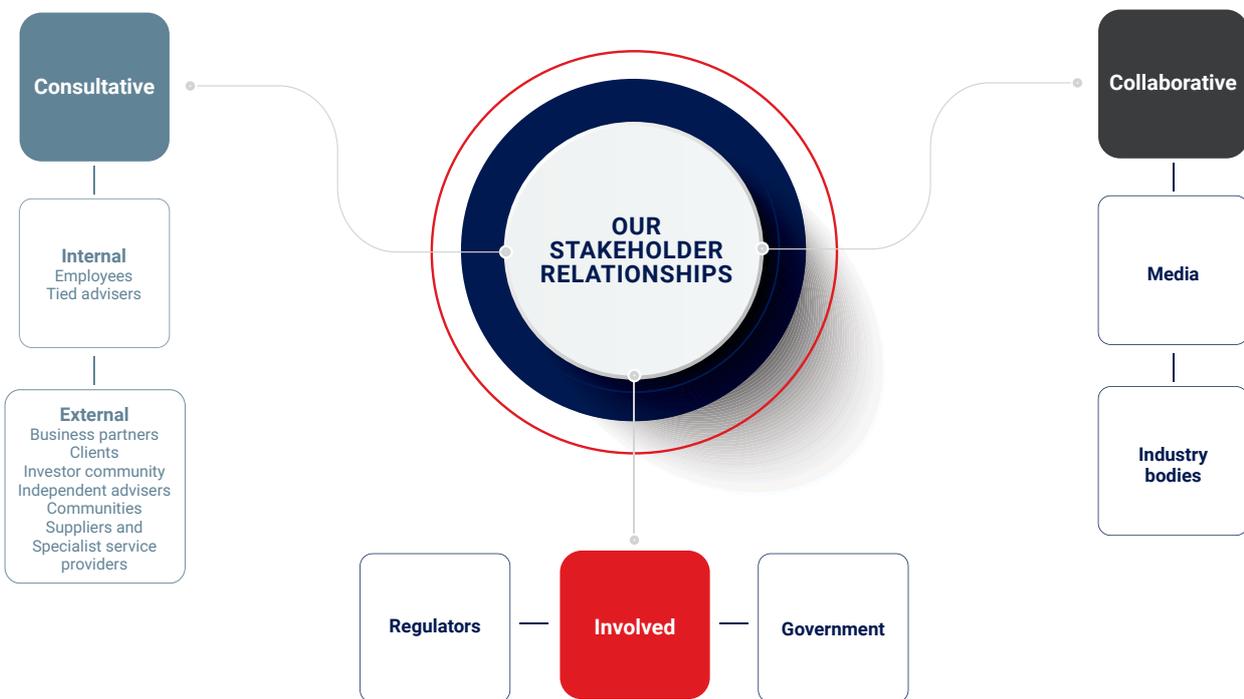
with FunDza (a not-for-profit focused on improving literacy levels) are key elements of our consumer education programmes.

PROTECTING CLIENTS' RIGHTS TO PRIVACY

The Protection of Personal Information Act of 2013 (POPIA) came into effect on 1 July 2020. The aim of POPIA is to entrench the constitutional right to privacy, sets conditions for the lawful process

of personal information. However, there is a one-year transition period before companies must be fully compliant on 1 July 2021. To ensure we meet our obligations in this regard, we have established a POPIA steering committee and 14 workstreams, five of which have already been completed including a gap analysis and the rest are in progress.

STAKEHOLDER ENGAGEMENT



Defining the nature of our relationships

Stakeholder engagement is an integral part of everything we do.

To define our relationships we:

Analyse the impact, influence and value that a relationship can have on Momentum Metropolitan and on our stakeholders.

Identify our:

- key stakeholders based on their influence on our business
- stakeholder goals
- material matters and the risks and opportunities arising from our relationships with our stakeholders.

Categorise them depending on their influence on Momentum Metropolitan as consultative (key influence), involved (important influence) and collaborative (medium influence).

Design and implement engagement strategies and plans to assist us in developing and maintaining quality relationships with our stakeholders.

Stakeholder	Material issue/s for both parties	Response in 2020
CONSULTATIVE RELATIONSHIPS		
Internal relationships		
Employee	<ul style="list-style-type: none"> • Employer/employee expectations and contract • Job security • Physical security • Employee value proposition and benefits • Learning and development • Career development opportunities • Fair remuneration and incentives • Future working environment • Performance excellence • Employee well-being • Remote work • Talent management 	<p>We regularly engage with our employees through a range of media, and since the advent of the Covid-19 pandemic our Executive team has participated in interactive video meetings which all employees were invited to attend, participate in and ask questions. Communicating with our employees during Covid-19 when they are working remotely has been a key focus while also providing guidance on employee safety during the crisis.</p> <p>An important part of our communication with employees is the Human Hub, a human capital intranet, which is a key element in the digitalisation of human capital, that was designed to keep our employees informed during lockdown.</p> <p>Collaboration tools were also used to keep employees connected and productive.</p>
	Tied advisers	<ul style="list-style-type: none"> • Support and training • Footprint growth • Engagement through digital platforms and solutions • Ability to work remotely
External relationships		
Business partners	<ul style="list-style-type: none"> • Performance against agreements • Progress with new ventures 	<p>We regularly engage with our business partners to be updated and keep updated on business performance, and address any need to change.</p>
Clients	<ul style="list-style-type: none"> • Retention 	<p>During the Covid-19 pandemic the Group's business units reached out to their clients to support them where they could.</p> <p>See pages 8 and 9 for information on how individual business units supported their clients during the Covid-19 lockdown.</p>
	<ul style="list-style-type: none"> • Responsible investing 	<p>Momentum Investments provides their clients with information on our approach to responsible investment and the steps we are taking to ensure their portfolios are managed responsibly. Our investment teams engage with the management of listed companies in which they are invested to raise and, where possible, resolve concerns they may have with regard to ESG matters.</p>



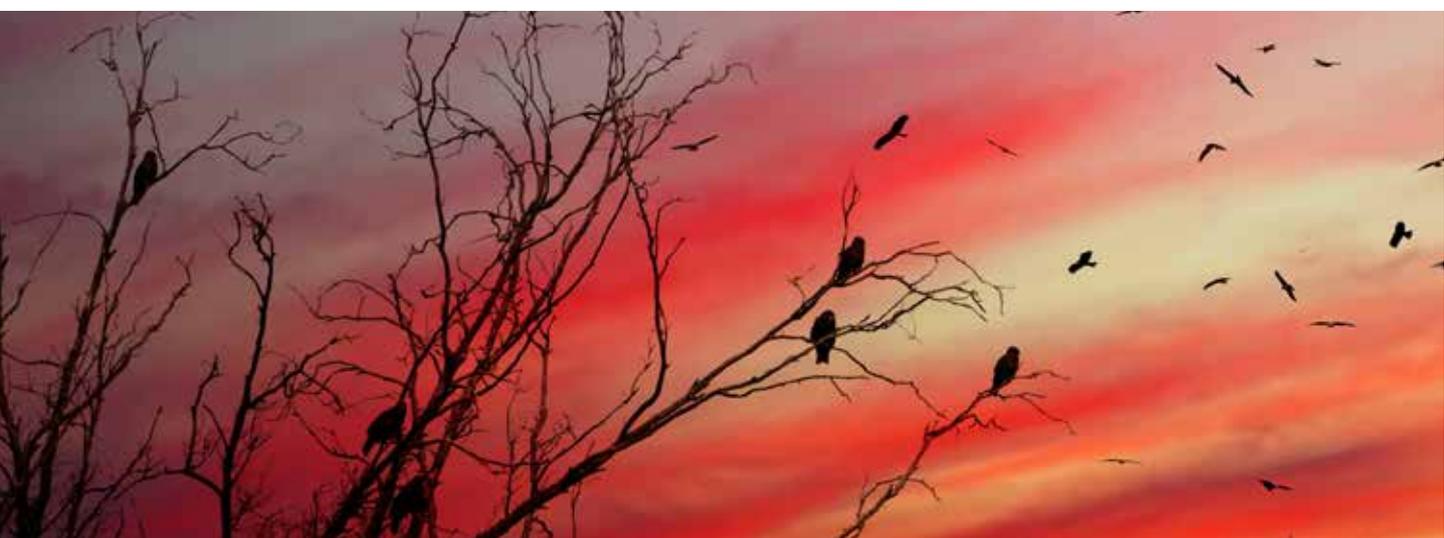
Stakeholder	Material issue/s for both parties	Response in 2020
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CONSULTATIVE RELATIONSHIPS

External relationships

Clients	<ul style="list-style-type: none"> • Service quality • Treating customers fairly • Fair terms • Keeping clients informed 	<p>All our business units conduct surveys to gain information on how their clients view their service and we use the feedback to address any criticism of our service. This helps us continually improve the quality of our service.</p> <p>Our Metropolitan Life business unit's excellent service levels have been recognised for the past four years by the SAcSi. To serve our customers better we introduced more flexible premium paying options to accommodate our target market, which included paying at the nearest mass retailer.</p> <p>MSTI surveys every client interaction with both internal and external service providers and uses the feedback received from clients to improve service.</p> <p>Momentum Life continues to focus on improving client service levels based on regular internal as well as external client surveys.</p> <p>Our Voice of the Client internal research provides us with feedback from the client immediately after they have engaged with our organisation. This helps us identify any areas that need addressing and take action to address them. This research provides us with client input that drive our priorities, improvements, decisions and focus areas. If a client rates us 6 or lower the rating is immediately escalated and addressed.</p> <p>Through the Consult Survey, which Momentum Corporate conducts annually, we measure our clients' actual views and their views on perceived experience. These insights are a critical contribution to our client service strategy. We also conduct a Commercial Tracker survey annually, where we interview a sample of executives in corporate South Africa to glean insights on our market positioning relative to competitors in the market. We communicated regularly with our clients and their employees on any benefit, product and regulatory updates.</p>
	<ul style="list-style-type: none"> • Transparency 	<p>Through the use of plain language and infographics in our policies and other documents, regular updates to clients on their savings and investments and communication on our approach to responsible investing from the Responsible Investment team we aim to be transparent with our clients.</p>
	<ul style="list-style-type: none"> • Products and services that meet client needs 	<p>Through our research partnership with Unisa, which produces the Momentum Unisa household financial wellness, household wealth and consumer vulnerability indexes, we are able to better understand the South African consumer landscape and offer our clients products that better meet their needs.</p> <p>Momentum Corporate also conducts regular immersive research to better understand the needs of our clients and their employees to be able to design fit-for-purpose solutions and products.</p>
Investor community	<ul style="list-style-type: none"> • Clear articulation of long-term strategy • Transparency around financial performance • Succession planning • ESG performance • Efficiency gains 	<p>Momentum Metropolitan engages with our existing and potential investors as well as financial analysts to keep them informed regarding our business, operating context, progress on our strategic objectives and financial performance. A range of communication channels are used to share information, including the JSE's Stock Exchange News Service (SENS), the Momentum Metropolitan website media releases, social media platforms and online investor information exchange platforms. We also host presentations, conference calls, one-on-one meetings and attend selected investor conferences. Investors can also communicate directly with us by emailing InvestorRelations@mmltd.co.za</p>

Stakeholder	Material issue/s for both parties	Response in 2020
CONSULTATIVE RELATIONSHIPS		
External relationships		
<p>Independent advisers</p>	<ul style="list-style-type: none"> • Support • Service levels • Flows into own funds 	<p>Independent advisers need support from us in the form of digital access to product information and digital onboarding of clients.</p> <p>We research every interaction we have with independent advisers, which helps us understand whether or not the client is being managed according to their expectations.</p> <p>Momentum Corporate recently partnered with AskAfrica based on our contract agreement with the Financial Intermediaries Association to research the support needed by independent financial advisers during the Covid-19 pandemic. We also conduct annual research called The Voice of the Intermediary to understand their view of Momentum Corporate better. We continually share information regarding the impact of Covid-19 on retirement savings and group insurance benefits of their clients' employees. We also share relevant information with independent financial advisers through our Covid-19 information hub.</p>
<p>The communities in which we operate</p>	<ul style="list-style-type: none"> • Ability to achieve job placements for young people between the ages of 16 and 25 • Support those in need during Covid-19 	<p>MMF provided training and assisted with job placements (see page 112).</p> <p>Our CSI team responded rapidly to their needs and by using our not-for-profit partners to provide the support that helped them to survive the impact of the pandemic (see page 112).</p> <p>Metropolitan Life ran a six-week campaign on the main African language radio stations and social media which, with the assistance of a team of life coaches, spoke to and involved millions of South Africans helping to build their mental strength to cope with the effects of Covid-19. Some of the topics covered were: parenting, education, Covid-19 safety, finances and loneliness.</p>
<p>Suppliers and service providers</p>	<ul style="list-style-type: none"> • Continuity of work • Payment terms • Momentum Metropolitan's ethical standards • Preferential procurement • Approach to ESG matters 	<p>Our supply chain policies, procedures and processes ensure fair procurement practices and adherence to our ethical standards.</p> <p>During Covid-19 we have ensured that all businesses, especially small business, are paid promptly.</p> <p>We are committed to meeting and exceeding our preferential procurement targets.</p>



RELATIONSHIP CAPITAL

Stakeholder	Material issue/s for both parties	Response in 2020
INVOLVED		
External relationships		
REGULATORS FSCA, Prudential Authority, Financial Intelligence Centre and the National Credit Regulator Competition commission JSE Limited Financial Sector Transformation Council (FSTC)	<ul style="list-style-type: none"> Compliance A robust supervisory and regulatory framework that promotes fair customer treatment Governance Scrutiny during Covid-19 AFI transaction Policy making <ul style="list-style-type: none"> Compliance with the JSE Listings Requirements <ul style="list-style-type: none"> Review of Financial Sector Charter (FSC) Guidelines on FSC 	<p>MSTI had a number of engagements with the regulators as a result of the AFI transaction addressing governance and forward structures, control functions, etc.</p> <p>Momentum Life engaged with the FSCA regularly on relevant industry-related matters.</p> <p>Through the Momentum Unisa research partnership we are able to provide input into policy discussions.</p> <p>Momentum Corporate submitted our retirement fund contribution relief report to FSCA as well as the required rule amendments to the FundsAtWork Umbrella Funds.</p> <p>The FSCA as the market conduct regulator continues to engage with Momentum Metropolitan through tri-annual engagements, the purpose of which is to obtain a better understanding of Momentum Metropolitan, as well as to assist the FSCA in assigning a risk rating to Momentum Metropolitan.</p> <p>Our compliance with the JSE Listings Requirements</p> <p>Engagement with the JSE on their 2020 pro-active monitoring process.</p> <p>Our engagement with the FSTC during F2020 has been on the guidance notes regarding the need for subsidiaries to report separately.</p>
GOVERNMENT		
Department of Mineral Resources and Energy (DMRE)	<ul style="list-style-type: none"> Funding of mining post-closure requirements 	<p>Guardrisk engages with the DMRE on the solution it developed that makes it possible for mining companies to provide the required full value guarantees to the DMRE.</p>
South African Revenue Services	<ul style="list-style-type: none"> Fair payment of taxes Abiding by tax rulings 	<p>During the latter part of the year, the Group implemented various measures related to Covid-19 measures as announced by government. Elective tax holidays were not utilised as liquidity resources within the Group were sufficient to settle ongoing tax obligations.</p> <p>The Group also has ongoing engagement with SARS and National Treasury via industry bodies (ASISA and SAIA) regarding both tax policy and legislation. This is done not only to prevent interpretative disputes, but also to reduce the cost of compliance and enforcement. The most prominent industry matter currently relates to the implementation of retirement reforms.</p> <p>In the spirit of voluntary compliance, the Group submitted a voluntary disclosure programme application to correct an error in an historical tax return. The application was accepted by SARS and the matter settled.</p>
Broad-Based Black Empowerment Commissions (B-BBEE)	<ul style="list-style-type: none"> Transformation Employment equity 	<p>Momentum Metropolitan meets its reporting commitment to the commissions and regularly engages our progress against our five-year plan.</p>
Department of Health	<ul style="list-style-type: none"> Engagement on the National Health Initiative (NHI) Support during Covid-19 	<p>The Momentum Metropolitan Health Business frequently has constructive engagement with the Department and discussions on collaboration especially during Covid-19.</p>

Stakeholder	Material issue/s for both parties	Response in 2020
COLLABORATIVE		
External relationships		
MEDIA	<ul style="list-style-type: none"> • Accurate and fair news coverage of the Momentum Metropolitan brands and our role as a responsible corporate citizen • Momentum Metropolitan spokespersons readily available 	<p>Committed to being available to respond to inquiries from media representatives.</p> <p>Press releases provided on key Momentum Metropolitan events.</p> <p>Inclusion of the press in invitations to attend results presentations.</p>
INDUSTRY BODIES Association of Savings and Investment South Africa (ASISA) Code for Responsible Investing in South Africa (CRISA) United Nations-supported Principles for Responsible Investment (UNPRI)	<ul style="list-style-type: none"> • Commitment to being a responsible investor 	<p>Momentum Metropolitan reaffirmed its long-standing commitment to being a responsible investor when it became a signatory to the UNPRI, to whom it reports on its performance annually (see page 116). We also support CRISA and participate in the Responsible Investment Committee of ASISA.</p>
International Corporate Governance Network (ICGN)	<ul style="list-style-type: none"> • Commitment to global standards of corporate governance and investor stewardship 	<p>Through our membership we keep informed of any changes in global corporate governance standards and the approach to investor stewardship.</p>
A Just Transition to a low carbon economy	<ul style="list-style-type: none"> • Responsible investment 	<p>As a signatory Momentum Metropolitan has committed to taking action to ensure a just transition to a low carbon economy.</p>
South African Insurance Association (SAIA)	<ul style="list-style-type: none"> • Fair and ethical treatment of non-life insurance clients • Promoting trust and confidence in the non-life insurance industry 	<p>Not only is Momentum Metropolitan a member of SAIA, a member of our Executive team Herman Schoeman, is currently Deputy Chair of the SAIA Board.</p>
Board of Healthcare Funders	<ul style="list-style-type: none"> • Need to influence policy 	<p>The Momentum Metropolitan Health Business engages in discussions where we may be able to influence decisions.</p>
Council of Medical Schemes	<ul style="list-style-type: none"> • Future of medical schemes under the NHI 	<p>The Momentum Metropolitan Health Business engages in discussions where we may be able to influence decisions.</p>