



**UN context:** Obtaining a quality education is the foundation to creating sustainable development. In addition to improving quality of life, access to inclusive education can help equip locals with the tools required to develop innovative solutions to the world's greatest problems.

**South African context:** In South Africa, the quality of school education for most black learners is poor. The apartheid spatial divide continues to dominate the landscape. A large proportion of young people feel that the odds are stacked against them.

## Our approach

The National Development Plan requires progress on a broad front. Three priorities stand out:

- Raising employment through faster economic growth
- Improving the quality of education, skills development and innovation
- Partnering to build capabilities.

The country requires better nutrition and healthcare, improved educational standards, increased access to further and higher education, easier entry into the labour market and greater labour mobility to maximise the benefits of the forecast "demographic dividend".

Our ability to determine and quantify risk is critical to Liberty's long-term business sustainability. To navigate the complex mathematical and statistical concepts that define our operational parameters, we require specialist business skills in the areas of actuarial science, accounting, investment, management, financial planning, sales and distribution, technology and digital capabilities, among others. We offer our employees a range of opportunities to improve their knowledge and skills.

Liberty has intellectual capital which we can leverage to foster financial and economic inclusion. We invest in education as a cornerstone of economic development and a means of empowering communities. Our CSI initiatives are focused on improving Maths, Science, and English, to unlock opportunities for youth employment.

### Liberty's contribution to quality education in 2018

**R35,3 million**  
INVESTED IN DEVELOPING SALARIED EMPLOYEES

**R22,1 million**  
INVESTED IN MATHS, SCIENCE AND ENGLISH PROGRAMMES IN SOUTH AFRICAN COMMUNITIES

**1 122 employees**  
PARTICIPATED IN LEADERSHIP OR MANAGEMENT DEVELOPMENT PROGRAMMES

**585 conditional bursaries**  
AWARDED TO EMPLOYEES

**>20,000 learners**  
PARTICIPATED IN OUR CSI EDUCATIONAL PROGRAMMES

**R110,5 million**  
INVESTED IN ADVISER DEVELOPMENT

**86%**  
OF ALL EMPLOYEES TRAINED WERE BLACK

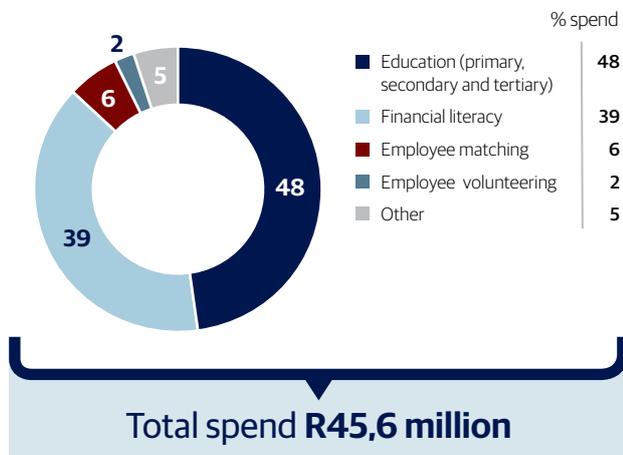
**59%**  
OF ALL EMPLOYEES TRAINED WERE WOMEN



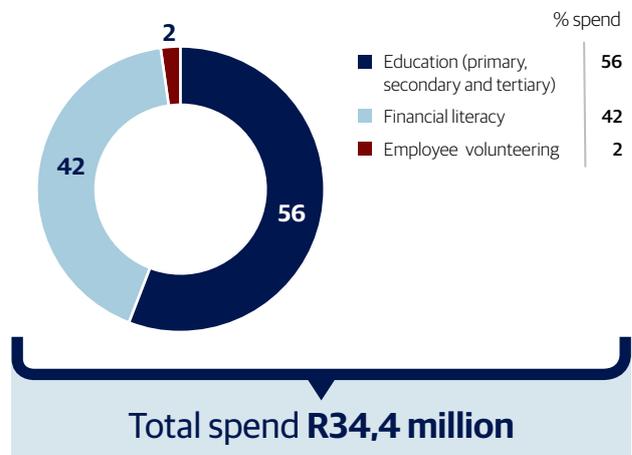
# A focus on Maths, Science and English

Liberty's long-term, sustainable value growth can only be achieved through the growth and success of the communities in which we operate. We are committed to contributing to the long-term sustainability of these communities.

## Investing in our communities - 2018



## Investing in our communities - 2017



**> 200 000**  
**LEARNERS REACHED**  
**THROUGH THE LIBERTY-FUNDED SOUTH AFRICA OLYMPIAD**

**> 16 000**  
**LEARNERS REACHED**  
**THROUGH SECONDARY SCHOOL FINANCIAL LITERACY PROGRAMME FACILITATED BY PRIME STARS**

**> 900**  
**LEARNERS REACHED**  
**THROUGH LIBERTY-FUNDED MATHS AND SCIENCE TUITION PROGRAMME FACILITATED BY KUTLWANONG**



### ABSIP Financial Literacy - engaging communities

Group stakeholder engagement and group HR (transformation and inclusion) collaborated with the Association of Black Securities Investments Professionals (ABSIP) student development portfolio to host a financial literacy workshop for their Gauteng-based student chapters. Over 50 students attended the workshop, representing well-known tertiary institutions such as Monash University, Milpark Business School and Wits University.

The purpose of the workshop was to equip the students as future leaders with basic money management skills including income and expenditure, budgeting, understanding debt and credit profile, savings and investment as well as financial security and wealth management.



### Liberty launches financial literacy programme targeted at youth

Liberty continued its partnership with Prime Stars to deliver a financial literacy programme aimed at the youth, called "Mind Your Moolah", to address the current low financial literacy rate in South Africa.

The programme teaches learners from grades 10 to 12 about financial concepts such as managing debt, looking after one's savings and spending wisely.

It is our long-standing belief that in order to create an inclusive economy, financial literacy and financial education are key to unlocking the potential of young South Africans. It is through partnerships like these that we seek to make financial education a key factor in ensuring sustainable and effective financial inclusion for all.

The "Mind Your Moolah" financial literacy programme was delivered through a movie, which ran over five consecutive Sundays between May and June at 14 Ster-Kinekor cinemas across South Africa.



### Liberty contributes to the development of literacy

In line with Liberty's long tradition of supporting the development of education in South Africa, Liberty partnered with School Aid, a non-profit organisation, which collects and distributes books to previously disadvantaged schools to contribute towards the promotion of literacy in South Africa.

Our partnership with School Aid is aligned to our CSI strategy, which focuses on the development of education and financial literacy with a view to changing people's realities by making their financial freedom possible.

Books are an essential tool for bridging the gap and transferring knowledge. Libraries not only inspire and entertain; they also contribute to the development of a child's character.

To date, group CSI has refurbished four school libraries in Gauteng, with Rondebult Secondary School in Germiston being the latest recipient of a newly refurbished library. More than 160 learners at Rondebult Secondary will now enjoy a newly refurbished library.




# Mind MyMoney

## Financial Freedom Programme

### The three most important money lessons to teach kids



#### Delayed gratification

Teach your kids that they may have to wait to buy or have something they want. The demand for instant gratification can result in them being unprepared for the real world where you don't always get what you want immediately. It's also a good skill to create a sound financial mindset. Teach them that wants and needs are different.



#### Money is finite

Children need to understand that money is not like air and mud. If you give it away or spend it, there is no more. Teach your kids – using spending jars and money boxes – to save up and make decisions about when to spend money or when they have to wait.



#### Teach them about compound interest

For older children in their pre-teens and teens, use a small amount of money (R10) to teach them how compound interest works. Tell them that the same R10 can grow to R100 for example. Over time, if left in a compounding account, money earns interest on top of interest during the period it is saved.

The Liberty Community Trust was established to improve the learning outcomes of young people in South Africa by investing in education initiatives that enable sustainable economic inclusion. Its three strategic priorities are: career development; foundation phase literacy; and enhanced school leadership and governance at primary schools. By following the guiding principles of visual, measurable impact, additionality, scalability, pioneering, innovation and knowledge in action, the trust invests in projects and initiatives that enable impactful, sustainable transformation of the education sector. To date, the trust has funded R12,6 million through donations. Some of the projects include a values-based leadership programme that aims to nurture socially and environmentally conscious citizens and a training programme for unemployed post-matriculants to develop skills for in-demand digital jobs.

#### Impact of our financial literacy programme

Since attending the training almost all of the participants indicated that they have made financial decisions related to the training; 43% of participants had opened a savings account of which 75% had started saving



# Training at Liberty

## Training at Liberty

Our skills development programmes are driven by the need to transform our workforce. As such, training spend is disproportionately applied to Black employees, with a further focus on Black females. Liberty offers a variety of development programmes that aim to strengthen technical, leadership, product and compliance capabilities. We endeavour to keep our training programmes relevant to develop capabilities that respond to current and emerging market trends. As we implement new technologies, we reskill our employees. We strive to create and maintain a learning function that facilitates collaboration, efficiency, agility and the development of the capabilities required to deliver on our purpose.

### Conditional bursaries

Our bursary programme is designed to enable employees to acquire formal knowledge across a variety of relevant fields. By making bursary opportunities available to a variety of participants, we aim to nurture a more inclusive society within our organisation. During 2018, Liberty spent R11,6 million (2017: R8,4 million) on conditional bursaries for employees.

### Actuarial development

Actuarial talent is a critical skill for Liberty. We are committed to the transformation of the actuarial profession and work with the Association of South African Black Actuarial Professionals (ASABA) to mentor and support members. The actuarial development programme (ADP) attracts and develops actuarial talent, providing support to build careers across the Liberty group in both traditional and non-traditional actuarial roles. Each actuarial graduate receives input from a dedicated mentor, and this programme is to be extended to actuarial students with more than four years' experience. The ADP also hosts vacation work for students during December and January to identify talent.

### Learnerships and internships

Our learnership programme for matriculants, as well as our internship programmes for undergraduates, aim to expose developing talent

to a career in the financial services sector and includes workplace experience of between eight and 12 months. Learners work towards a National Qualifications Framework (NQF) level 4 and NQF level 5 qualification in programmes supported by the Insurance Sector Education and Training Authority (INSETA). In 2018, Liberty enrolled 57 (2017: 76) black learners in the INSETA learnership programme. From the 133 learners, 55 were absorbed into the business. We also continued to roll out our internship programme, with a focus on our contact centres, system development, long-term insurance, long-term underwriting and wealth management. From the 73 interns, Liberty employed 24 as permanent employees by the end of 2018.

### Leadership

A significant proportion of our skills development spend is targeted towards the development of leaders at all levels of the organisation. Through partnering with Catalyst, Duke University and Henley Business School, Liberty has developed four management development programmes that cater for staff at all levels of the business and four key talent programmes that cater for staff at junior management level up to executive management level.

We focus our talent retention by identifying potential successors for critical leadership roles across the group. Our programmes focus on leadership development, using technology to engage with participants. In addition to gaining academic knowledge, we look to these programmes to transform participants' perspectives, making them more present and aware. As a business of knowledge workers, this outcome is beneficial to Liberty in the way we position ourselves among our competitors.

### Key talent and management programmes participation in 2018

Programme	Employee level	Race				Gender		Total
		Black	Coloured	Indian	White	Male	Female	
I am Talent	Non-managers	100	14	8	8	40	90	130
Leadership in action	Junior managers	6	2	5	4	4	13	17
Leading from the Centre	Middle managers	7	2	2	1	3	9	12
Development programme	Junior manager	16	1	6	1	8	16	24
Development programme	Middle manager	9	4	6	3	12	10	22
Development programme	Senior manager	10	3	6	1	10	10	20

### Conditional bursary participants

	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Gender/Race	Black		Coloured		Indian		White		Total	
Female	203	160	51	22	42	37	30	15	326	234
Male	135	112	51	8	46	47	27	33	259	200
<b>Total</b>	<b>338</b>	<b>272</b>	<b>102</b>	<b>30</b>	<b>88</b>	<b>84</b>	<b>57</b>	<b>48</b>	<b>585</b>	<b>434</b>