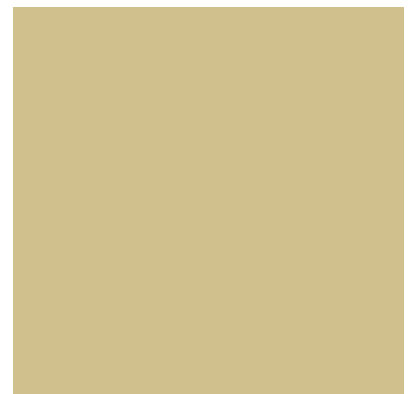




Alexander Forbes

## Transformation at Alexander Forbes



Transforming  
our business is  
the right thing  
to do



# commitment beyond compliance.



Alexander Forbes believes in taking transformation to the people and that means socio-economic involvement that changes lives. Our journey towards transformation has enabled us to help:

- 5 000 orphans and vulnerable children with financial and socio-related support
- 92 tertiary students with financial support towards their qualifications
- 14 community-based organisations with funding
- 68 graduates and interns to participate in both the company's graduate and internship programmes.

Our level 3 BBB-EE empowerment status simply serves as a performance benchmark. Our commitment to transformation goes far beyond compliance with legislation.

**Transforming our business is the right thing to do.**

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## Overview

# From the office of the Group CEO

**“We believe that our commitment to and participation in transformation will contribute towards the creation of a vibrant economy benefiting our staff, clients, shareholders and the communities in which we operate”**



At Alexander Forbes, transformation is a key strategic business requirement. We recognise that it is a business imperative in South Africa and as a responsible citizen, we will play a meaningful part in contributing positively towards the overall transformation of our country. As

market leaders in everything that we do, we will continuously strive to be a leader in our transformation,

seeking a top quartile position in the Financial Services sector through adopting a holistic approach to achieving sustainable transformation. We believe that the successful implementation of Broad Based Black Economic Empowerment (BBB-EE)

will contribute to the economic empowerment of those previously excluded, resulting in the meaningful participation in all levels of the South African economy. Our commitment and approach to BBB-EE at both Group and divisional level is evidenced by the fact that external BEE audits are conducted at all levels of the business. Our approach includes a series of initiatives to transform our management structures and staff profile and increase strategic spend on skills development, social investment, development and support of black-owned enterprises. In recent years we completed a change in ownership, which has resulted in the Group becoming privately owned. Thereafter, the effective broad-based shareholding in the South African operations changed to 22.63%.

The shareholding includes the Shanduka Group, the Alexander Forbes Community Trust and the participation of black employees in both the management scheme as well as the staff share trust. Diversity in people management is

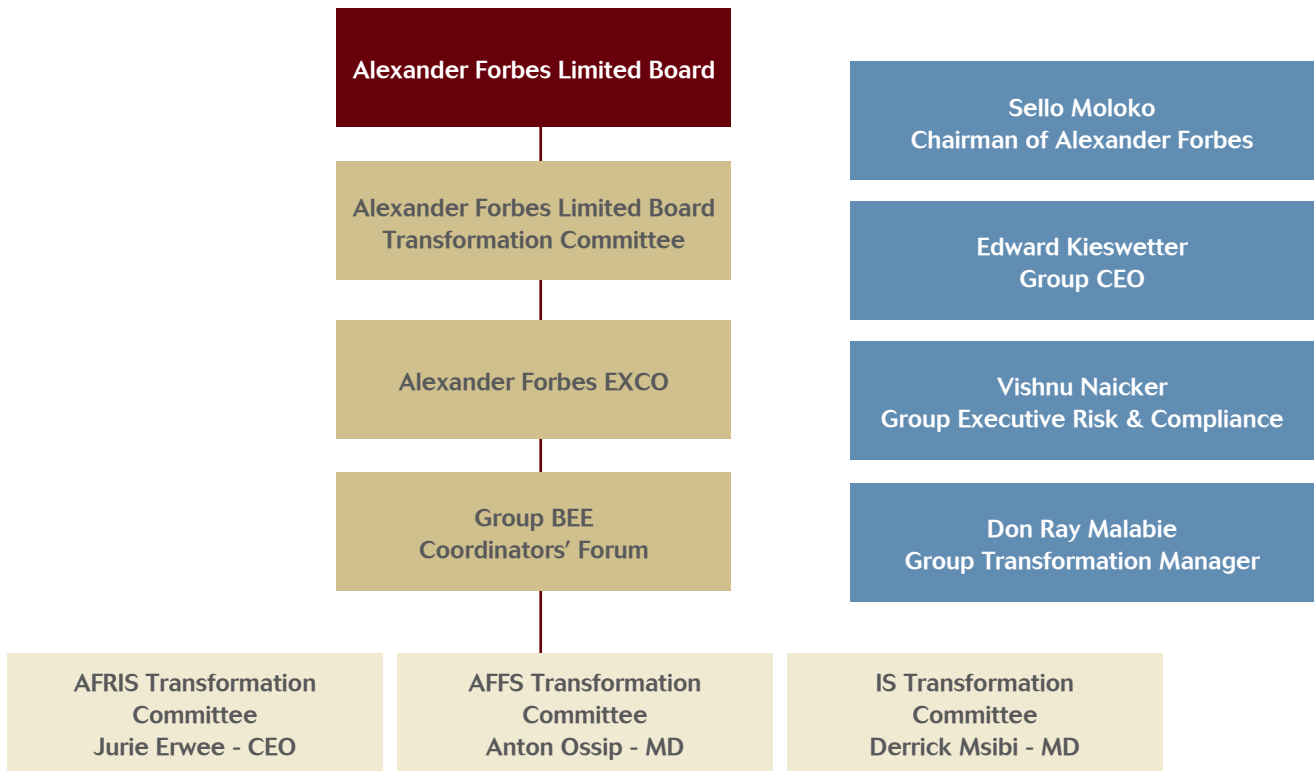
very important. Slowly, our workforce must become more reflective of the demographics of South Africa. Gender equity and opportunities for disabled people forms an equally important aspect of transformation. While we continually want to enrich the ‘gene pool’ with ‘fresh DNA’ from the external market, our main aim is to ‘grow our own timber’ allowing, as had been the case up to now, for competent young people to rise through the business into leadership roles. We strive to create an enabling and conducive environment in which all our employees can contribute and realise their career aspirations. The success of BBB-EE is reliant on the growth of black entrepreneurs, which is why we continuously implement coherent procurement and enterprise development strategies.

This commitment is extended to the development of local communities. Our recent BBB-EE rating serves as a good benchmark of our empowerment performance. But transformation is hard work and requires continuous effort and the right mindset. This would not be possible without the collective involvement of all our employees, especially top management. BBB-EE is an integral part of our business strategy and throughout the 75 years of our development and growth, we have always had the ability to provide services and add value to our clients. Innovation, adaptation and professional service have been critical to our success.

We believe that our commitment to and participation in transformation will contribute towards the creation of a vibrant economy benefiting our staff, clients, shareholders and the communities in which we operate. On behalf of the Group, I pledge continued commitment and involvement in the creation of an enabling environment to ensure the success of the implementation of Broad-Based Black Economic Empowerment, thus contributing towards the BBB-EE scorecard of our valuable clients.

A handwritten signature in black ink, appearing to read 'Edward Kieswetter'.

**Edward Kieswetter**  
Group CEO



## Transformation is managed from the top

Stakeholders, including shareholders and our dedicated employees, have supported our commitment to and implementation of BBB-EE. We have been awarded a Level 3 empowerment status for two years consecutively and remain totally committed to being leaders of transformation within all our businesses.

We continue to play a significant role in directing our Community Trust towards making a difference in the lives of those less privileged. In this regard, it is particularly pleasing to see an increasing involvement of our employees in the Trust's projects and in local community projects thus making a meaningful developmental contribution to society.



**Sello Moloko**  
**Chairman of the Alexander Forbes Group**  
**as well as the Transformation Committee**



## Introduction

Alexander Forbes has always embraced and upheld the principles of BBB-EE. The company started with a number of initiatives well before the introduction of empowerment legislation, some of which have reached fruition thus economically benefiting black people.

## Vision

At Alexander Forbes, transformation is a key strategic business imperative. As market leaders in everything that we do, we will continuously strive to be a leader in our transformation endeavours, seeking a top quartile position in the Financial Services sector through always adopting a holistic approach to achieving sustainable transformation.

## Commitment

Alexander Forbes's commitment to transformation goes beyond simply complying with legislation. It is about creating realistic, meaningful and sustainable broad-based opportunities in partnership with those previously denied such prospects. Over and above this commitment to transformation, the executive management further commits to sustaining the current empowerment status of a Level 3, which was achieved ahead of the company's 2011 target. Our policy remains to transform the business in its entirety and, in so doing, work with our stakeholders and clients to our mutual advantage by contributing towards their BBB-EE scorecards.

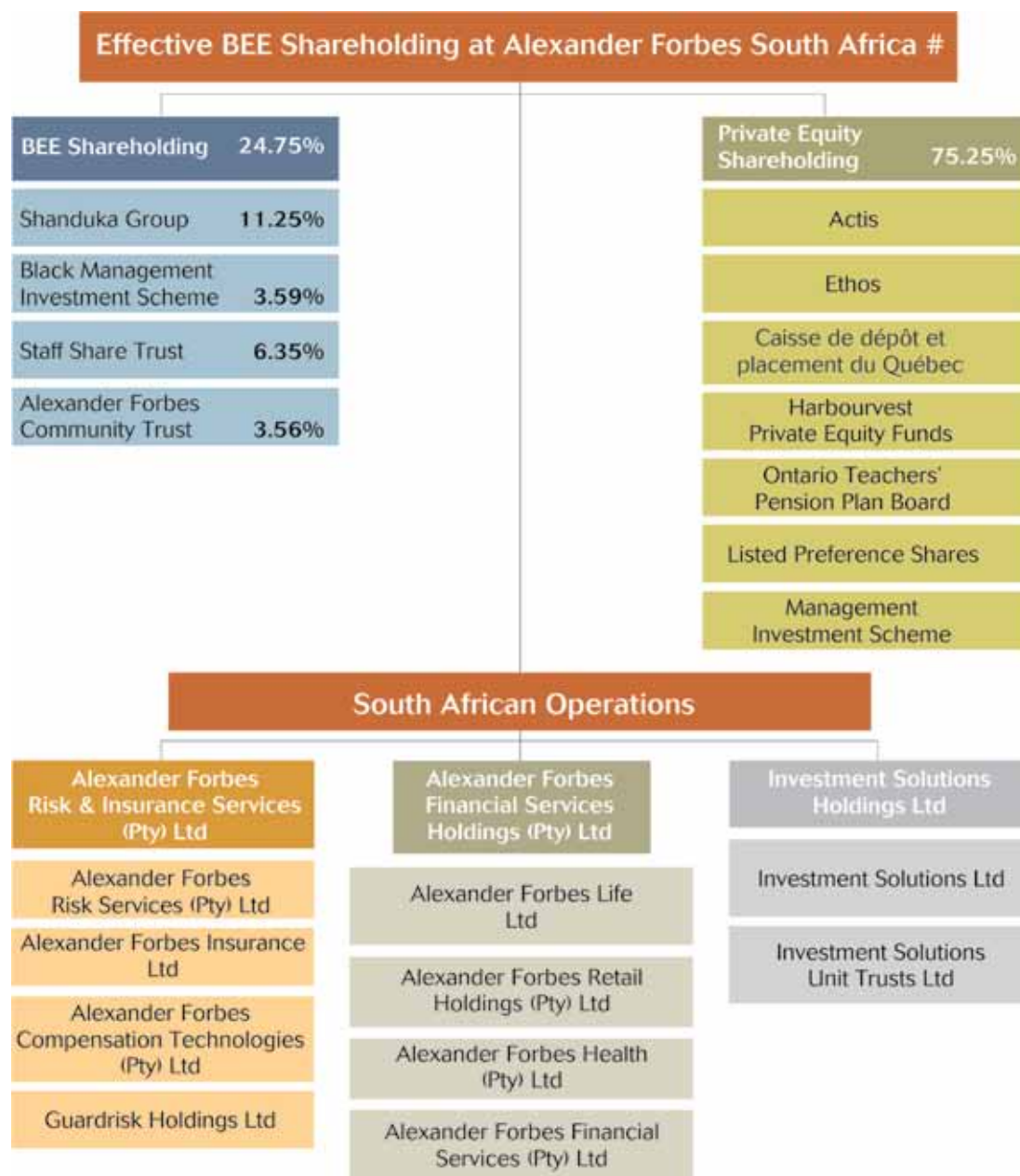
### Key transformation principles

- Transformation is an integral driver of economic and social transformation in our country.
- An integrated approach in the implementation of BBB-EE will ensure meaningful transformation at all levels of the business and the community.
- It is about economic emancipation, development as well as socio-economic upliftment of disadvantaged local communities.
- BBB-EE is about creating an enabling environment for, black owned SMEs and employees to actively participate in the mainstream economy.
- It is an ongoing process and not a once off event.

# Shareholding

Alexander Forbes has been privately owned since July 2007. The effective BEE shareholding in the South African operations is 24.75% as from March 2010. The changes to the ownership structure has resulted in the broadening of our broad-based shareholding in line with the objectives of the DTI codes of good practice on BBB-EE (the codes) and include these benefits:

- Ownership by black shareholders is extended to international operations.
- South African employees are now shareholders, the majority being held by black employees.
- Local communities enjoy an increased budget allocated towards social development.

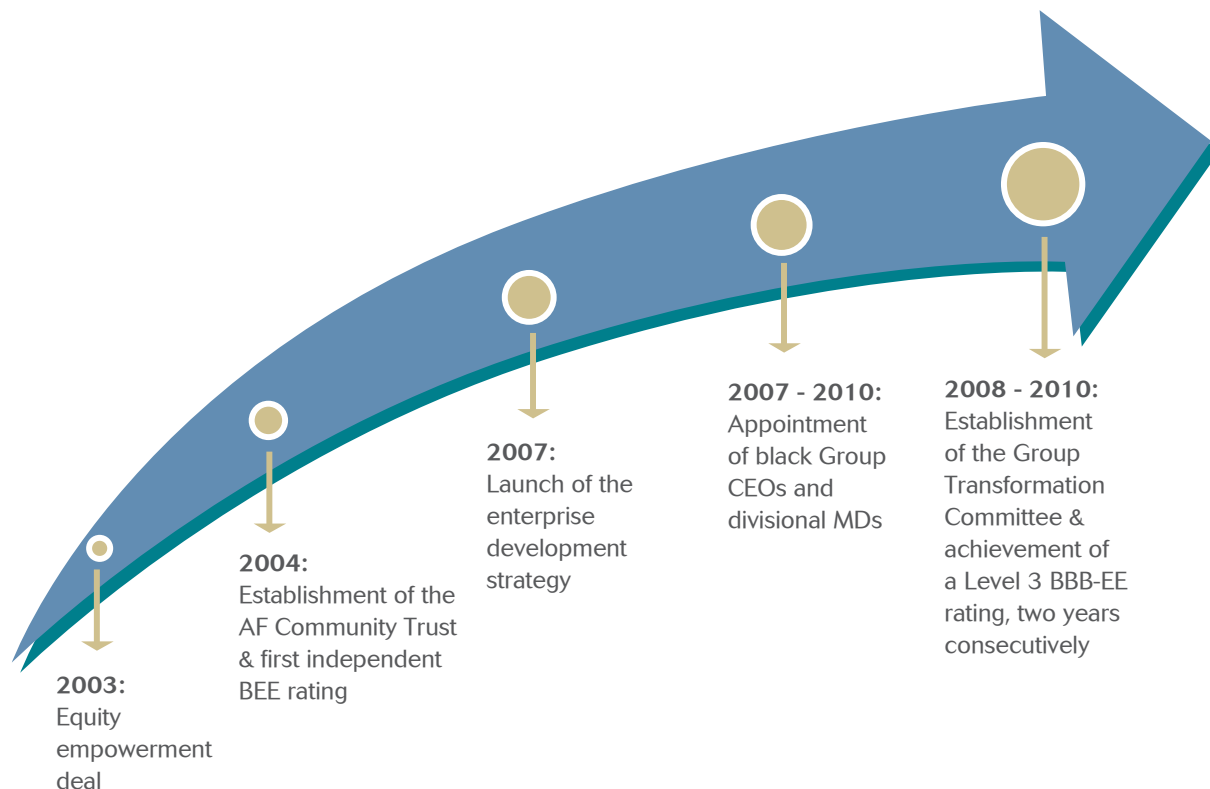


# In terms of the government gazetted Codes of Good Practice on Broad-Based Black Economic Empowerment, where an empowerment partner holds a share in the total Group including its international operations, a formula is applied in order to determine the effective shareholding in the SA operations for BBB-EE measurements purposes.

# Our transformation track record

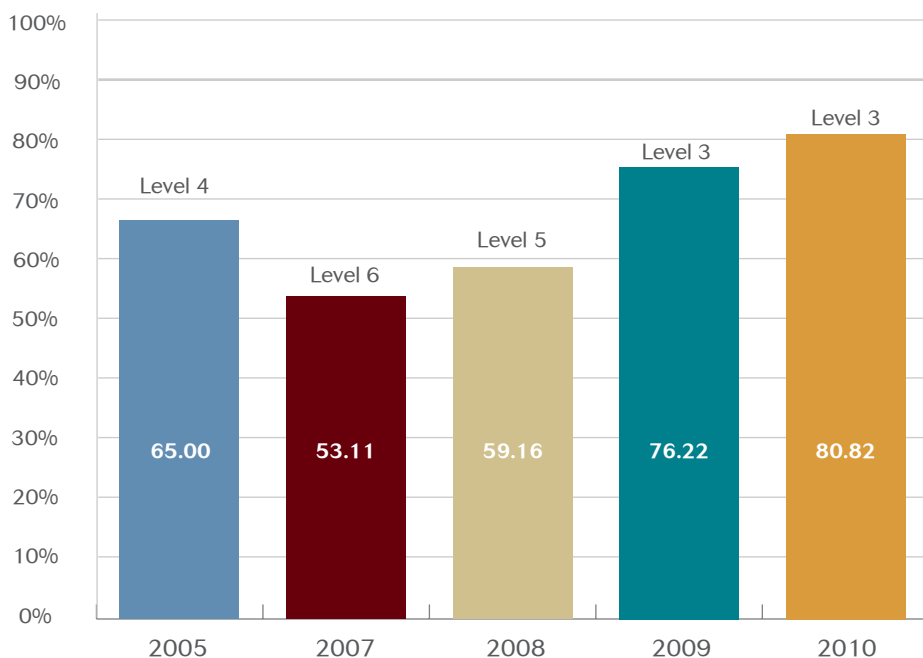
Alexander Forbes has always been committed to using independent BBB-EE rating agencies to audit the company's empowerment status. This assists us in assessing our progress as well as developing appropriate plans to achieve and exceed the BBB-EE targets, as stipulated in the gazetted codes. Since the introduction of empowerment legislation, Alexander Forbes has undergone five independent BBB-EE ratings audited by Empowerdex, an accredited rating agency.

Alexander Forbes has adopted and upheld the spirit of transformation long before the codes were gazetted in 2007.



## Alexander Forbes independent BBB-EE rating

Our commitment and approach to transformation is evidenced by the fact that external BBB-EE audits are not only conducted at Group level but also at divisional levels. Alexander Forbes has recently completed an independent BBB-EE rating, which provides an objective and realistic picture of the company's performance on transformation. The Group has received an overall Level 3 empowerment contribution certificate and the main divisions, Alexander Forbes Financial Services, Alexander Forbes Risk and Insurance Services, and Investment Solutions have each received a Level 3 empowerment status.

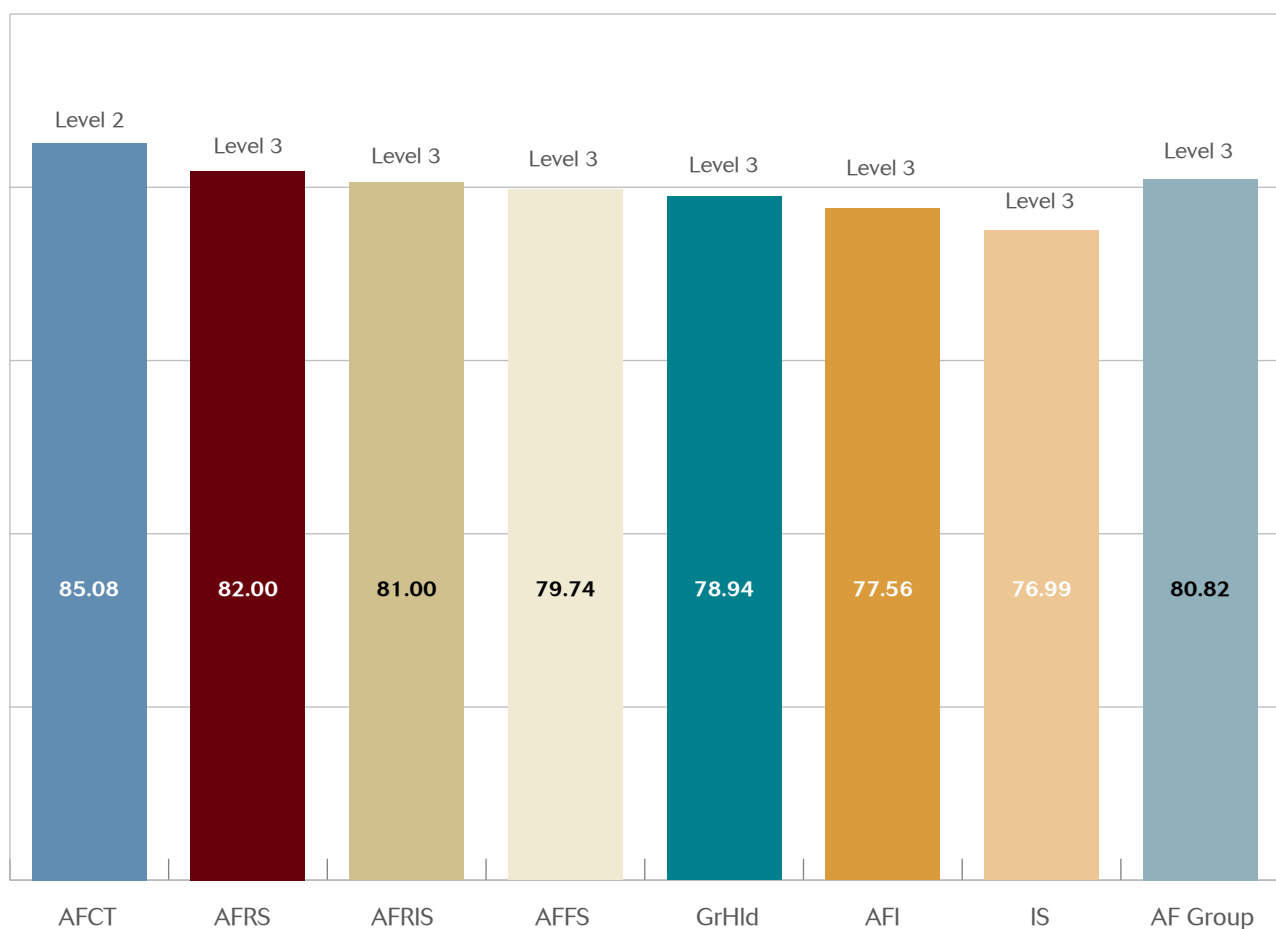


# Benefits of a Level 3 empowerment contributor status for our clients

A Level 3 empowerment contributor provides for enhanced BEE procurement recognition when procuring goods or services from enterprises. This implies that our clients will be entitled to claim R1.10 for every R1 that they spend with Alexander Forbes on their BBB-EE scorecards when conducting BEE ratings or assessments.

Alexander Forbes has also been categorised as a Value-Adding Supplier. This has the benefit of increasing the R1.10 that is already claimed by a factor of 1.25, with the net result that for every R1 spent with Alexander Forbes, clients could claim a procurement spend of R1.37 in the form of points on their respective scorecards when conducting BEE rating or assessment.

## Divisional independent BBB-EE rating



- Alexander Forbes Compensation Technologies
- Alexander Forbes Risk Services
- Alexander Forbes Risk and Insurance Services
- Alexander Forbes Financial Services
- Guardrisk Holdings
- Alexander Forbes Insurance
- Investment Solutions
- Alexander Forbes Group

# Board of Alexander Forbes Equity Holdings

## Independent Directors



Len Konar



Vuyani Ngalwana



Barend Petersen



Lori Hall-Kimm

## Non-executive Directors



Shakes Matiwaza



Cyril Ramaphosa



Andre Roux



Peter Schmid



John van Wyk

## Executive Directors



Sello Moloko



Edward Kieswetter



Deon Viljoen



Antonie de Beer



Jean-Charles Douin



Natalie Kolbe



Kojo Mills

## Alternate Directors

# Executive Committee of Alexander Forbes Equity Holdings

Edward Kieswetter  
Group Chief Executive



Deon Viljoen  
Group Finance Director



Brad Eliot  
Group Executive  
Information Technology



Jurie Erwee  
CEO Alexander Forbes Risk  
and Insurance Services



Derrick Msibi  
MD Investment Solutions



Vishnu Naicker  
Group Executive  
Risk Management and  
Compliance



Mpho Nkeli  
Group Executive  
Human Resources



Geoffrey Nzau  
MD Afrinet



Anton Ossip  
MD Financial Services







Grant Stobart  
CEO Alexander Forbes  
International Limited



# Top management

Transformation at Alexander Forbes is implemented from the top to the bottom. Four of key operational divisions are led by black MDs and one business head. The table below illustrates the level of control and influence that black people have within the Alexander Forbes.

For the financial year 2009/10, 75.5% revenue and 64.9% profit was reported to be a results of contributions made by entities managed by black leaders.

MD/Business Heads	Division	Rm	%	
Bonga Mokoena: Head of Institutional Cluster 	Institutional Cluster (AFFS)	903	27.7	Revenue
		122	14.7	Profit
Tutu Madungandaba: Executive Public Sector 	Alexander Forbes Risk Services	513	15.7	Revenue
		77	9.3	Profit
Gari Dombo: Managing Director 	Alexander Forbes Insurance	234	7.2	Revenue
		67	8.1	Profit
Derrick Msibi: Managing Director 	Investment Solutions	812	24.9	Revenue
		273	32.9	Profit
Total Black Managed		2 462	75.5	Revenue
		539	64.9	Profit
Total SA Operations		3 263		Revenue
		830		Profit

# Our people

Our black staff compliment has grown from 30% to 55% in a period of three years. In the past two years an increased growth in the appointment of black staff was noticed with 70% of new recruits being black.

Alexander Forbes employs a total of 3,371 permanent staff in South Africa , 55% are black and 34% are black women. The company has an employment equity policy which supports our transformation strategy.

We have received some positive feedback from the Department of Labour regarding the company's submission of the 2009 Employment Equity Report. All the business units within the Group are currently implementing recommendations made by the department which will further enhance our employment equity profile. The company invests a substantial amount of money in the development of its workforce across the board with major focus on improving the skills of black employees.

From a BBB-EE audit perspective, Alexander Forbes has achieved an average of 12 points out of 15 on skills development as per the DTI Codes.

There are concerted efforts to improve our performance in the various management levels as well as the development of our staff. The human resources strategy we are implementing is geared at employing a diverse workforce representing the demographics of our country.

Many leaders of our business are people who joined the company at junior levels and have risen through the ranks. We strive to create an enabling and conducive environment in which all our employees can contribute and realise their career aspirations.

Alexander Forbes is well on track to continue transforming the profile of the business.

## Development of SMEs

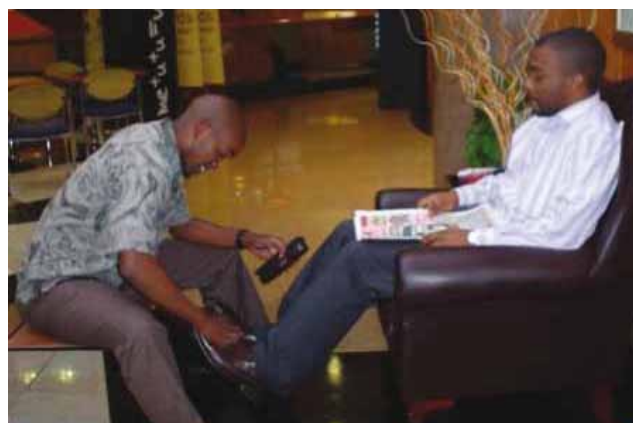
The development of SMEs is implemented at two levels: preferential procurement and enterprise development. Alexander Forbes has played a meaningful role in ensuring that black service providers have access in the mainstream economy through procurement opportunities and enterprise development initiatives.

### Preferential Procurement

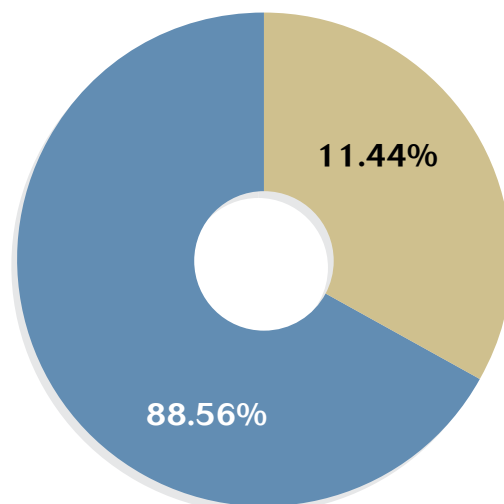
The preferential procurement statement on the Codes measures the extent to which enterprises procure from companies that are BBB-EE compliant as well as black and black female owned companies.

This is intended to increase the access by black owned companies to the mainstream economy which could result in increasing cash flow of these targeted entities.

Alexander Forbes's total measured procurement spend for the financial year ended 31 March 2010 was R1.8 billion and R1.6 billion was spent with BBB-EE compliant service providers.



Sipho Ndlovu, former employee and aspiring entrepreneur, was financially assisted by the company to establish an innovative shoe shine business in our head office reception area.



Before

After



## The Adopt-A-Panel-Shop programme

### Enterprise development

One of the enterprise development initiatives the Alexander Forbes Group implemented, is the Adopt-A-Panel-Shop programme. The primary objective of this initiative is to facilitate the development of black owned motor body repairers through the support of infrastructure and skills development thus creating an enabling environment to access mainstream insurance opportunities resulting in sustainable growth of their businesses.

Six panelshops have been upgraded and received industry grading certificates. This includes Zombodze Panelshop (Soweto), Toy Panelbeaters (Garankuwa), The Scratch Mobile

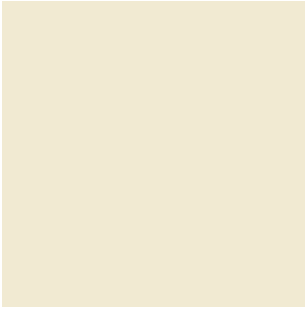
(OR Tambo International Airport and Durban), Five Star Auto Speedshop (Benoni) and Umsunduzi (Pietermaritzburg).

Plans are underway to expand the initiative in other provinces with three more shops to be launched by the end of 2010.

*“The primary objective of this initiative is to facilitate the development of black-owned motor body repairers”*

The Adopt-A-Panel-Shop initiative is implemented in partnership with the Chamber of Commerce & Industry Johannesburg (NAFCOC JCCI), the National African Association for Automobile Service Providers (NAAASP), the Retail Motor Industry Organisation (RMI), the South African Motor Body

Repairers Association (SAMBRA), and Umsobomvu Youth Fund (UYF).



## Community upliftment

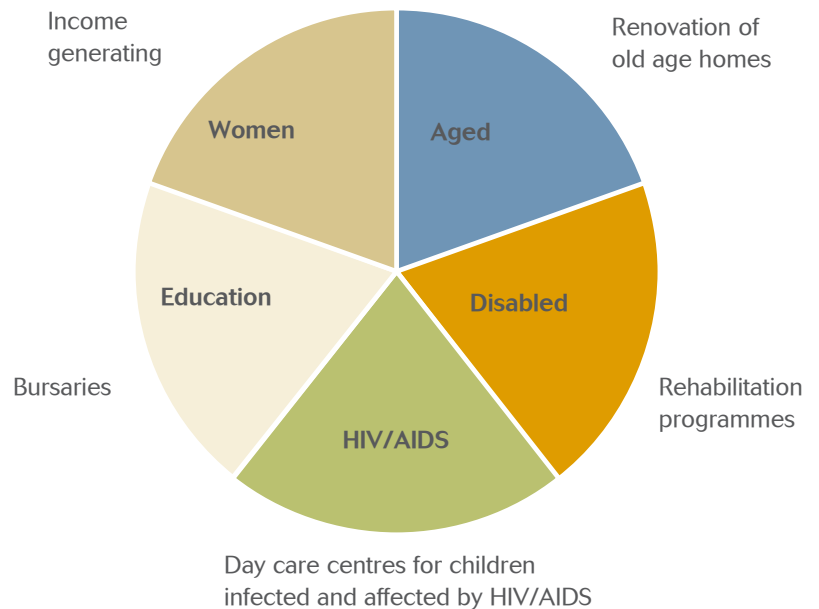
We reaffirm our commitment as a good corporate citizen to contribute towards the upliftment of communities where we operate our business resulting in sustainable developmental initiatives in partnership with relevant stakeholders.

Our strategy is geared at turning our community beneficiary projects into self-funding operations eradicating the perpetual dependence patterns on hand-outs.

The Alexander Forbes Community Trust (the Trust), a vehicle that drives our corporate social investment programme, commits to contribute towards the socio-economic development of previously disadvantaged communities making a meaningful and positive impact by providing the required resources.

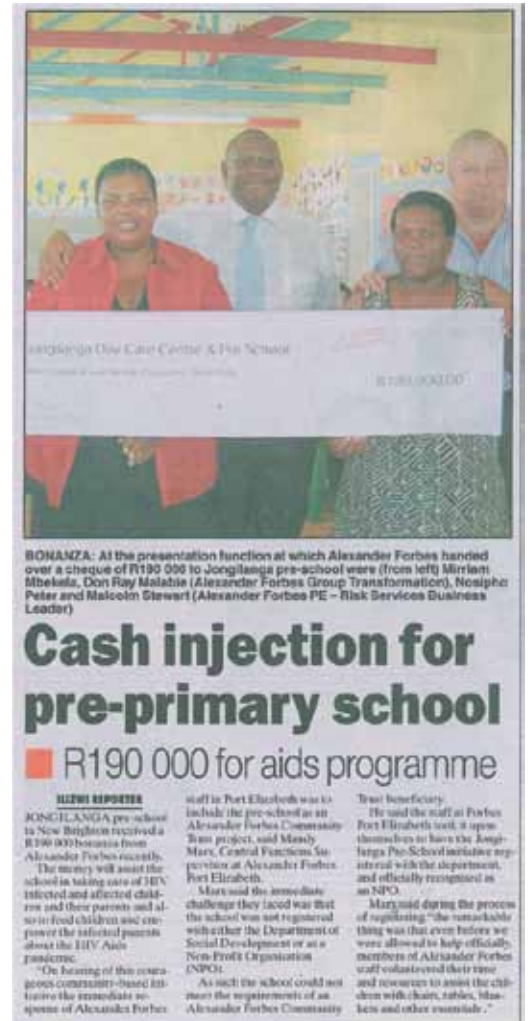
The Trust has since establishment donated R23 million to more than twenty community initiatives in seven provinces. This includes initiatives that benefits people with disabilities, income generating activities for women in rural areas, creating a habitable environment for the aged by renovating old age homes as well as supporting orphans and vulnerable children through day care centres.

The Trust has strategically identified five social focus areas which are linked to the business of Alexander Forbes as well as focussing on government priorities.





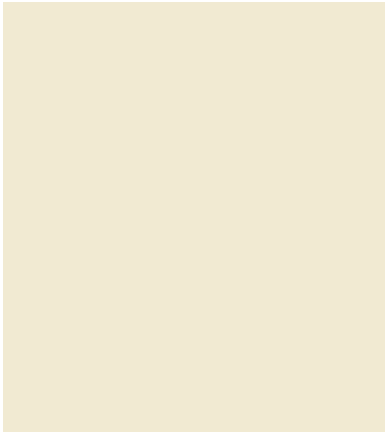
*“Creating a conducive environment for children who are less fortunate”*



One of the outstanding initiatives that was supported by the Trust is the Jongilanga Day Care Centre in which the Port Elizabeth staff played a significant role in ensuring that it receives funding from the Trust after its application was initially declined.

The staff has gone out of their way to ensure that the centre fully meets the funding criteria which included being registered by the relevant government department. Alexander Forbes has since donated R490 000 to the centre. This money has been used to care for children infected and affected by HIV/AIDS.

Staff from one of the divisions in the Port Elizabeth office also adopted two little orphan girls who were being cared for by an unemployed neighbour after they were ostracised by their extended family. The staff committed to making a monthly financial contribution to help support the well-being of these children.



The Group CEO, Edward Kieswetter and Head of Institutional Cluster, Bonga Mokoena donated school uniforms to these two beautiful girls who were adopted by Siphokazi (far left).



Our employees are an integral part of our corporate social investment strategy. Through the Employee Volunteering Programme (EVP) they volunteer their time to interact with the beneficiaries of the Trust, teach basic business skills and donate needed items.





*“The Trust manages a bursary scheme benefiting 92 students in the Actuarial Science, B.Comm and Business Administration qualifications”*

## **Student support programmes**

Due to the limited pool of qualified black actuaries in South Africa, the Trust made a commitment to focus on awarding bursaries to students pursuing this career. In partnership with the South African Actuarial Development Programme (SAADP), the Trust is providing financial assistance benefiting students studying for an Actuarial Science qualification.

At the inception of this programme in 2003 there was only one black qualified South African actuary. To date, the SAADP has produced two fully qualified black actuaries, with a further 49 Actuarial Science graduates. Five of these graduates only have two or three professional exams left to qualify as actuaries. The SAADP is designed in such a way that it provides potential actuaries with academic support such as tutorials, mentorship and vacation work. In addition, it provides life skills workshops such as time management, study and exam skills as well as all the necessary emotional support the students need.

Alexander Forbes has already employed eight graduates who are in the process of completing their professional exams to qualify as actuaries.

Based on the previous year’s encouraging results, there is no doubt that the SAADP is developing a pipeline of future black actuaries who will begin addressing racial imbalances in this profession while growing and strengthening the financial services sector.

Furthermore, the Trust also awarded bursaries to students studying B.Comm Risk Management & Insurance as well as Business Administration at Wits and the CIDA Campus respectively. Some of the graduates are currently employed within Alexander Forbes and others are involved in the company’s graduate training programme.



*“We acknowledge that transformation is not an event but a process and we will continuously review our strategy to ensure that we remain a fully transformed and proudly South African business”*

## **The future path**

Alexander Forbes has always regarded transformation as a business and social imperative. We are revising our comprehensive strategy to address all aspects of transformation and black economic empowerment based on our recent BBB-EE rating performance.

We acknowledge that transformation is not an event but a process and we will continuously review our strategy to ensure that we remain a fully transformed and proudly South African business.

## **More than Black Economic Empowerment**

We believe that Black Economic Empowerment is about creating wealth which will be accessed by black people as part of the process of addressing the imbalances of the past.

It will be impossible to achieve this vision without the support of our shareholders and employees. Every single employee at Alexander Forbes identifies with the need for transformation and the principles behind Black Economic Empowerment. Our shareholders and employees subscribe to the notion of more than Black Economic Empowerment.

Generic B-BBEE Verification Certificate  
**Alexander Forbes Equity Holdings (Pty) Ltd**  
Incorporating Alexander Forbes Financial Services Holdings (Pty) Ltd, Alexander Forbes Risk and Insurance Services (Pty) Ltd and Investment Solutions Ltd

Registration Number: 2006/025226/07  
Address: 61 Katherine Street, Sandton, 2146

Level Three Contributor				
Scorecard Information	Actual Score	Target Score	Analysis	Results
Ownership	19.35	20.00	Procurement Recognition Level	100.00%
Management	8.55	10.00	Black Ownership	24.70%
Employment Equity	7.75	10.00	Black Women Ownership	3.71%
Skills Development	12.19	10.00	VAT Number	4010163370
Preferential Procurement	15.03	20.00	Value Adding Enterprise	Yes
Enterprise Development	10.00	10.00	Issue Date	1 June 2010
Socio-Economic Development	5.00	5.00	Expiry Date	31 May 2011
<b>Total Score</b>	<b>80.02</b>	<b>100.00</b>	Re-issue Date	N/A

  
For Empowerdex (Pty) Ltd

31 May 2010  
Date

This verification certificate and the verification report are based on information provided to Empowerdex and represent an independent opinion based on the verification and analysis completed by Empowerdex. The calculation of the scores has been determined in accordance with the Department of Trade and Industry's Codes of Good Practice on Broad Based Black Economic Empowerment as gazetted on 9 February 2007.

Empowerdex (Pty) Ltd Reg. 2001/027963/07  
Directors: C Wu, V Jack, L Ratsoma, J Stumbles

G10J00248



# Alexander Forbes Group & subsidiaries: Achievements & awards

A key element of Alexander Forbes's sustainability strategy is the commitment to invest in and develop expertise and resources which:

- Enhance our ability to anticipate and resolve clients' changing needs
- Assist in maintaining technical and service standards.

	<p><b>Alexander Forbes Equity Holdings (Pty) Ltd</b> and its South African subsidiaries, including <b>Alexander Forbes Financial Services, Alexander Forbes Risk and Insurance Services, Guardrisk and Investment Solutions</b> have each received a Level 3 rating (to May 2011) based on the verified audit conducted by Empowerdex Rating Agency in terms of the gazetted Codes of Good Practice on Broad-Based Black Economic Empowerment. Furthermore, each of these operating subsidiaries has been rated as a Value-Adding Entity, which means our clients may claim a further 25% , ie 137,5% for related procurement.</p>
<p><b>Business Insurance:</b></p>	<p><b>Business Insurance</b> ranks <b>Alexander Forbes Group</b> as 14<sup>th</sup> largest risk and benefits broker in the world in its Agents and Brokers survey per its 2009 Market Source Book published on 29 December 2008.</p>
<p><b>Business Insurance:</b></p>	<p><b>Business Insurance</b> ranks <b>Alexander Forbes Financial Services (including Lane Clark &amp; Peacock)</b> as 9<sup>th</sup> in the World's Largest Employee Benefit Consultants in its Employee Benefit Consultants survey published in May 2010.</p>
	<p><b>SAS 70 Type II unqualified report</b> awarded (for the third time) to <b>Alexander Forbes Administration Services South Africa</b>, after a voluntary review independently completed by PWC to the standards of the American Institute Of Certified Public Accountants. We are the first and only fund administrator in South Africa to have achieved an unqualified SAS 70 Type II report. SAS 70 is regarded as the most appropriate independent review of our control environment. The process is continued annually.</p>
	<p><b>Alexander Forbes Financial Services South Africa (AFFS)</b> awarded the <b>Professional Management Review's 2010 PMR Diamond Arrow Award</b> for being rated first overall in the Large Pension Fund Administrators &amp; Consultants category (administering more than 100 000 members). Interviewees comprised principal officers and trustees of 201 funds.</p> <p>In 2009 AFFS was also ranked first overall and won the following <b>PMR Golden Arrow Awards</b>:</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> among Employee Benefit Administration and Consulting Firms in 2009</li> <li>• 1<sup>st</sup> among Consulting &amp; Actuarial Firms in 2009.</li> </ul>
	<p>The Acting Pension Funds has at the Pension Lawyers Association conference in March 2010 has publicly recognised <b>Alexander Forbes Financial Services Legal Team</b> as the <b>best (pensions) legal services team</b> in South Africa, citing the team's work, preparation, accuracy, completeness, submissions and commitment.</p>
	<p><b>Investment Solutions</b> is an investment manager signatory to the United Nations Principles for Responsible Investment (<a href="http://www.unpri.org/signatories/#im">http://www.unpri.org/signatories/#im</a>) developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance. More: <a href="http://www.investmentsolutions.co.za/investing_responsible_investing.asp">http://www.investmentsolutions.co.za/investing_responsible_investing.asp</a></p>
	<p>The Principal Officers Association of South Africa, supported by Global Pensions, has in May 2010 ranked <b>Investment Solutions</b> as Multi-Manager of the Year in the Imbasa Yegolide Awards for Professional Excellence 2010.</p>
   	<p><b>CRM Training</b>, a division of Alexander Forbes Risk Services, has accreditation on the following:</p> <ul style="list-style-type: none"> <li>• Service Provider accreditation with Transport Seta (TETA) from 14 November 2008</li> <li>• Learner Programme approval from:             <ul style="list-style-type: none"> <li>o Health &amp; Wealth SETA (H&amp;W Seta) from 8 September 2008</li> <li>o Manufacturing, Engineering and Related Services SETA (Merseta) from 10 June 2008</li> <li>o Transport SETA (TETA) from 14 November 2008</li> </ul> </li> <li>• Full Accreditation from Local Government SETA (LG Seta) from 14 November 2008</li> <li>• Endorsement from Institute of Risk Management South Africa (IRMSA) for a course (with other pending)</li> </ul>
	<p><b>Alexander Forbes Risk Services and Alexander Forbes Insurance</b> (in South Africa) awarded an <b>ISO 9001:2000 Certified Quality Management System</b> certificate in accordance with DIN ISO 9001:2000 standards for consecutive years from May 2007 to April 2010. Undergoing re-certification under new ISO 9001 2008 standard.</p>
	<p><b>Alexander Forbes Financial Services in the UK</b> awarded an <b>ISO 9001:2000</b> for quality management systems certificate, (for consecutive years since 1996 - emphasizing its commitment to continually enhancing customer satisfaction and to providing a service that meets regulatory requirements across all aspects of the business.</p>

	<p><b>Alexander Forbes Financial Services in the UK</b> ranked first as <b>Top UK IFA – 2008</b>: in the Plimsoll Portfolio Analysis: The UK IFA Industry survey amongst 1379 IFAs whose individual performances were examined through a standard model-based analysis on commercial and financial performance.</p>
	<p><b>Alexander Forbes Wealth Management</b> (a specialist division within Alexander Forbes Financial Services in the UK) highly commended in the Good Advice Awards 2009 in the category 'Best Investment Adviser' where criteria included understanding client needs, customer service, professionalism, client communication.</p>
	<p><b>Investor in Customers award:</b> Alexander Forbes Financial Services (AFFS) in UK in 2007 became the first IFA group ever to achieve the 'Investor in Customers' award – an independent seal of approval for standards of customer service. 325 of our corporate clients participated in the comprehensive audit process to evaluate effectiveness in understanding the needs of and managing relationships with customers. In 2009, AFFS's rating was upgraded to '2 Stars: Outstanding'.</p>
 	<p><b>Alexander Forbes Financial Services in the UK</b> rated highly commended in the category 'Flexible Benefits Solutions and Total Reward Provider' in the Financial Times Pensions and Investment Provider Awards 2009. Winner in 2007 and 2008.</p>
	<p><b>Alexander Forbes Financial Services in the UK (AFFS)</b> ranked first in the <b>Corporate Adviser Awards 2010</b> in the categories of:</p> <ul style="list-style-type: none"> <li>• Group Income Protection Adviser of the Year</li> <li>• Group Risk Adviser of the Year.</li> </ul> <p>In addition, AFFS had been shortlisted in the following categories in 2010: Pension Adviser of the Year; Healthcare Adviser of the Year; Best Use of Technology by Corporate Adviser; Corporate Adviser Firm of the Year 2010.</p> <p>Furthermore, AFFS was highly commended in the categories of 'Pension Adviser of the Year' and 'Health Adviser of the Year' and was ranked joint second in 'Best Corporate Adviser in the Money Marketing Awards 2009'.</p>
	<p><b>Lane Clark &amp; Peacock in the UK (LCP)</b> ranked first in the <b>Corporate Adviser Awards of both 2009 and 2010</b> in the category of:</p> <ul style="list-style-type: none"> <li>• Best Strategy for Investment Advice on Pensions (where the judges praised LCP's 'rigorous approach to risk and cutting-edge range of modeling tools, saving scheme managers time while ensuring the best outcome for members'.</li> </ul> <p>Furthermore in 2008, LCP was ranked first in four categories, namely: 'Best Member Communications Strategy'; 'Best Use of Technology for Investment Advice on Pensions'; 'Group Risk Adviser of the Year'; 'Best Pension Adviser of the Year'.</p>
	<p><b>Lane Clark &amp; Peacock LLP</b>, our actuarial consulting subsidiary in UK, Belgium, Netherlands, Ireland &amp; Switzerland, has been voted <b>Actuarial Advisory Firm of the Year - Europe</b> in the ACQ Finance Magazine's Global Awards 2009. These awards span 35 international regions and recognise organisations and advisers that have performed to exceptional levels.</p>
	<p><b>Lane Clark &amp; Peacock LLP</b>, our actuarial consulting subsidiary in UK and Europe, has been named European Pensions Consultancy of the Year by senior industry figures at the prestigious European Pensions Awards in July 2010. LCP demonstrated unrelenting client commitment and success in highlighting pensions as a key cross-border strategic issue for multi-nationals. More: <a href="http://www.lcp.uk.com/news/news.asp?ID=209">http://www.lcp.uk.com/news/news.asp?ID=209</a></p>
 	<p><b>Lane Clark &amp; Peacock LLP</b>, our actuarial consulting subsidiary in UK and Europe has been awarded the following – a number of the awards being in consecutive years:</p> <p>Actuarial Consultancy of the Year – 1<sup>st</sup> place</p> <ul style="list-style-type: none"> <li>o UK Pensions Awards – 2005, 2006, 2007</li> <li>o FT Business Pension and Investment Provider Awards – 2007, 2008</li> </ul> <p>Investment Consultancy of the Year – 1st place</p> <ul style="list-style-type: none"> <li>• UK Pensions Awards – 2007</li> <li>• FT Business Pension and Investment Provider Awards – 2007, 2008</li> </ul> <p>Employee Benefits Consultancy of the Year – 2nd place</p> <ul style="list-style-type: none"> <li>• FT Business Pension &amp; Investment Provider Awards – 2007.</li> </ul>
	<p><b>Guardrisk Insurance</b>, which was voted by its peers in terms of success in performance, presence and momentum across a variety of different markets, ranked first in the Alternative Risk Transfer category in PWC's 2008 and 2010 biennial surveys on emerging trends and strategic issues in South African insurance.</p>
	<p><b>Guardrisk Insurance Company</b>, which is South Africa's highest rated cell captive insurer, has its <b>AA domestic claims-paying ability</b> re-affirmed by Global Credit Rating.</p>
	<p><b>Guardrisk Life</b>, which is South Africa's only independently-rated cell captive life insurer, has its <b>A+ financial strength rating</b> re-affirmed by Global Credit Rating.</p>
	<p><b>Guardrisk Group of Companies</b> ranked for the 7<sup>th</sup> successive year in 2009 as the world's largest specialist cell-captive insurer in Business Insurance's annual survey on <b>Rent-a-captive facilities</b>. Guardrisk Insurance was established in South Africa as the world's first cell-captive insurer in 1993 and is South Africa's 5<sup>th</sup> largest insurer. And largest specialist short-term insurer.</p>

