

CANDIDATE STATEMENT, BIOGRAPHY, SIGNATORY, AND COMPARATIVE INFORMATION FORM

Full legal name: Xolisa Dhlamini

Job title: Head: Sustainability Operations & Impact

Signatory organisation name: Sanlam Ltd

Signatory organisation(s) seconding your candidacy: GEPP (South Africa)



CANDIDATE STATEMENT (400 words maximum)

I am a finance professional with 19 years of industry experience; ten of those years being in sustainable finance. I have worked with investment consultants, asset owners, investment managers and academic institutions in different capacities. My professional experience includes working as the first Head of Africa for PRI from 2013 to 2015. I have since built an extensive network in addition to enhancing my professional & academic experience in the African RI field. This includes 5 years' experience as a non-executive director & chairperson of the board at [Just Share](#); a non-profit shareholder activism organisation leveraging responsible investment and sustainable finance to influence sustainable corporate behaviour.

In my daily role I advise Sanlam's operating entities in implementing Sanlam's sustainability strategy, which includes driving responsible investing and sustainable insurance practices where Sanlam operates. I serve on the investment committee of the Sanlam Umbrella Provident Fund (Sanlam's commercial umbrella retirement fund) and serve as a member-elected representative (trustee) on the Sanlam staff's retirement plan. I have been a trustee and chairperson of investment committee of the UCT Retirement Fund prior to Sanlam. My experience within asset owner governance structures coupled with my experience as a former investment consultant position me to contribute practical insights to support PRI's strategic goal of driving signatory progression along the investment value chains.

Sanlam and Sanlam's Chief Sustainability Officer are fully committed to support my service on the PRI Board. I am also seconded by the GEPP, Africa's largest and founding asset owner signatory of the PRI. Sanlam as a diversified non-bank financial services institution and the largest insurer in Africa recognises the importance contributing to the development of RI and sustainable economies globally. Sanlam's geographical footprint, specifically in emerging markets, comprises of 28 economies in Africa [in Partnership with Allianz](#) as well as operations in Malaysia and India. My role and work at Sanlam expose me to emerging markets beyond South Africa where PRI first gained traction in Africa. This positions me to contribute practical insights regarding RI in these frontier markets and support PRI's 2024-2027 strategic objectives to strengthen regional responsible investment ecosystems

I believe I bring valuable experience, knowledge, networks and market access to contribute to Board's delivery of PRI's renewed strategic objectives. In addition, I enjoy Sanlam's full backing because this

aligns well with Sanlam's objective as Africa's largest insurer to deepen participation in and engagement with the PRI

BIOGRAPHY (300 words maximum)

I am Head of sustainability operations and impact at Sanlam serving as a sponsor-appointed member of the Sanlam Umbrella Fund (SUF) investment committee and a member-elected representative (trustee) on the Sanlam staff umbrella management committee. I serve as the non-executive chairperson of Just Share (NPC). I have previously served as trustee and investment committee chairperson at the UCT Retirement Fund, where I led the sustainable investment efforts of the Fund.

I was the PRI's first Head of Africa focusing on growing the network beyond Southern Africa. I was responsible for strategy, coordination and managing activities of the PRI in Sub-Saharan African. I also represented PRI at industry working groups including the CRISA committee, the ASISA RI committee and IFC-led Sustainable Returns for Pensions & Society working committee.

Prior to joining the PRI, I was an institutional investment consultant at leading consulting firms such as Alex Forbes, Absa Consultants & Actuaries as well as Independent Actuaries & Consultants (IAC). It was in 2011 where I began incorporating ESG in my consulting and advisory approach at Absa; continuing at IAC thereafter.

I was the lead researcher for the African Investing for Impact Barometer from which insights of the African RI markets were generated and featured in the Global Sustainable Investment Alliance trends reports. I have co-authored a chapter on investing for Impact in Africa for the book: "Sustainable and Responsible Investment in Developing Markets" published in 2023. I continue to contribute to capacity building in sustainable finance as a guest lecturer to finance professionals at the UCT Graduate School of Business and the Chartered Institute for Development Finance. I am privileged to have witnessed professionals that I have taught and supervised driving RI in their work.

I hold Certified Development Finance Analyst (CDFA), certified ESG analyst (CESGA) and Licentiate Trustee (LT) designations.

SIGNATORY ORGANISATION INFORMATION *(300 words maximum)*

Sanlam is a diversified non-banking financial services institution offering insurance, retirement, health, advisory and investment management services in Africa, Asia and the UK. Sanlam became a PRI signatory in 2009 and remains one of the few large private sector asset owner signatories in Africa. Our approach to investments is underpinned by our understanding of the multiple roles we play in the African investment value chain (as asset owner, Investment advisor/consultant and responsible investor). Investment management is largely delegated to our subsidiary, Sanlam Investment Holdings (SIH) which is also a PRI signatory. A small amount of balance-sheet assets is delegated to external fund managers. Sanlam thus strives to delegate according to principles of responsible investing as articulated by the PRI and local codes which are relevant to the markets in which we operate (e.g. CRISA in South Africa and the Kenya Stewardship code in Kenya).

As such, Sanlam continually works to improve the governance of investments delegated to investment managers. This includes improving how investment managers are selected, appointed, monitored and engaged according to responsible investment principles. Sanlam also sponsors a commercial umbrella fund enabling multiple employers to provide retirement benefits through the Sanlam Umbrella Fund (SUF). The SUF is managed by a board of trustees who work to create an enabling platform for participating employers to deliver on their fiduciary obligations to their beneficiaries (workers). A recent development in the SUF has been the introduction of ESG ratings of the institutional portfolios available to participating employers on the SUF to support RI-related engagements with the investment managers and investment consultants.

Sanlam has been intentional in elevating depth of engagement with the PRI and PSI to improve internal investment governance practices and to move the business into a position of Sustainable Finance leadership.

COMPARATIVE CANDIDATE INFORMATION

As part of the commitment to strengthen the rigour and accountability of the election process, the PRI is providing guidance and information to candidates and signatories in advance of their vote.

The Board should have the appropriate balance of skills, diversity, experience, independence, and knowledge of the organisation to enable it to discharge its duties and responsibilities effectively. This necessary diversity encompasses a sufficient mix of relevant skills, competence, and diversity of perspectives. It may include but is not limited to: geographical diversity of signatory representation to bring regional knowledge and perspectives to the board; diversity of geographical origin, ethnicity, language and culture, and also gender diversity.

The Board needs to be appropriately representative of the diversity of the PRI signatories in order to generate effective debate and discussion around the key issues that the board considers, and to deliver the broadly founded leadership that the initiative requires. The PRI is a global organisation, and aims for global representation on its board, particularly within the asset owner positions.

The PRI Board is encouraging:

- candidates with governance skills and demonstrated leadership in responsible investment;
- global representation and expertise to enable the Board to appropriately represent the diverse signatory base.

Candidates are asked to elaborate leadership and governance experience, and demonstrated leadership in responsible investment, in their candidate statement. This information as well as information on the nominating signatory, the candidate biography, statement, and candidate video will enable the signatory electorate to easily compare the skills, experience, and diversity of the respective candidates.

SPECIFIC EXPERTISE

LEADERSHIP AND GOVERNANCE EXPERIENCE *(300 words maximum)*

Below is a summary of my leadership and governance experience demonstrating skills in

- Sustainability Leadership and ESG Analysis
- Sustainable Finance training & capacity building
- ESG Strategy, directing and governance
- Sustainable finance and development finance knowledge
- Sustainable Finance regulatory frameworks
- Business acumen and independence of mind

Governance experience

April 2022 – present: Sponsor-appointed member of Sanlam Umbrella Fund investment committee.

May 2019 – present: Non-executive director and current chair of the Board (Just Share)

April 2022 – present: Member of the Advisory Council at Chartered Institute for Development Finance

Jan 2020 – March 2022: Member-elected Trustee and Chair of the IC at UCT Retirement Fund

Leadership experience

April 2023 – present: Head of Sustainability Operations and Impact (Sanlam)

- Guiding and supporting Sanlam Life & Savings (SLS), Sanlam Allianz (SAZ), and Sanlam FinTech (SFT) clusters to operationalise Sanlam's sustainability strategy
- Strategic support to Chief Sustainability Officer • Ensuring alignment of impact finance activities to Sanlam's priority SDGs
- Managing the sustainability office's internship programme

April 2022 – March 2023: Managing executive for Distribution at Sanlam Corporate

- Formulating and driving the distribution strategy for institutional business
- Leading the direct and intermediated sales of Sanlam Corporate capabilities
- Member of Sanlam Corporate Exco

GENERAL

DEMONSTRATED LEADERSHIP WITHIN RESPONSIBLE INVESTMENT, ESG EXPERTISE AND OTHER EXPERIENCE RELEVANT TO THE LONG-TERM SUCCESS OF THE PRI (300 words maximum)

Current: Head of Sustainability Operations and Impact (Sanlam)

- Primary contact/liason in engagements with key stakeholders such as PRI, GRI and pension industry associations such as Batseta
- Advise Sanlam business leaders (including the investment consulting business) on navigating and understanding PRI resources for RI implementation across geographies.
- Member of a panel of sustainable finance experts invited to conceptualise the Climate Change Response fund (CCRF) launched by the South African President in early 2024
- Regular speaker at sustainable finance training seminars and conferences

April 2013 – Mar 2015: Head of Africa at Principles for Responsible Investment (PRI)

- Formulating and executing the PRI strategy in Africa.
- Advising investment managers and pension funds in enhancing implementation of the PRI principles.
- Representing the PRI at industry working committees and forums including the CRISA committee, the ASISA & the IFC-led Sustainable Returns for Pensions and Society working committee.

Feb 2016 – March 2022: Researcher and lecturer of Sustainable & Responsible Investment (UCT GSB)

- Lecturer in Sustainable Responsible Investment (SRI) on the MCom in Development Finance programme.
- Lecturer in Environmental Finance and Sustainable Responsible Investment on the PGDip in Development Finance programme.
- Supervision of MCom in Development Finance student research (Focus on RI and impact investing)
- Lead researcher for the African Investing for Impact Barometer in partnership with Riscura.

2016 - 2023 – Researcher (impact research) and author

- Lead researcher and author for 4 editions of the African Investing for Impact Barometer
- Co-author of book chapter “An overview of investing for Impact in Africa” for the book “Sustainable and Responsible Investment in Developing Markets” published in 2023
- Conference content advisor, speaker and research partner to MN Capital for Africa ESG forum series of conferences across Africa.

April 2022 to present Guest Lecturer and speaker

- Lecturer in innovative finance elective on the UCT GSB
- Driving RI in my duties on the Sanlam Umbrella Fund
 - Successfully proposed and drove the generation of Transformation and ESG ratings of SUF institutional investment portfolio in 2023.
 - Leading engagement with fund managers and appointed investment consultant on their RI processes, performance against PRI assessments during report-backs.

EXECUTIVE EMPLOYEE INFORMATION

If an applicant is an executive employee of a signatory in a role where his or her immediate line manager is a CEO, CIO or most senior investment professional, they must provide a brief job description (*100 words maximum*) and indicate the number of years employed in an executive

Job description: **N/A**

Number of years employed in an executive position:

Please tick if you accept the [PRI's privacy policy](#).