

	Objective	Activities	KPIs	Functional Areas	Roles and Responsibilities
E	Incorporate ESG principles in Investment Policy	Include ESG-linked investments in portfolio	Allocation to ESG-linked investments	Investment Mgmt Risk Mgmt	Process Management: Chief Investment Officer, Chief Risk Officer Process Lead: Portfolio Manager, Head of ALM Supporting Roles: Investment and Actuarial Analysts
S	Improve claims handling	Faster claim payments	Average claims Payment time	Claims	Process Management: Head of Sales, Head of Claims Department, Head of IT
		Transparency in claim decisions and amounts paid	No. of customer complaints	IT Sales	Process Lead: Sales Channel Managers, Claims Team Managers, Systems Manager Supporting Roles: Sales channel representatives, claims processors, systems developers
G	Support ESG reporting related regulations in Africa	Influence public policy and regulation through partnerships	No. of ESG-related industry forums the company was represented at	Sustainability Actuarial Risk Mgmt Finance	Process Management: Chief Sustainability Officer, Chief Actuary, Chief Risk Officer, Chief Financial Officer Process Lead: Finance, Risk and Actuarial Managers Supporting Roles: Sustainability Officers, Finance, Risk and Actuarial Analysts