

# 2016 community report



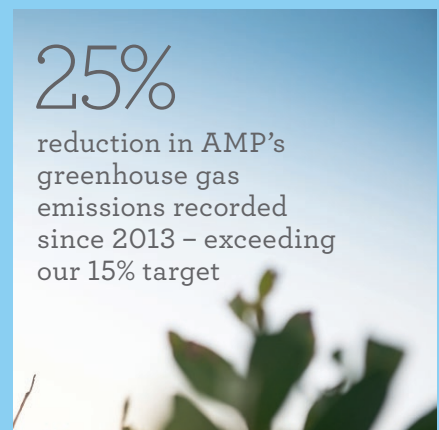
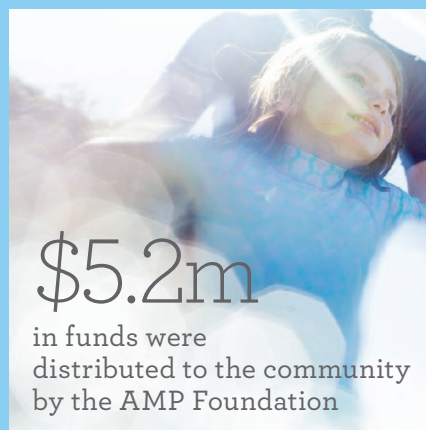
AMP Limited ABN 49 079 354 519

Unless otherwise specified, all amounts are in Australian dollars.  
Information in this report is current as at March 2017.

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## In 2016...





## CEO's message

Since 1849, AMP has been helping people to create better tomorrows for themselves, their families and the communities we operate in.

Although much has changed over the generations, we continue to stand by people and stand up for what's right. We do this by protecting our customers and the environment, supporting our employees, strengthening our society and sharing our knowledge.

As part of our mission to simplify personal finance, AMP offers free online tools and information to help people identify their goals and select strategies to reach them sooner. We are also improving the quality of financial advice through further education opportunities for advisers and by working with regulators and government to raise standards.

We share our financial and societal insights with the wider community, too. With our partner at the National Centre for Social and Economic Modelling (NATSEM), in 2016 we shone a light on the financial impact of divorce in Australia through the well-received 'For richer, for poorer' report.

AMP understands the strong link between environmental, social and governance (ESG) management and a company's sustainability. As the manager of the Diversified Infrastructure Trust, which topped the 2016 GRESB (Global Real Estate Sustainability Benchmark) Infrastructure rankings for ESG, AMP Capital is well placed to encourage behaviour that benefits both business and the community.

AMP is making good progress against our environmental targets. In 2016 we remained carbon neutral for the fourth year and recorded a 25% reduction in our greenhouse gas emissions since 2013 – far exceeding our 15% target. For the second year, AMP received the CDP (Carbon Disclosure Project) Australian Climate Leadership Award for achieving the largest relative carbon reduction of any Australian company.

Understanding that varied perspectives can drive innovation and improve decision-making, we are committed to ensuring that our workplace is both diverse and inclusive. Our efforts have not gone unrecognised. The significant increase in women in AMP senior roles and on our boards – including our first female Chairman, Catherine Brenner – led to another Workplace Gender Equality Agency Employer of Choice for Gender Equality citation.

One thing that makes AMP such a special place to work is the generosity and community spirit of our employees. With the support of the AMP Foundation, our employees give so much of their time, expertise and money to those in need.

In total, the AMP Foundation – our philanthropic arm – invested \$5.2 million into the community sector. This includes supporting seven new innovative

community partnerships that help marginalised Australians gain and maintain employment.

The AMP Foundation also backed 53 amazing Australians doing great things to enrich their community through its third annual AMP Tomorrow Fund grants program. Across the sea, 28 inspiring New Zealanders received AMP scholarships to help make a positive impact.

In 2017, the AMP Foundation will be celebrating 25 years of investing in the community, with close to \$86 million distributed since 1992. The AMP Foundation understands that modern philanthropy goes beyond grant-making. It requires a strategic and collaborative approach that recognises everyone has a role to play in creating a stronger society in which every person truly has the opportunity to own their tomorrow.

**Craig Meller**  
Chief Executive Officer



# Our goal: helping people to own tomorrow

AMP helps people own tomorrow by supporting them to have greater control over their money. By increasing financial wellbeing, we can help build stronger communities.

We help people to become more financially secure by sharing our expertise and providing products and services, including:

- financial advice
- superannuation, retirement income and investment products
- banking and investment services for self-managed super funds (SMSFs)
- income and disability protection and life insurance
- banking products, including home loans
- investments such as shares, fixed income, real estate and infrastructure.

Since 2013 we have been re-orienting our business to centre on customers and make the complex simple. It's an approach that will help us to help more people achieve their goals.

In 2016 we focused on:

- **Delivering quality financial advice** in a new way through AMP Advice, which combines digital interaction with personalised expert help centred on personal goals.
- **Helping people plan ahead** through SuperConcepts, which provided 53,570 customers with SMSF administration and software services in 2016.
- **Providing superannuation services** to close to 60,000 companies in Australia.
- **Helping people buy homes** through AMP Bank, which assisted more than 46,000 customers with home loans.

- **Supporting people in tough times** with award-winning life insurance, income protection and disability insurance products.

## Awards and accolades

In 2016, several AMP products and services were recognised for their quality, including:

- CANSTAR Outstanding Value award for AMP Flexible Super
- Excellence and Innovation in Return to Work Award from the Australasian Life Underwriting, Claims Association and Swiss Re
- Runner-up in the Best Claims Outcome and Customer Experience category at the 14th Annual Australian Insurance Awards
- Life Insurance Company of the Year at the Australian and New Zealand Institute of Insurance and Finance Insurance Industry Awards.

## Sharing our knowledge

AMP helps people make informed financial decisions by giving them the right tools and knowledge. We make it easier for people to set financial goals through our online info centre, which features tools that help users prioritise and map goals such as retiring right, becoming debt free or buying a home. Our website, [amp.com.au](http://amp.com.au), also features budget planners, debt-reduction calculators and financial news.

AMP also contributes to the social and economic policy debate. Since 2002, we have partnered with the National Centre for Social and Economic Modelling (NATSEM) to produce a series of reports that shine a light on the way Australians live and work. In 2016, our AMP.NATSEM 'Divorce: for richer, for poorer' research report revealed the key financial implications of divorce – including the fact that super balances for divorced mothers are 68% lower than married mothers.

Each quarter, AMP also releases quarterly insights and trends on the investment behaviours of SMSF trustees through the SuperConcepts SMSF Investment Patterns Survey.

Dr Shane Oliver, Head of Investment Strategy and Chief Economist at AMP Capital, regularly shares his knowledge of financial markets and the economy in the media as well as through the free weekly 'Oliver's insights' update and video posts on **AMP Capital TV** and **AMP's YouTube Channel**.

In addition, AMP provides information sessions to its corporate superannuation clients to help increase the financial wellness of employees.

AMP financial advisers also share their expertise for free through the AMP Cancer Council Pro Bono Program. In 2016, our advisers provided pro bono financial advice to 775 people affected by cancer through this program, which is funded by the AMP Foundation. For more, see page 23.

## Quality advice

With a large national advice network spanning multiple brands, AMP is committed to setting the benchmark for quality financial advice. Since 2014, AMP has announced a series of industry-leading measures to lift the bar on adviser professionalism and reinforce our commitment to stand behind the advice we give. We support the government's new adviser education standards and changes to insurance remuneration, and are aligning to both of these new regulations.

In October 2015, the **AMP Adviser Academy** started offering a six-week Financial Planning Skills unit, which is one of the subjects in the Griffith University Master

of Financial Planning qualification. This subject is a prerequisite to being employed for 22 weeks in the AMP Horizons Financial Planning Practice, which provides work placement in an AMP-aligned practice. In 2016, the Academy offered six intakes providing intense coaching to up to 120 financial advisers.

## Supporting the next generation

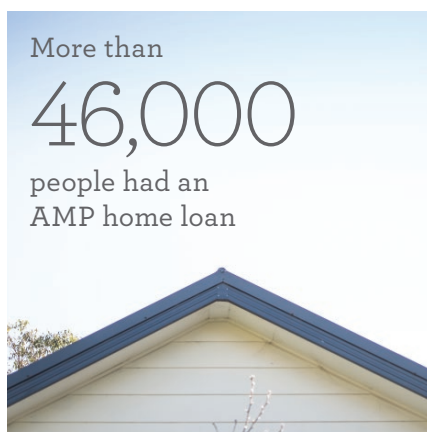
In 2016, 181 students participated in the sixth **AMP University Challenge** – a competition for Australian students who want to experience what it's like to be a financial adviser. Students developed a scoped advice strategy paper in response to a hypothetical client scenario and the leading submissions participated

in a finals day in Sydney. The winning Deakin University team received \$5,000 and registration to attend the 2016 FPA Professionals Congress, plus Deakin University received a \$3,000 grant for financial planning education initiatives.

In 2016, The Challenge was integrated into the curriculum for students studying financial planning majors at Deakin University, TAFE NSW Higher Education, University of Wollongong and Western Sydney University.

Stay up to date with AMP's latest offers, news and insights at [amp.com.au](http://amp.com.au)

## In 2016...



# Our corporate responsibility

As one of the most experienced managers of responsible investment funds in Australia, AMP Capital is well placed to influence better outcomes for investors, shareholders and the community.

There is a clear link between an organisation's environmental and social impacts, ethical practices and quality of its corporate governance and its long-term business success.

Assessing the environmental, social and governance (ESG) factors that can affect an investment is an integral part of AMP Capital's investment process. The key motivation for considering ESG issues is to gain deeper insight into areas of risk and opportunity that could impact the value or performance of an investment.

Well before becoming one of Australia's first signatories to the Principles for Responsible Investment in 2007, AMP Capital dedicated resources to understanding the impact of ESG factors.

AMP Capital's in-house ESG investment research team produces thought-leading research, which is integrated into AMP Capital's investment decision-making and

active ownership practices. The team's ESG insights and company ratings influence investment guidelines and policies, research and analysis, proxy voting activities and engagement with company boards and management teams.

The AMP Capital ESG Investment Research team makes summaries of its research public via the AMP Capital website.

It is important to AMP Capital that companies selected for clients' portfolios are well governed. This is why AMP Capital actively engages with the boards and management teams of companies and uses its voting power to encourage corporate behaviour that is responsible and in the best interest of shareholders. Through this engagement AMP Capital encourages sound decision-making and risk-management, appropriate capital allocation, good board composition, fair remuneration and open and honest disclosure.

AMP Capital's commitment to ESG research is well recognised in the sector. As such, the ESG team has had the opportunity to work with companies on a range of issues and influence better outcomes for investors, shareholders and the Australian community.

AMP Capital's Diversified Infrastructure Trust (ADIT) was ranked the top infrastructure fund in the world for its ESG performance. The ranking is part of the inaugural 2016 GRESB (Global Real Estate Sustainability Benchmark) Infrastructure report.

## Our industry collaboration

- A signatory to the **United Nations Principles for Responsible Investment**
- A signatory and participant in the **Carbon Disclosure Project**
- A member of the **Investor Group on Climate Change**

# AMP Capital's commitment to ESG research is well recognised in the sector.

### High governance standards

AMP takes our responsibilities as a business and an employer very seriously and aims to adhere to the highest standard of corporate governance. We continually review our governance practices to address AMP's obligations as a responsible corporate citizen.

You can find more information on the structure of our business, our board and management teams, policies and practices on the [amp.com.au](http://amp.com.au) **Corporate governance page**.

### Investing in social infrastructure

AMP Capital has provided vital infrastructure to communities across the globe since its pioneering investment in the Sydney Harbour Tunnel back in 1988.

Today, AMP Capital manages one of Australia's pre-eminent public-private partnership infrastructure funds – the AMP Capital Community Infrastructure Fund. The fund invests in social infrastructure assets across healthcare, education, justice, defence, community housing, transport, water and recreational facilities.

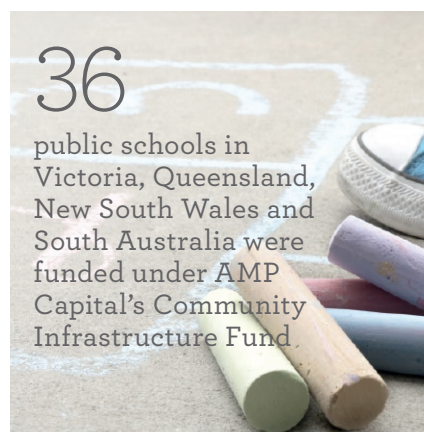
Through this fund, AMP Capital has invested in 36 public schools in Victoria, Queensland, New South Wales and South Australia. In Victoria, this investment includes YMCAs on six of the school sites, which play a vital role within their growing communities. It also has a significant investment in Sydney's Royal North Shore Hospital.

### Clean energy investment

In 2016, AMP Capital and The Commonwealth Scientific and Industrial Research Organisation (CSIRO) collaborated on the development of Evergen, a new business in clean energy and energy efficiency. AMP Capital is a major investor in Evergen, which sells and manages intelligent home energy systems comprising solar power and batteries. Based on technology provided by CSIRO, Evergen is run by energy scientists and advocates of change for clean solar and battery storage technologies for the home.

Learn more about AMP Capital's approach to ESG and responsible investing on the [amp.com.au](http://amp.com.au) **Corporate responsibility page**.

## In 2016...



# Our environmental performance

## Carbon neutral since 2013, AMP minimises its impact on the environment through a range of waste, energy and emission-reduction activities.

We have been actively pursuing these initiatives since 2002, when we released our first Environmental Policy and AMP Capital signed up to the Carbon Disclosure Project (now known as CDP).

Over this time, AMP has minimised its environmental footprint by engaging employees in initiatives targeting resource efficiency and reductions in environmental impact. From 2013–16, these activities resulted in a 25% reduction in emissions.

In recognition, AMP received a 2016 CDP Australian Climate Leadership Award for having the largest relative carbon reduction of any Australian company. It was the second year AMP was recognised with this leadership ranking, which is based on the carbon reduction relative to total Scope 1 and Scope 2 emissions – in

our case, mainly office electricity usage.

While we have a duty to our community and future generations to minimise our impact on the environment, as an insurer and investor it also makes business sense. We assess our environmental risks and opportunities across the business as well as investments managed by our in-house investment manager, AMP Capital.

### Our three-year strategy 2014–16

2016 marked the end of a three-year strategy that set the following targets and priorities:

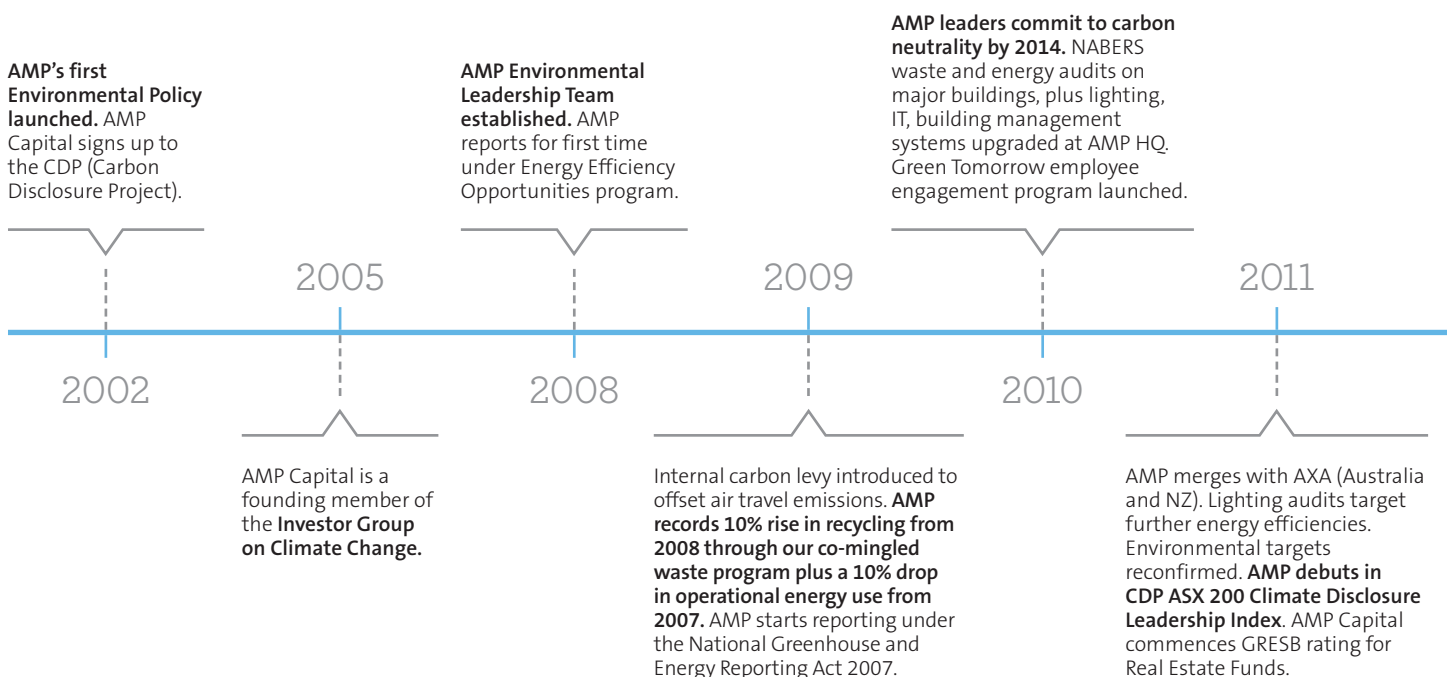
- reducing greenhouse gas emissions by a further 15%
- pursuing energy efficiency of AMP tenancies through lighting upgrades, IT initiatives and more flexible and

efficient use of office space

- working with contractors, landlords and service providers to increase waste recycling
- reducing non-essential air travel and paper consumption
- encouraging employee work practices that reduce environmental impacts
- encouraging suppliers to reduce the impacts of their products and services
- continuing the external assurance of AMP's carbon footprint.

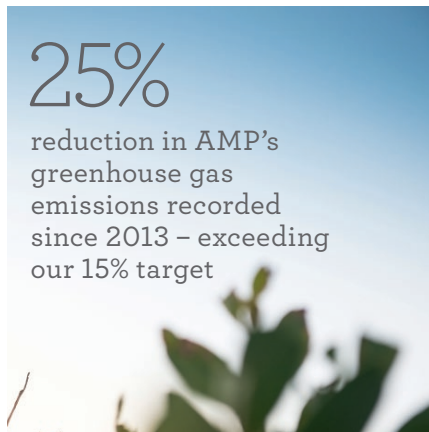
In 2016, we made continued progress against these targets and remained carbon neutral for our own operations. In 2017, we will be reviewing our strategy and announcing new targets that build on our progress to date.

## Towards a greener tomorrow





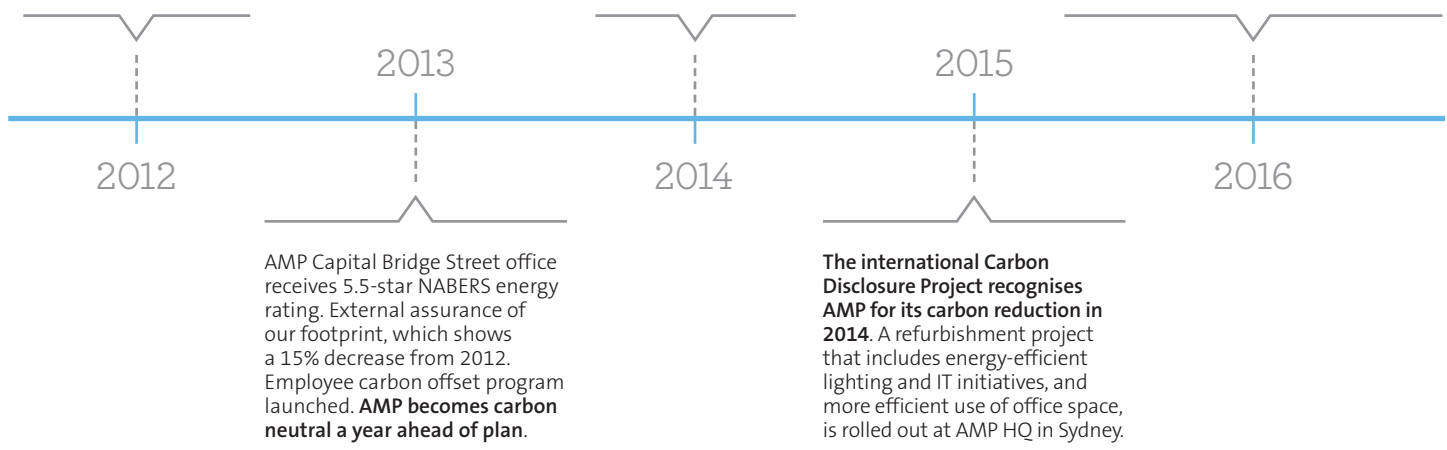
In 2016...



LED light upgrades, more video-conferencing facilities installed. **Carbon offset purchasing program expanded** to include internationally accredited projects.

New targets and priorities set for 2014–16. **AMP once again in CDP ASX 200 Climate Disclosure Leadership Index.**

Activity-based working continued at AMP HQ. A 2% year-on-year reduction achieved, 25% reduction since 2013 (well above 15% target). For the second year, **AMP recognised by the international Carbon Disclosure Project for our relative carbon reduction performance in 2015.** AMP Capital commences GRESB rating for Infrastructure Funds.



# Our environmental performance

continued

## AMP's corporate footprint

Our greenhouse gas data relates to the operation of our tenanted offices, data centre and business-related air travel and is reported in line with AMP's 2016 Greenhouse Gas Reporting Criteria.

From 2013 to 2016, total greenhouse gas emissions from AMP's own operations have decreased 25% from our 2013 base year, far exceeding our 15% reduction target. The carbon footprint is detailed in the table below.

**Scope 1 and 2 emissions** (mainly office electricity use) decreased 30% to 9,799 tonnes from our 2013 base year, due to energy efficiency initiatives such as lighting upgrades, more flexible and

efficient use of office space. There was a 3% decrease in Scope 2 emissions from 2015 to 2016, excluding data centre emissions due to a change in operational control boundaries.

**Data centre:** In 2016, AMP's data centre in Melbourne completed a three-year decommissioning program as services were moved to more efficient data centres managed by our IT service provider, CSC. As AMP's Scope 3 reporting boundary includes business-related air travel only, the closure of the data centre in August 2016 represents a structural change in the emissions inventory. Therefore, AMP's emissions profile has been recalculated to allow for meaningful comparisons over time, consistent with AMP's Greenhouse

**Gas Reporting Criteria.** In 2017, AMP is undertaking a review of Scope 3 emissions reporting with the view to better capture net impacts of improved IT efficiencies in the future.

**Scope 3 emissions (air travel)** decreased 19% from the 2013 base year to 9,350 tonnes, due mainly to reduced domestic air travel requirements. Emissions have remained steady since 2014 due to AMP's ongoing international business activities.

## External assurance

Every year since 2013, AMP's Scope 1, 2 and 3 emissions have been assured by Ernst & Young, who provided AMP's 2016 Assurance Statement.

## AMP's carbon emissions performance

Emissions (tCO <sub>2</sub> -e)	2016	Reduction from base year	Year-on-year change	2015	2014	2013 <sup>(i)</sup>
Scope 1+2 <sup>(ii)</sup> emissions	9,799	-30%	-3%	10,150	11,832	13,986
Data centre (Scope 2 emissions)	2,059			5,703	6,527	6,844
Scope 3 <sup>(iii)</sup> emissions	9,350	-19%	+0.1%	9,341	9,282	11,592
<b>Total emissions</b>	<b>21,208</b>	<b>-35%</b>	<b>-16%</b>	<b>25,194</b>	<b>27,642</b>	<b>32,422</b>
<b>Recalculated Total emissions (excluding data centre)<sup>(iv)</sup></b>	<b>19,149</b>	<b>-25%</b>	<b>-2%</b>	<b>19,491</b>	<b>21,114</b>	<b>25,578</b>
Carbon offsets retired	21,208			25,194	27,642	32,422
Target	Carbon neutral			Carbon neutral	Carbon neutral	Carbon neutral

(i) 2013 is AMP's base year. You can find our historic emissions from 2009 in the 2015 Community Report.

(ii) Scope 1+2 emissions include AMP Limited's corporate offices tenancies of majority owned subsidiaries over which we have operational control, excluding data centre emissions. It does not include AMP Capital's Real Estate, Infrastructure, Equities or other assets.

(iii) Scope 3 emissions reflect corporate air travel.

(iv) The base year and historical emissions have been recalculated to allow meaningful comparisons over time due to the sale of the data centre in August 2016.

## Better ways of working

In 2016, we continued an extensive refurbishment at our headquarters at 33 Alfred Street, Sydney, with activity-based working at its centre. This project is transforming the work environment through an innovative combination of space and technology to deliver a flexible and efficient workplace, including:

- More efficient and productive use of floor space
- An LED lighting system that incorporates zone controls, occupancy sensors, daylight harvesting and power scale-back functionalities
- A waste management strategy, including e-waste streams and furniture recycling
- Energy efficient appliances and end-use computing technology
- ‘Follow me’ printing to reduce overall paper consumption
- Extended video conferencing capabilities to reduce business travel.

This project has delivered significant environmental benefits including:

- 27% average reduction in energy intensity per floor and a 67% reduction in energy intensity on our executive floor
- 51% energy saving from 2013 to 2016, due to the repurposing of an air-conditioning chiller plant

- 529 workstations donated to Tonga to help schools and government departments recover after a devastating cyclone
- 40% reduction in paper ordered from 2013–14 to 2015–16, which is the equivalent of 15.5 tonnes of paper
- Improvement of our NABERS Tenancy rating from 3.5 to 4 stars.

This successful project was also rolled out to our new offices in Adelaide with other locations to follow in 2017.

## AMP major office locations

As a signatory to the CitySwitch Green Office Program, Australia’s flagship sustainability program for business, AMP is committed to energy efficiency at tenanted office locations. In 2016, CitySwitch recognised AMP with a highly commended award for the refurbishment of our Sydney headquarters at 33 Alfred Street.

Our NABERS Energy Tenancy ratings are summarised in the table below for the 2014–16 period.

## AMP’s NABERS tenancy energy ratings

Site	2016	2015	2014
33 Alfred Street, Sydney	4	4	3.5
Jessie Street Centre, Parramatta	4.5	4	5.5
50 Bridge Street, Sydney	5.5	5.5	5.5
750 Collins Street, Melbourne	4.5	3.5	4
192 Ann Street, Brisbane	5	5	–
104 Melbourne Street, Brisbane	4	4	–
240 Queen Street, Brisbane	5.5	5.5	–
<b>Area – weighted average</b>	<b>4.45</b>	<b>4.11</b>	<b>4.19</b>

# Our environmental performance

continued

## Other voluntary and mandatory reporting

AMP also reports annually to the Australian Government under the National Greenhouse and Energy Reporting Act 2007, which includes additional data for applicable investments managed by AMP Capital on behalf of underlying investors.

AMP participates in a number of other reporting programs, including the **GRESB** (Global Real Estate Sustainability Benchmark Survey) for AMP Capital-managed real estate. In 2016, all six of AMP Capital's real estate funds achieved the highest 5-star rating.

## Carbon credits, community benefits

Each year, AMP reduces emissions through energy efficiency and, to meet our targets, offsets the remaining emissions by purchasing carbon credits from verified projects.

To achieve carbon neutrality in 2016, AMP purchased and retired 21,208 carbon offsets from projects that deliver environmental and community benefits. These projects meet internationally recognised verification protocols (VCS, Gold Standard) and the Australian Government's National Carbon Offset Standard (NCOS). They include projects in the table below:

### Wastewater treatment at General Starch Co Ltd, Thailand

Before this project, wastewater from General Starch Ltd's tapioca plant in Amphur Kornburi was treated through cascading lagoons that generated methane gas with 21 times the global warming potential of carbon dioxide (CO<sub>2</sub>). The project extracts methane from the wastewater by a two-stage anaerobic digestion process and turns it into heat, replacing the need for heavy fuel oil. Not only is it cutting emissions by over 150,000 tonnes of CO<sub>2</sub> a year, but it is improving air quality, stopping pollutants reaching water bodies and helping fund IT and scholarships at local schools.

### InfraVest Changbin and Taichung Wind Farms, Taiwan

The Changbin and Taichung wind farms in Taiwan, comprise 45 and 23 wind turbines at each site respectively, with a capacity of 2.3MW. The wind farms deliver renewable energy to the state-owned power grid in Taiwan, reducing dependency on imported fossil fuels for power generation.

### LifeStraw water filters, Kenya

In western Kenya, many people use indoor wood burners to boil water drawn from unsafe sources. This is a strong driver of deforestation and contributes to

respiratory problems. The Kenya LifeStraw project offers water purification filters to villagers that significantly improve public health and household air quality, and reduce deforestation. This project is the first to directly link carbon credits with safe drinking water.

### Gunung Salak geothermal power plant, Indonesia

The Gunung Salak power plant 100km south-west of Jakarta uses natural underground geothermal resources. The project involves the upgrade of existing turbines to significantly improve the plant's efficiency and generate greater output of clean energy from the same geothermal steam source.

### Lau Renun run-of-river hydro power plant, Indonesia

The Lau Renun hydro project is a grid-connected, run-of-river hydro plant that generates electricity for Sumatra. Using a natural height difference of about 500m, it generates renewable energy without the need for a retaining dam. Water is taken from several sources to ensure sufficient downstream flow and further minimise environmental impacts. Community benefits, including job creation, support for local artisans and schools, enabled the project to achieve social carbon certification.

## AMP 2016 carbon offset requirements

Project	Abatement type	Registry (verification standard)	Tonnes CO <sub>2</sub> e offset
Wastewater treatment at General Starch Co Ltd, Thailand	Methane capture	Markit (VCS)	455
InfraVest Changbin and Taichung Wind Farms, Taiwan	Renewable energy	Markit (Gold standard)	7,500
LifeStraw water filters, Kenya	Avoided deforestation	Markit (Gold standard)	1,000
Capacity upgrade of Gunung Salak geothermal power plant, Indonesia	Renewable energy	APX (VCS)	10,000
82MW Lau Renun run-of-river hydro power plant, Indonesia	Renewable energy	APX (VCS)	2,253
<b>Total carbon offsets retired</b>			<b>21,208</b>



## AMP Capital Real Estate initiatives

In 2016, AMP Capital installed a solar renewable energy system at its Northbridge Shopping Centre in Sydney. This 100kW system consists of 377 solar modules that take up about 650m<sup>2</sup>. Capable of generating 140,000 kWh a year, which is approximately 24% of the shopping centre's base building energy consumption, the system saves about \$17,000 a year in energy costs.

AMP Capital also introduced free charging facilities for electric vehicles and mobility scooters at Bayfair Shopping Centre in Tauranga, New Zealand.

In 2016, AMP Capital's 700 Bourke Street in Melbourne's Docklands obtained a 6-star Green Star Performance rating, indicating world's best practice operational performance. It was only the fourth building in Australia to achieve this.

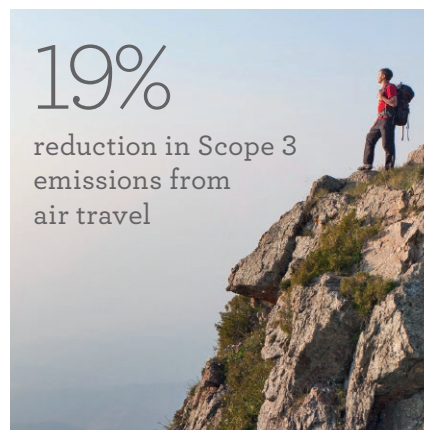
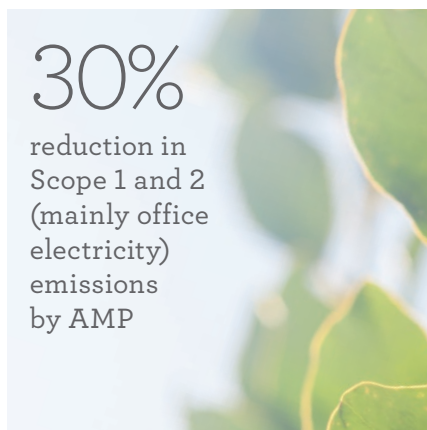
During the year the newly refurbished AMP Capital building at 1 Thomas Holt Drive in Sydney's Macquarie Park improved its NABERS rating from 2.5 to 5 stars and received a 5 Star Green Star Office V3

Design Rating. Notable features include a new high-performance double-glazed facade, new lighting, more fresh air provision, water-efficient fixtures, new bike racks, lockers and change rooms, and a 100kW solar array.

The above initiatives were implemented in real estate investment assets managed by AMP Capital and are not included in AMP's operational carbon footprint.

More information on AMP's Environmental Policy and activities, greenhouse gas emissions reporting criteria is available on the [amp.com.au](http://amp.com.au) **Environmental management page**.

## From 2013–16...



# Our people

AMP believes an inclusive culture that is rich in diverse thinking, ideas and experience brings better results for our customers, shareholders and community.

Harnessing AMP's diversity is helping us create a company that is greater than the sum of its parts. To truly understand and support our customers and the wider community, we are leveraging the strengths and skills of each and every one of our people.

## Gender equality

Gender equality is at the forefront of our inclusion and diversity work, and we've made strong progress in increasing the number of women in AMP's most senior roles as a result.

In 2016, we appointed four new women to AMP's management team and were proud to appoint Catherine Brenner as the

first female Chairman of the AMP Limited Board. During the year, AMP was again named an Employer of Choice for Gender Equality by the Australian Government's Workplace Gender Equality Agency.

In 2016, women made up 52% of AMP's workforce and held 40% of AMP's senior executive roles – which are typically one to four reporting layers below the CEO and represent the top 8% of the organisation. This is in line with our 2016 target.

Women also held around 41% of our middle manager roles, which tend to be four to six reporting layers below the CEO. These roles represent the next 24% of the organisation. As this is slightly behind target (42%), AMP's management team

has committed to a number of actions to increase the representation of women at this level. These include ensuring more gender balance throughout the recruitment process, increasing leadership teams' understanding of and commitment to our gender targets, the proactive development and talent management of our female employees and an increased focus on flexible work.

We are also striving to increase the gender balance on our boards, with a 40:40:20 target in place. Women currently fill 40% of positions on the AMP Limited Board. By the end of 2020, we want 40% of the roles on our key subsidiary boards to be filled by women, with 40% to be held by men and 20% by either women or men.

## Representation of women at AMP

Roles	2020 target (%)	2016 target (%)	31 December 2016 (%)	31 December 2015 (%)
AMP Limited Board	40	40	40	33
Senior executives	47	40	40	37
Middle managers	50	42	41	39
All employees	n/a	n/a	52	52

## Understanding our people

In 2016, AMP ran an inclusion and diversity survey to understand the different ways in which our employees identify themselves, and how this may help or hinder their ability to give – and be – their best at work.

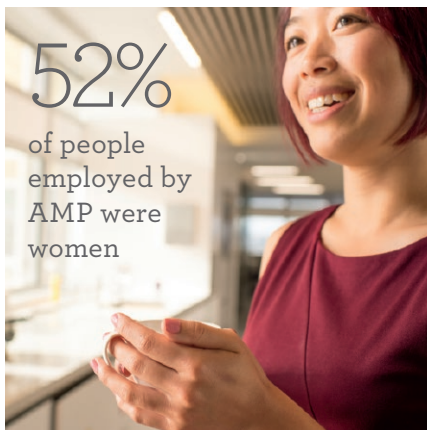
The survey covered a broad range of topics including: gender, age, country of birth, ancestry and ethnicity, Indigenous identity, languages, industry experience, sexual identity, mental health, disability, relationships and care-giving responsibilities, and the need for flexible work. Survey findings have helped AMP establish a baseline for demographic diversity. More importantly, however, they provide a deeper understanding of the opportunities we have to help employees contribute to their full potential at AMP.

Following the survey findings, AMP will focus on flexible work as a key priority across all employee demographics.

## AMProud

AMProud is a community group for lesbian, gay, bisexual, transgender, intersex and queer/questioning (LGBTIQ)

## In 2016<sup>1</sup>...



employees and their supporters. The group is open to all employees, regardless of sexual orientation, and promotes a diverse and inclusive environment where employees can confidently present themselves and feel free to talk about their family and life.

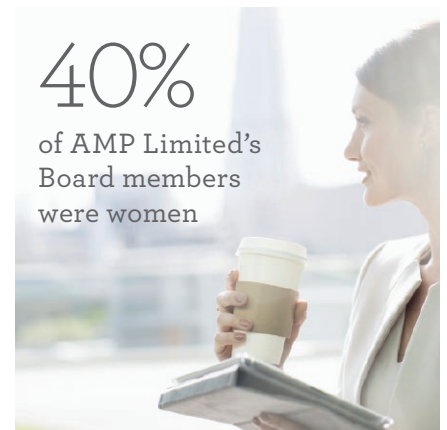
## AMP's pillars of diversity

- **Committed and inclusive leadership:** Our leaders are supported to create an inclusive culture that helps people play to their strengths.
- **Merit-based policies and practices:** We focus on equality when we recruit, develop, promote and pay our people, as well as when we recognise and reward their performance. This includes having gender balanced recruitment shortlists, developing female leaders, reviewing our pay and performance outcomes and providing policies and practices – such as flexible work – that support all our people.
- **Decision-making and voice:** We leverage the diverse thinking across our business to better understand our customers and meet their needs.

- We use a human-centred design approach to listen to the needs of our customers and to guide the design of our processes and products.
- **Measurement, accountability and rewards:** We set challenging diversity targets and believe meeting these targets will deliver better results for our business. AMP also conducts an annual pay equity review to identify, analyse and address potential areas of inequity. This commitment is expressly outlined in AMP's remuneration policy.

The AMP Inclusion and Diversity Council, made up of our CEO and management team, set the organisation's goals and direction for inclusion and diversity. They are also responsible for inspiring our leaders and holding them to account. The People and Remuneration Committee is responsible for overseeing the implementation of our inclusion and diversity initiatives, and reporting key actions and progress to the board.

AMP's diversity and inclusion policy can be found on the [amp.com.au](http://amp.com.au) Corporate governance page



1 As of 31 December 2016.

# Our people

continued

## Supporting and developing people

Our aim is to attract, motivate and retain exceptional employees who strive to help our customers and create value for our shareholders. AMP provides a range of personal and professional development and career opportunities to help our people to grow, reach their potential and take actions that have genuine value and influence. These include secondments, mentoring, cross-team projects, online learning and external study.

In 2016 we began the transformation of our performance management framework with the introduction of a new performance philosophy called Perform@AMP. This new approach focuses on improving performance and helping develop people through frequent quality conversations and simple tools.

We believe that in order to deliver a specific experience for our customers, we need to behave in the same way when working together. The AMP Practices are based on the help our customers have told us they want – help that is expert, proactive and personalised, and effortless. These guide our employees, not only how to interact with customers, but also interact with each other.

The ongoing development of AMP financial advisers is also supported through the AMP Adviser Academy – a centre of excellence dedicated to the education and development of financial advisers.

## Top-ranking graduate program

AMP provides supported entry into the financial services sector through our well-regarded graduate program. This two-year targeted development program, which is committed to nurturing new talent, took in 31 Australian graduates in 2016 and five in New Zealand.

The Australian Association of Graduate Employees (AAGE) named it the top financial services program of its type for 2016, following a national survey of more than 2,500 graduate participants. The AMP program was ranked sixth among graduate employers across a variety of sectors in Australia.

## Employee benefits

AMP understands that life is not all about work. This is why we provide benefits that help our employees stay on top of their finances, family time, health and social lives.

AMP's employee benefits include:

- a purchased leave scheme
- an AMP childcare centre in Sydney and generous parental leave
- discounted offers for financial products and services
- 12% employer superannuation contributions<sup>1</sup>
- the chance to salary sacrifice gym memberships, childcare fees, super contributions, car parking or novated leases

- regular health and wellbeing programs, and on-site gyms at some office locations
- third-party discounts through our online discount program, AMP Advantage
- access to a free, confidential counselling and advice service for employees and their immediate family
- social clubs in multiple offices that offer discounted entertainment tickets.

## Healthier workplaces

Our refurbishment project at AMP's Sydney headquarters, with its variety of working spaces, standing desks and mobile technology support, encourages flexible and healthier working practices, greater co-operation and agility. It has also resulted in a 27% average reduction in energy intensity per floor.

This approach to working has since been rolled out to Adelaide, with more locations to follow in 2017.

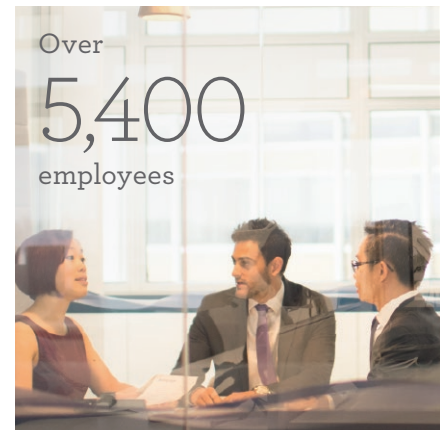
AMP is also a signatory to the Royal Australasian College of Physicians' **Consensus Statement** on 'good work' and the role it plays in the wellbeing of individuals.

Find out more about working at AMP at [amp.com.au/ampcareers](http://amp.com.au/ampcareers). For information on our graduate program, visit [amp.com.au/graduates](http://amp.com.au/graduates).

<sup>1</sup> Employees employed under National Mutual Life Association terms (NMLA) are entitled to 10% employer superannuation contributions, effective April 2014.



In 2016...



AMP provides a range of personal and professional development and career opportunities to help our people to grow, reach their potential and take actions that have genuine value and influence.

# Our work in the community

The AMP Foundation works towards a better tomorrow for everyone – especially those facing challenges accessing education and employment opportunities.

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The philanthropic arm of AMP achieves this in two ways:

- It helps people to help themselves by supporting organisations that give disadvantaged Australians life-changing learning and work opportunities.
- It also helps people to help others. It supports AMP employees and financial advisers to share their time, skills and resources with people in need, and backs amazing Australians doing great things in the community through AMP's Tomorrow Fund grants.

Since 1992, the **AMP Foundation** has distributed almost \$86 million to help charities and individuals make a positive impact on communities. In 2016, the AMP Foundation distributed \$5.2 million and AMP employees donated and fundraised more than \$829,000.

## How the AMP Foundation is funded

The AMP Foundation has a capital base, or corpus, which AMP has contributed to through donations of money and shares.

In 1998, when AMP demutualised, AMP donated \$30 million to the AMP Foundation and allocated 2.5 million shares. In 2001, the AMP Foundation retained close to 1.7 million shares at the end of the verification process of shareholders (20% of the unverified shareholding). The investment income from the corpus is used to support community initiatives and pay for the AMP Foundation's running costs. Pro bono support is provided by Ernst & Young and MinterEllison. The AMP Foundation also received valuable pro bono guidance from John King of Prolegis Lawyers, who is a former board member.

AMP Capital is the AMP Foundation's investment manager. The majority of the AMP Foundation's assets are invested in a bespoke equities portfolio constructed and managed by AMP Capital, which targets high after-tax dividends.

The investment performance (after fees) over the past three years for the AMP Capital-managed portfolio follows:

2016 – 8.4%  
2015 – 8.3%  
2014 – 13.5%

The AMP Foundation invests a percentage of its capital (up to 3%) in social benefit financial instruments and social enterprises that achieve both a commercial investment return and demonstrated social outcomes. It is currently invested in the Newpin Social Benefit Bond and the Benevolent Society

Social Benefit Bond, and previously was the only philanthropic foundation to invest in GoodStart Early Learning Centres.

### The AMP Foundation Board

The AMP Foundation has an independent board, which approves the Foundation's strategic direction and monitors its commercial investments and community partnerships and programs. The directors who serve on the board are:

- Richard Grellman AM (Chairman)
- Paul Leaming
- Prue Milne
- Matthew Percival
- Fiona Wardlaw

### A strategic approach

In the past decade, philanthropy has undergone a dramatic transformation, with the rise of crowdfunding, the

introduction of new tax incentives for giving and the application of business principles to social investment.

This new age of philanthropy brings with it an increasingly complex set of social investment decisions. This is why, in 2015, the AMP Foundation undertook a strategy review of its community investment and investigated best practice in philanthropy in Australia and worldwide. The review validated the AMP Foundation's approach to philanthropy to date, particularly through:

- social impact investing (such as our investment in the Newpin and Benevolent Society social benefit bonds) and the funding support of SVA's impact investing team
- capacity building of the non-profit sector by funding SVA and The Funding Network, as well as investing

in non-profits' core operations, infrastructure and growth through long-term partnerships – many in excess of 10 years

- focusing on systemic issues and concentrating funds on comprehensive programs.

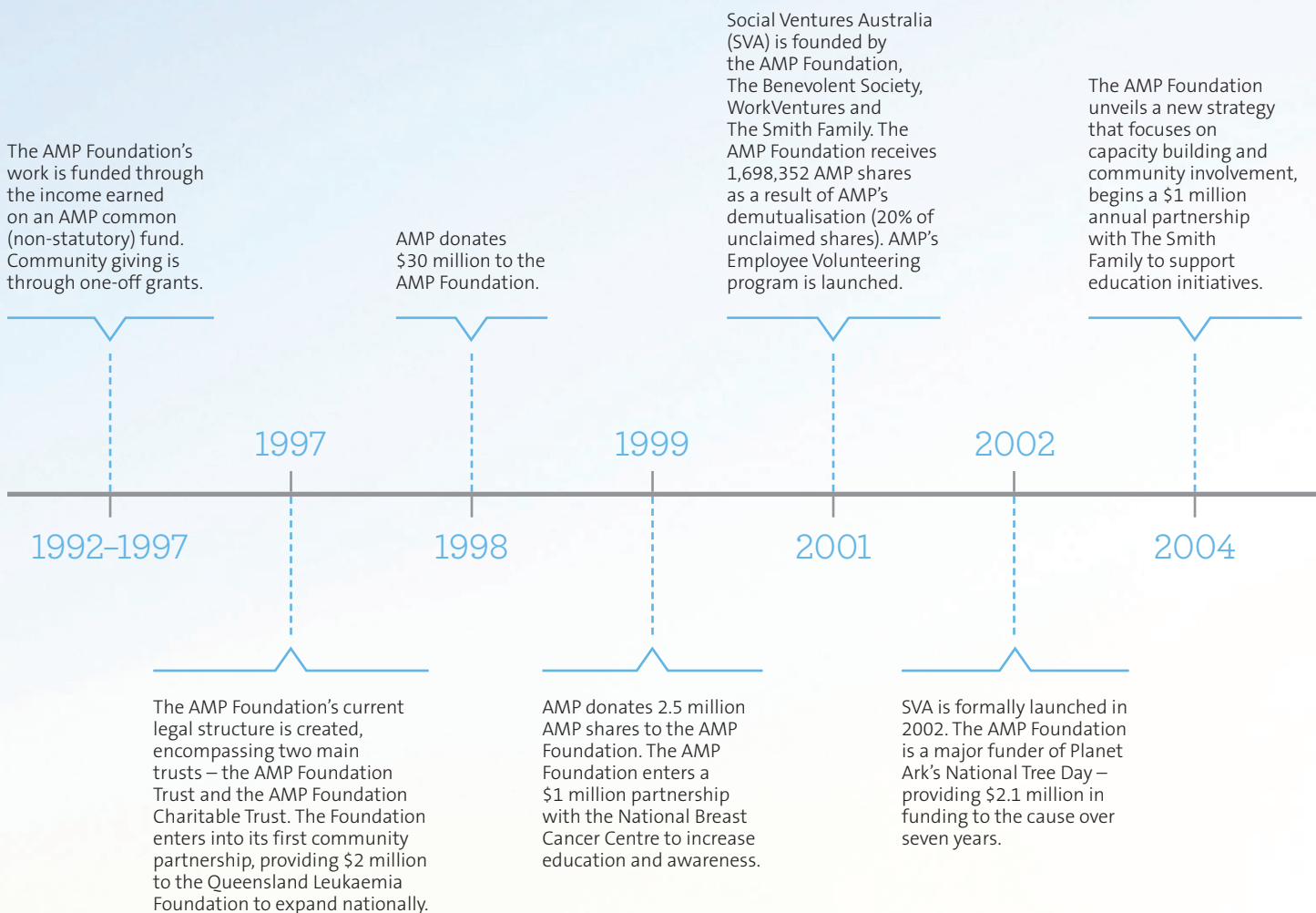
As a result of the review, in 2016 the AMP Foundation shifted its focus to include investing in non-profits that support disadvantaged people of all ages and backgrounds to move into and stay in employment and become financially secure. The foundation welcomed seven new partnerships in 2016 (see page 20).

### In 2016...



# The AMP Foundation's evolution

The AMP Foundation has evolved considerably over the past 25 years, both in its structure and its giving strategy, reflecting changing approaches to philanthropy, new ways to give in the digital age and international best-practice. This timeline outlines just a few of the AMP Foundation's milestones since its inception in 1992.





The AMP Foundation invests its capital in the innovative GoodStart Early Learning childcare group, founded by a consortium of non-profits.

'The best of every woman' report into philanthropic investment in Aboriginal women and girls is commissioned and published by the AMP Foundation. Following AMP's 2011 merger with AXA, the AXA Charitable Trust becomes part of the AMP Foundation.

AMP's Tomorrow Fund, a \$1 million annual grants program to support amazing Australians doing great things, launches.

Following its strategic review, its capacity building theme is broadened to include funding of employment-related issues. After a national search, the AMP Foundation partners with seven non-profits working to improve employment outcomes for disadvantaged Australians.

2008

2009

2010

2012

2013

2014

2015

2016

The AMP Foundation commissions and launches 'Our children, our future' report into best practice in Indigenous education. As a result, partnerships are formed with The Graham (Polly) Farmer Foundation, Mission Australia and Clontarf.

The AMP Foundation starts funding the AMP Cancer Council Pro Bono Program, which enables AMP advisers to provide free financial advice to people affected by cancer.

The AMP Foundation is a seed funder in The Funding Network (TFN), which it still supports. TFN has since raised over \$4.6 million for grassroots charities through live crowdfunding.

The 'Key trends and best practice in philanthropy' report is published by the AMP Foundation and Social Ventures Australia.

# Our community partners

The AMP Foundation takes a strategic and proactive approach to philanthropy by forming long-term partnerships with a small group of charitable organisations. These partnerships span a minimum of three years, although some continue for more than 10 years.

Our community partners run in-depth programs that help address socio-economic disadvantage. Most are designed to improve educational and employment outcomes for marginalised people.

The funding provided can consist of a 'growth capital' component to help an organisation develop, 'core infrastructure' to fund an operational role, program funding or a combination of all three. Where possible, the AMP Foundation facilitates mentoring, pro bono, volunteering and fundraising for its community partners, and also hosts functions in AMP buildings on their behalf.

## Our employment partners

In 2016, the AMP Foundation welcomed seven new partners – all non-profits helping disadvantaged Australians into employment, either through direct service provision or thought leadership.

### First Australians Capital (FAC)

As the first non-government fund established by and for Aboriginal people, FAC will provide business advisory support,

capital, and access to networks, enabling Aboriginal people to grow and scale a business idea. FAC is using our funding to lay down strong foundations that will enable it to achieve its five-year goal of building a pipeline of more than 100 Aboriginal commercial enterprises.  
**2016 funding:** \$200,000

### Global Sisters

Global Sisters supports disadvantaged women to create and run successful businesses by providing a full solution to business start-up and development. The AMP Foundation is funding Global Sisters to create sustainable self-employment and financial independence for women on low incomes.

**2016 funding:** \$200,000

### STREAT

This Melbourne non-profit runs a series of hospitality-related social enterprises that provide training for at-risk youth, including hospitality courses, a Certificate II program, work experience opportunities and job placement services. With a holistic approach, it also helps young people

access mental health, drug and alcohol support. Our funding is helping STREAT develop its Collingwood training academy, to further expand the training and employment pathways it offers.

**2016 funding:** \$150,000

### The Conversation

The Conversation is an independent online news network where articles are sourced from the academic and research community, written in plain English and delivered direct to the public. Since launching in 2011, it has grown to become one of Australia's largest independent news and commentary sites. The AMP Foundation's funding is being used to employ a full-time editor to help shine a light on employment obstacles and solutions.

**2016 funding:** \$100,000

### The Stroke Association of Victoria

The Stroke Association of Victoria focuses on finding innovative solutions that reduce health costs and increase inclusion for people who have suffered a stroke. The AMP Foundation is funding the Association's

## In 2016...



Stay at Work Initiative – a Geelong-based pilot program that aims to identify stroke patients who are best placed to make a good recovery and helps them keep their job or transition to a more suitable one.  
**2016 funding:** \$100,000

#### Vanguard Laundry Services

This social enterprise is an initiative of The Toowoomba Clubhouse (TCH), a non-profit working with people living with a mental illness in the Toowoomba region. Vanguard Laundry Services has established a purpose-built commercial laundry and career centre developed around a nine-year contract with St Vincent's Private Hospital Toowoomba. It is creating jobs and career pathways for people living with mental illness who struggle to secure work, reducing welfare dependency.  
**2016 funding:** \$100,000

#### Wesley Mission

Each year, close to 2,700 young people aged 15 to 17 leave the NSW care system without adequate support. Wesley Mission helps young people leaving care to transition into employment by supporting them 18 months before exiting care, with caseworkers identifying barriers to employment and developing solutions to non-vocational issues. An employment consultant will help them meet their career goals while an employment broker will source placement opportunities.  
**2016 funding:** \$150,000

### Our 2016 long-term partners

**Australian Indigenous Mentoring Experience** equips young Aboriginal and Torres Strait Islanders with the skills and confidence to complete high school and pursue further study and employment.  
**Partner since** 2010  
**2016 funding:** \$40,000

**Brotherhood of St Laurence** runs Stepping Stones, a micro-business support and mentoring program for migrant and refugee women in Melbourne. Participants gain small business skills that enable them to increase their community participation.  
**Partner since** 2005  
**2016 funding:** \$167,750

**CentaCare Wilcannia-Forbes** supports disadvantaged people in Central and Far West New South Wales. The AMP Foundation funded a financial literacy program, run by Aboriginal financial counsellors.  
**Partner since** 2005  
**2016 funding:** \$100,000

**Clontarf Foundation** uses football to engage Aboriginal students at more than 90 schools across the nation with education and employment. To play football, students must attend school regularly and display good behaviour.  
**Partner since** 2008  
**2016 funding:** \$340,000

**CREATE Foundation** advocates for children in care and works with governments to improve their care experience. It also provides children in care with information on their rights, issues and life skills.  
**Partner since** 2006  
**2016 funding:** \$300,000

**Ganbina** helps young Aboriginal people in Shepparton, Victoria, through school-to-work transition programs to ensure they receive the education and training needed to reach their full potential.  
**Partner since** 2005  
**2016 funding:** \$100,000

**The Graham (Polly) Farmer Foundation** provides Aboriginal students with an after-school study facility and industry support, as well as tutorial and vocational educational assistance.  
**Partner since:** 2008  
**2016 funding:** \$200,000

**The Salvation Army** operates the AMP 614 Youth Bus in Melbourne. It provides emergency aid and support for homeless and marginalised youth, and connects them to services.  
**Partner since** 2005  
**2016 funding:** \$100,000

**Social Ventures Australia** invests in social change by increasing the impact and sustainability of the social sector. It funds high-potential organisations that foster solutions to community challenges.  
**Partner since** 2001  
**2016 funding:** \$250,000

**The Funding Network** organises live crowdfunding events for small, innovative non-profits and helps these organisations build their capacity.  
**Partner since** 2013  
**2016 funding:** \$100,000

# AMP Foundation's Community Program

AMP's people have a long tradition of giving back to the community. Through its Community Program, the AMP Foundation encourages and supports employees to donate their time and resources to a range of charities that make a positive impact on the community.

## Volunteering

Throughout the year, the AMP Foundation helped AMP employees to volunteer with 50 non-profits. They completed 168 different projects, including mentoring people with intellectual disabilities, helping to save and share food through OzHarvest and FareShare, and helping to manage donated supplies at Good360 and the Dandelion Support Network. Our employees also made close to 500 blood donations through the Community Program.

In 2016, the AMP Foundation piloted a skilled volunteering program that enabled 60 AMP employees to share their knowledge and business expertise with 21 grassroots non-profits. Run over eight weeks, the success of this pilot program confirmed the benefits of corporate employees sharing their skills. Skilled volunteering will continue to be offered through the AMP Foundation's Community Program.

## Senior management mentoring

In 2016, the AMP Foundation formed a relationship with Kilfinan – a leading mentoring program that provides valuable relationship-building opportunities for

business and non-profit leaders. During the year, 10 AMP senior employees mentored non-profit CEOs, with most of those relationships continuing in 2017.

## Employee fundraising

The AMP Foundation's Community Program supports AMP employees who raise money for charity by dollar-matching fundraising.

AMP employees raised \$508,006 for 48 charities. Employees organised and took part in 56 fundraisers – from raising \$60,112 for St Vincent's Curran Foundation through the City2Surf event, \$66,951 for September and \$48,872 for the CREATE Foundation at the AMP Capital Beat The Bosses trivia events.

The AMP Foundation is supported by 68 volunteer AMP Community Champions who encourage their AMP employee peers to participate in volunteering activities, payroll giving and fundraising activities.

## Payroll giving

Through the AMP Foundation's payroll giving program, employees' donations are matched by the foundation. It provides a valuable source of revenue for charities

working in a range of fields, including health and disability, the environment, animal welfare, homelessness, education and international development.

During the year, 562 of our people donated \$321,189 to charities through payroll giving, which was matched by the AMP Foundation.

## The Funding Network events at AMP

AMP employees participated in a live crowdfunding event run by AMP Foundation community partner The Funding Network (TFN). Guests at this event, held at AMP's Sydney headquarters, raised close to \$100,000 for four grassroots charities: Green Connect, Studio A, Daystar Foundation and Melbourne Indigenous Transition School.

TFN events are a cross between a friendly 'Shark Tank' and live crowdfunding where guests hear pitches from small grassroots charities. Since 2013, when the AMP Foundation provided seed funding, TFN has inspired more than 4,000 people to give \$4.6 million in funding and in-kind support to small non-profits.

## In 2016...



## Unsung Heroes

Unsung Heroes are AMP employees who volunteer with a charity for more than 80 hours a year or serve on the board of a charity. To recognise their contribution to the community, the AMP Foundation donates \$3,000 to the organisations they volunteer with.

In 2016, 52 Unsung Heroes were rewarded for volunteering or serving on the board of a charity, including Dress For Success, New South Wales Rural Fire Service, local lifesaving clubs, St Vincent de Paul, Scouts Australia, Youth Off The Streets and many others.

## Giving across the globe

Since 1998, AMP has provided more than \$2 million to help over 180 New Zealanders pursue their dreams through the AMP Scholarships program. In 2016, 28 Kiwis shared in more than \$200,000 in scholarships.

Through the NZ AMP Ignite Program, \$16,000 was awarded to help PhD students further their studies.

During the year, AMP Capital supported the charitable efforts of employees working in some of its international offices. It provided funding to The Seeing Eye (New York office), Shelter (London) and Community Chest

(Hong Kong). Employees at AMP Capital in Chicago donated their time with Habitat for Humanity, which was also supported by a donation from AMP Capital.

## AMP Cancer Council Pro Bono Program

A cancer diagnosis can have a heavy impact on every facet of a person's life, including their finances. The AMP Cancer Council Pro Bono Program enables AMP financial advisers to share their expertise at no cost, with people affected by cancer. The AMP Foundation funds the administration of this program.

Through the program, people affected by cancer receive free guidance on issues such as accessing Centrelink benefits, applying for early access to superannuation and insurance benefits, developing a budget and ensuring a regular cash flow, as well as planning for the financial future of their family.

The program has grown significantly over the past six years, and now operates across the nation, with 599 AMP adviser practices signed up to assist families affected by cancer – 63 having joined the program in 2016. Since 2010, more than 4,397 families have been helped by the AMP Cancer Council Pro Bono Program, with 775 families supported by the program in 2016.

## AMP Capital Shopping Centres

AMP Capital Shopping Centres in Australia and New Zealand coordinate a range of activities to support both national and local charities. In 2016, 16 centres formed partnerships with local non-profit organisations, providing fundraising, volunteering and promotional support. Charities included Omanu Beach Surf Lifesaving, Bellyful East Auckland, Animal Welfare League, Kids Fund, The Salvation Army, Edmund Rice Camps, FiFo Families and OzHarvest. The aim is to support causes that resonate with the local community and offer more than just monetary support.

AMP Capital Shopping Centres also support the work of the CREATE Foundation throughout the Christmas period by making a donation for every Santa photo package sold. In 2016, this initiative raised \$23,250 for the non-profit. Throughout the year, AMP Capital employees raised a further \$48,872 for CREATE.

An AMP Capital Shopping Centre national online Christmas competition, Hide N Stamp, also had a charity component in 2016, raising more than \$16,000 for centres' local charity partners.

## The AMP Foundation's financial snapshot – 2016

For the year end 31 December	2016 (\$)	2015 (\$)
Revenue from investment income	11,137,908	9,448,395
<b>Donations and payments to the community</b>		
Capacity building (community partner support)	2,964,402	2,578,196
AMP Foundation Community Program (volunteering, fundraising, mentoring)	973,836	935,762
AMP Cancer Council Pro Bono Program	100,000	100,000
Charitable donations	172,100	198,233
AMP Tomorrow Fund grants	1,000,000	1,000,081
	<b>5,210,338</b>	<b>4,812,272</b>
Operational costs	1,424,540	1,427,059
Investment fees	374,975	358,739
<b>Assets</b>		
Net liquid assets	2,425,385	4,605,751
AMP shares	10,695,727	12,375,572
Australian Equity portfolio	127,652,421	121,794,582
Newpin Social Benefit Bond	100,000	100,000
The Benevolent Society Social Benefit Bond	200,000	200,000
<b>Total corpus</b>	<b>141,073,533</b>	<b>139,075,905</b>



# AMP's Tomorrow Fund

Each year, AMP's Tomorrow Fund offers amazing Australians doing great things the chance to share in \$1 million in grants. Australians of all ages, walks of life, interests and abilities can apply online for grants of up to \$100,000.

In 2016, our AMP Tomorrow Fund program awarded grants to 53 Australians – known as AMP Tomorrow Makers – mirroring the incredible diversity that exists in our community. They included a materials scientist who has developed a game-changing atom microscope and a physiotherapist who has established a pro bono health clinic for people experiencing homelessness in Adelaide. The program also supported musicians, medical researchers, athletes, app developers and disability advocates.

## Among our 2016 AMP Tomorrow Makers were:

**Sister Diana Santleben:** Sister Di has devoted her life to helping others. In recent

years, she has focused on supporting refugee families in Newcastle, New South Wales. This AMP Tomorrow Maker put her grant towards establishing a revolving micro finance fund to help refugees confronted by financial emergency. The fund provides small loans to pay for costs such as driving lessons, medical bills and short courses.

**“People do not forget the generosity they have been offered during their early days in Australia and their loyalty to the country that has assisted them will persist for generations.”**

**Michael Milford:** Michael is an Associate Professor of Robotics, an Australian Research Council Future Fellow, Microsoft Faculty Fellow and Chief Investigator at the

Australian Centre for Robotic Vision. After many years of writing about and teaching maths, he realised his efforts were still not having an impact on those who most needed it – disengaged students. This led him to found Maths Thrills, a program that uses popular entertainment, including young adult novels, movies and games, to make mathematics a fun, daily part of everyone's lives. This Brisbane-based AMP Tomorrow Maker is using his grant to share Maths Thrills throughout Australia and beyond.

**“One of the greatest joys in life is bringing that light of understanding to someone's face where before there was none.”**

Another \$1 million in AMP Tomorrow Fund grants will be offered in 2017, with applications opening in April. To find out how to apply for a grant and to learn more about our 2016 AMP Tomorrow Makers, visit [ampstomorrowfund.com.au](http://ampstomorrowfund.com.au)

# How AMP helped our community in 2016

Over  
**4 million**  
customers



**\$1,193m**  
in insurance payments  
helped our customers



**\$2.4b**  
in Australian  
retirement  
payments



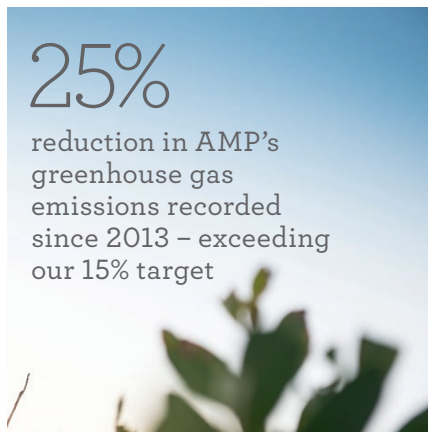
**2%**  
year-on-year reduction  
in AMP's greenhouse  
gas emissions



**4**  
years as a  
carbon-neutral  
business



**25%**  
reduction in AMP's  
greenhouse gas  
emissions recorded  
since 2013 – exceeding  
our 15% target



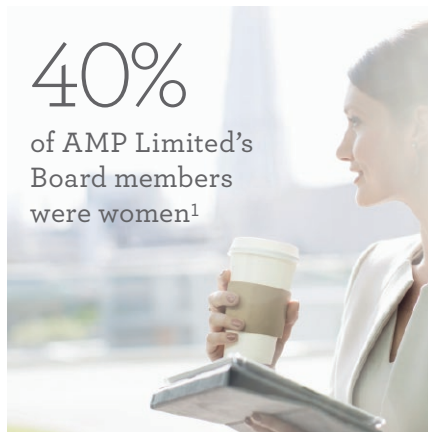
**52%**  
of people  
employed by  
AMP were  
women<sup>1</sup>



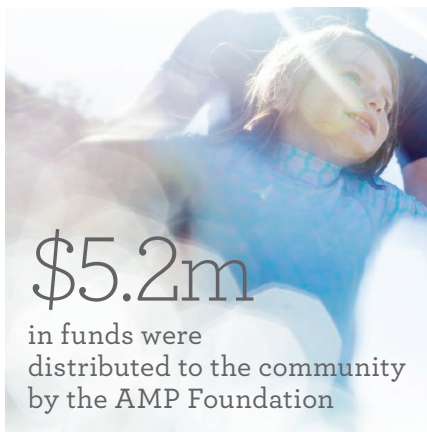
**40%**  
of senior executive  
roles at AMP  
were held  
by women<sup>1</sup>



**40%**  
of AMP Limited's  
Board members  
were women<sup>1</sup>



**\$5.2m**  
in funds were  
distributed to the community  
by the AMP Foundation



**211**  
non-profits were  
supported by the AMP  
Foundation and AMP  
employees through  
partnership funding,  
donations, fundraising  
and volunteering



**39%**  
of our employees  
gave time and money  
to charity via AMP  
Foundation programs



<sup>1</sup> As of 31 December 2016.

## Contact us

**phone** +612 9257 5000  
**web** [amp.com.au](http://amp.com.au) and [ampstomorrowfund.com.au](http://ampstomorrowfund.com.au)  
**email** [amp\\_foundation@amp.com.au](mailto:amp_foundation@amp.com.au)  
**Facebook** [facebook.com/AMPAustralia](https://facebook.com/AMPAustralia)  
**Twitter** @AMP\_AU or @ampfoundation  
**LinkedIn** [linkedin.com/company/amp](https://linkedin.com/company/amp)