

OLDMUTUAL

# SUSTAINABILITY REPORT 2023

Old Mutual Zimbabwe Limited



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# Highlights

- Message from The Chairman
- Message from The Group Chief Executive Officer
- Sustainability Highlights
- Our Victory Condition



## Message from The Chairman

At Old Mutual Zimbabwe Limited, we understand the impact of economic, environmental, social and governance factors on our business, its customers, and broader society. We recognise the urgent need for global transformation towards sustainable business practices including resource efficiency and responsibility for future generations.

Our approach to sustainability is baked into our core business activities, competencies and our environmental, social, and governance (ESG) practices affecting our stakeholders and business. We remain deeply committed to treating all stakeholders fairly, acting responsibly and prioritising key initiatives that anchor long term sustainability. Our Sustainability Agenda is aligned with our purpose of becoming our customers' first choice to sustain, grow, and protect their prosperity.

In line with the guidelines set by the Zimbabwe Stock Exchange (ZSE) Practice Note 16, Sustainability Information, we cover key updates in the Sustainability Report. This includes an overview of our strategy, sustainability priorities, and disclosures related to responsible investments, environmental impact, social initiatives, and governance matters. We anchor the sustainability agenda across the OMZIL Group by a robust Corporate governance framework that leverages the depth and diversity of skills and experience of members of the boards and senior leadership of the Group.

Our sustainable business initiatives impact the quality of life in schools, workplaces, and communities for both the young and old for work and leisure. In 2023, our sustainable business initiatives continued to run under the following themes: financial education and inclusion, responsible investment, entrepreneurship, diversity and inclusion, skills development, social impact, and education.

I would like to acknowledge all the efforts across the group to ensure that Old Mutual Zimbabwe Limited remains committed to embedding ESG into our business strategy and practices.

**Kumbirayi C. Katsande**

Chairman



“  
We remain deeply committed to treating all stakeholders fairly, acting responsibly, and prioritising key initiatives that anchor long term sustainability.”

## Message from The Group Chief Executive Officer

Old Mutual Zimbabwe Limited recognises the vital role that it must play to make our interconnected world a better place for all stakeholders. The Group embraces its broader commitment to contribute to the development of the communities it serves and the wider economy. We always seek to provide our customers with products and services that assist them to sustain, grow and protect their prosperity. Sustainability is embedded within our business strategy, priorities, and practices.

Our products and investment strategies recognise and respond to the need to keep a clean environment and to adapt to the effects of climate change. During the year we continued to invest in renewable energy projects, whilst also promoting the upholding of Economic, Environment, social and Governance (ESG) principles in our investee entities. At our head office, we continued to use our solar microgrid system, and implemented measures to control the carbon footprint at locations where we rely on other sources of energy.

We regularly reviewed all our premises against set environmental, health and safety standards and where appropriate remediation steps were adopted. Through internal infrastructure and partnerships with health service providers, we strengthened our safety and health arrangements for the benefit of all OMZIL employees. We ensured that employees could access health services, wellness programs and ongoing psychological support through professional counselling services. Employee wellness interventions included raising awareness on and promoting physical activity, sound nutrition and early diagnosis and treatment of chronic diseases.

Sustainable Development Goals (SDGs) continued to be a useful reference benchmark for our conduct of our business and in the design of our community investment programs. Our 'On The Money' financial literacy program reached 2,850,000 beneficiaries during the year. Through a number of programs at our Eight2Five Innovation Hub, we supported start up businesses including some involvement in agriculture and food processing, recycling of waste, access to energy as well as automation and digitalisation. Additionally, we actively engaged in outreach programs in identified needy communities providing access to clean water and healthcare services.

Internally, we conducted assurance activities and follow through initiatives to continuously strengthen governance oversight, controls, and processes across all levels. We also have a number of ongoing internal projects to adapt our products and services to the evolving needs of our customers and to the changes we see in global and local market trends into the future.

We believe our initiatives will continue to contribute to enhanced benefits to our customers as well as deliver positive impacts on the wider economy. We remain committed to the cause of sustainability in the way we conduct business.



**Samuel Matsekete**

Group Chief Executive Officer




“Sustainability is embedded within our business strategy, priorities and practices.”



# Sustainability Highlights

### Environment

<b>Solar Generation</b> 'KwH' 644,651 in FY2023 849,524 in FY2022 24.1% decrease	<b>Electricity Usage</b> 'KwH' 7,787,154 in FY2023 7,248,878 in FY2022 7% increase
<b>Waste</b> 'Kgs' 2,451 in FY2023 2,704 in FY2022 9% decrease	<b>Borehole Water</b> 'm3' 67,188 in FY2023 55,931 in FY2022 20% increase attributed to higher use of borehole water




### Responsible Investment and Financing

<b>Investment in renewable energy</b> 'US\$' 14,920,262 in FY2023 4,691,103 in FY2022 218% increase	<b>Financial Inclusion</b> 143 women led SMEs supported in FY2023 61 in FY2022
<b>Responsible Lending</b> 'US' 18M to 404 SMEs in FY2023 16M to 174 SMEs in FY2022	<b>Economic growth</b> 16% of total loan book contributed to sustainable food production in agriculture sector in FY2023



### Social

<b>Claims Paid to Customers</b> 'ZWL' 179 billion in FY2023 ZWL28 billion in FY2022	<b>Financial Education - Face To Face Reach</b> 19,841 people in FY2023 15,857 people in FY2022 25% increase
<b>Total Employees</b> 'Count' 1,349 in FY2023 1,217 in FY2022 11% increase All of the employees are local Zimbabweans	<b>Lost Time Injury Frequency Rate (LTIFR)</b> 0.31% in FY2023 0 in FY2022



### Economic

<b>Financial Performance</b> 'ZWL' 469 billion inflation adjusted profit after tax in FY2023 ZWL 154 billion loss in FY2022	Established regional and international credit lines of US\$110 million for lending to key sectors of the economy in FY2023
Adequately capitalised with capital exceeding both internal and regulatory targets	Adapted the business and product offering to effectively serve the changing needs of the customers.



### Awards

<b>Zimbabwe National Annual ESG &amp; Responsible Business Awards recognized Old Mutual Zimbabwe Limited for:</b> <ul style="list-style-type: none"> <li>Outstanding Community Empowerment program</li> <li>ESG &amp; Sustainability Disclosure Leadership Award</li> <li>ESG Award for Inclusive Development of SDGs</li> <li>Clean Energy Transition</li> </ul>	<b>Excellence in Corporate Governance Awards recognized Old Mutual Insurance Company for:</b> <ul style="list-style-type: none"> <li>First Place: Overall Best Insurance Companies Award</li> <li>First Place: Internal Audit and Compliance Award</li> <li>First Place: Best Risk Management Award</li> <li>Second Runner up: Best Governance Practices Award</li> </ul>	<b>Zimbabwe Association of Microfinance Institutions (ZAMFI) Awarded Old Mutual Finance:</b> <ul style="list-style-type: none"> <li>The Fastest Growing Outreach Microfinance Institution (MFI) of the year 2023</li> <li>Most Resilient MFI of the year 2023</li> </ul>	<b>National Exceptional Marketing Awards:</b> <ul style="list-style-type: none"> <li>Best New Product or Innovation of the Year 2023 (Omari Digital wallet) – Platinum Winner</li> <li>Best Corporate Social Responsibility of the Year 2023 (Financial Education) – Gold Winner</li> </ul>
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## Our Victory Condition



### Vision

Our goal is to be our customer's first choice to sustain, grow and protect their prosperity. This is our victory condition, which anchors our purpose. This means we aim to be our customers preferred partner for financial wellness and help them achieve their lifetime financial goals.



### Values

<b>Customer</b> Champion the customer	<b>Accountability</b> Trust and accountability	<b>Diversity</b> The power of diversity and inclusion	<b>Integrity</b> Always act with integrity	<b>Respect</b> For each other and the communities we serve	<b>Innovation</b> Agile innovation that makes a difference
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## About this Report

This report, read together with the 2023 Annual Report provides a comprehensive and accurate view of Old Mutual Zimbabwe Limited's sustainability performance over the period ended 31 December 2023. It enables our stakeholders to make an informed assessment of our performance, impacts, and contributions to the economy, environment, society, as well as outline the governance arrangements.

Any reference in this report to "our", "we", "us", "Old Mutual Zimbabwe", "OMZIL", or "Group" refer to Old Mutual Zimbabwe Limited and its subsidiaries. Whereas "Old Mutual Limited" or "OML" refers to the parent company based in South Africa.

## Reporting Frameworks

This report was compiled with due consideration of the following:

- Companies and Other Business Entities Act [Chapter 24:31].
- Statutory Instrument (SI) 134 of 2019- Securities and Exchange [Zimbabwe Stock Exchange Listing Requirements] Rules.
- Global Reporting Initiative ("GRI") Standards; and
- United Nations Sustainable Development Goals (SDGs).

## Sustainability Data

The report was compiled by extracting qualitative and quantitative data from our policy documents, records, and personnel accountable for the material issues presented herein. In certain instances, estimations were employed and subsequently validated to ensure alignment with the Group's operational activities, thereby guaranteeing consistency in the findings.

## Assurance

Sustainability information was validated for compliance with the GRI Standards by the Institute for Sustainability Africa (INSAF), an independent subject matter expert. A GRI Content Index is contained on page 57 to 59. The sustainability data provided in this report was not independently assured.

## Restatements

This is our first sustainability report.

## Report Declaration

The Directors take responsibility to confirm that this report has been prepared in accordance with the GRI Standards.

## Forward Looking Statements

This report may contain forward-looking statements that relate to the Group's future performance and prospects. However, it is important to note that these statements do not guarantee future developments and results, as they may be influenced by various anticipated and unanticipated risks and uncertainties. Stakeholders are advised to exercise caution and avoid placing undue reliance on any forward-looking statements provided in this report. We commit to publicly updating any revisions to these forward-looking statements to reflect events or circumstances occurring after the publication date of this report or to account for unforeseen events through subsequent updates.



### Feedback

We value and welcome your feedback on how we can improve our reporting. Should you have inquiries and or suggestions, please share your comments with the following:

Group Head Marketing, Public Affairs and Sustainability L Mbayiwa  
[lillianm@oldmutual.co.zw](mailto:lillianm@oldmutual.co.zw)  
 Group Company Secretary H Nharingo  
[hardlifem@oldmutual.co.zw](mailto:hardlifem@oldmutual.co.zw)





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## Overview

- Our Journey
- Corporate Structure
- Standard, Certifications and Memberships
- Our Products, Services and Markets

Eight2Five Innovation Hub,  
powered by Old Mutual

# Our Journey

## Old Mutual Zimbabwe Limited brief history from 1845 up to present

### 1845

- John Fairbairn, an English teacher from Scotland arrives at the Cape of Good Hope.
- With no capital, he builds the trust of 166 partners and launches the Mutual Life Assurance Society of the Cape of Good Hope.

### 1870

Old Mutual Logo is designed.



### 1895

- Old Mutual expands into Africa, the Zimbabwe office opens.
- The first Old Mutual Policy is sold in the then Southern Rhodesia. As time goes on, OMZIL employs more than 1 000 (one thousand) people in Zimbabwe.

### 1949

Central Africa Building Society (CABS) is registered as a building society.



### 2010

Old Mutual Securities (Private) Limited is launched offering stock broking services.

### 2016

Old Mutual Finance (Private) Limited is launched offering micro-finance services.

### 2018

- Old Mutual Limited (OML) anchors in Africa with a primary listing as an independent entity on the Johannesburg Stock Exchange (JSE).
- OML is secondary listed on the London, Zimbabwe, Malawi, and Namibia stock exchanges.

### 2022

Old Mutual Life Assurance Company launches Old Mutual Funeral Services. In addition to the cash -back funeral benefit, the business offers a fully- fledged funeral service.

### 2023

Entered the Fintech space, launched Old Mutual Digital Services (OMDS) offering the O'mari wallet and micro insurance products.



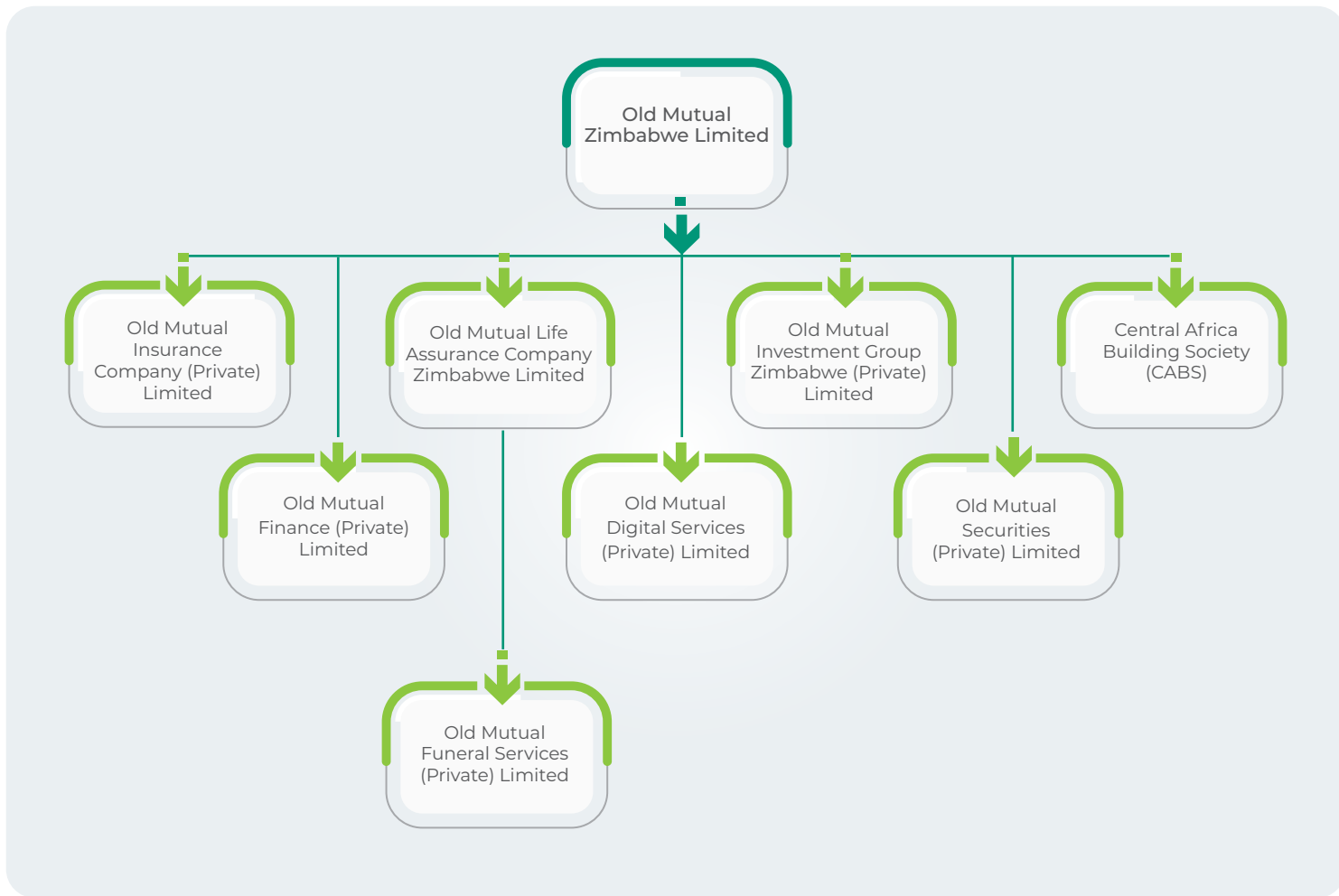
## Corporate Structure

### Old Mutual Zimbabwe Limited at a glance

Old Mutual Zimbabwe Limited (OMZIL) is a diversified financial services Group with interests in insurance, investments, banking and lending in Zimbabwe. OMZIL is a subsidiary of Old Mutual Limited (OML) and is listed on the Financial Securities Exchange (FinSec) in Zimbabwe. OML is listed primarily on the Johannesburg Stock Exchange (JSE) as well as three other stock exchanges in the region and on the London stock exchange.

Over the years, OMZIL has built a reputation for integrity and financial strength and its mission is to become our customers first choice to sustain, grow and protect the customers' prosperity.

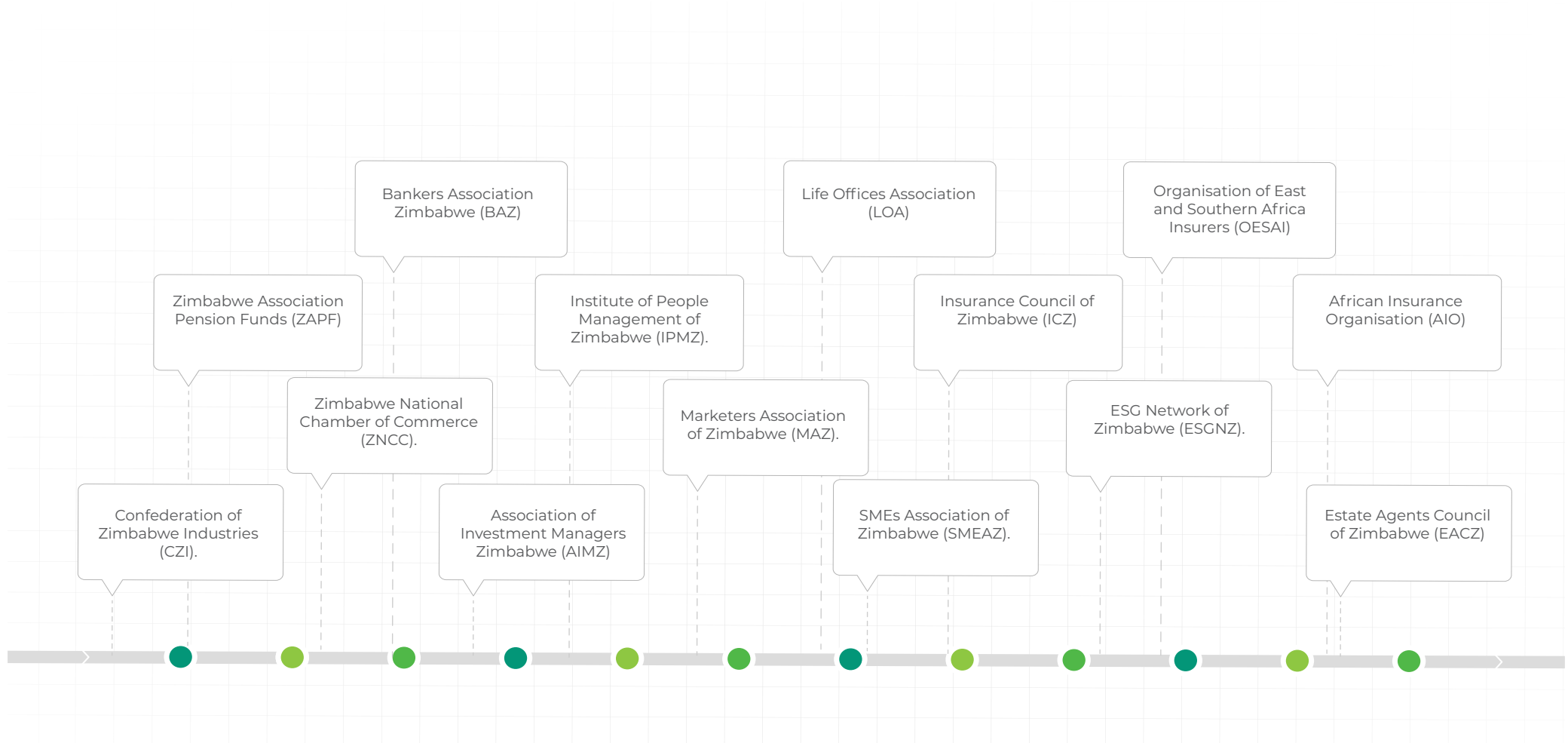
### OMZIL and its subsidiaries



# Standards, Certifications and Memberships

## International Standards Certification

Old Mutual Zimbabwe Limited and its subsidiaries are members of the following:



Old Mutual Insurance Company (OMICO): SAZ ISO 9001:2015 - Quality Management System (QMS).



## Our Products, Services and Markets

Business Lines	Product Summary	Subsidiary
Life Insurance	<ul style="list-style-type: none"> <li>Long term life and savings products</li> <li>Life savings</li> <li>Pension services</li> <li>End to end funeral services including cremations and repatriation services</li> <li>Insuretech</li> </ul>	<ul style="list-style-type: none"> <li>Old Mutual Life Assurance Company Limited</li> <li>Old Mutual Funeral Services (Private) Limited</li> <li>Old Mutual Digital Services (Private) Limited</li> <li>Old Mutual Finance (Private) Limited</li> </ul>
Banking and Lending	<ul style="list-style-type: none"> <li>Business and personal loans</li> <li>Savings and transactional accounts</li> <li>Corporate and investment banking</li> <li>Foreign currency and international banking</li> <li>NGO banking</li> <li>Custodial services</li> <li>Trusteeship services to local and foreign entities</li> <li>Emergency personal loans</li> <li>Mobile wallet based transactional service.</li> </ul>	<ul style="list-style-type: none"> <li>CABS</li> <li>Old Mutual Finance (Private) Limited</li> <li>Old Mutual Digital Services (Private) Limited</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Investment management services – all asset classes (equity, property, bonds, money market, private equity)</li> <li>Unit trusts</li> <li>Property development and services</li> <li>Stockbroking services</li> </ul>	<ul style="list-style-type: none"> <li>Old Mutual Investment Group (Private) Limited</li> <li>Old Mutual Securities (Private) Limited</li> </ul>
Short Term Insurance	<ul style="list-style-type: none"> <li>Property and casualty</li> <li>Business insurance</li> <li>Liability insurance</li> </ul>	<ul style="list-style-type: none"> <li>Old Mutual Insurance Company (Private) Limited</li> <li>CABS</li> </ul>
Community Investments	<ul style="list-style-type: none"> <li>Special Interventions</li> <li>Financial Inclusion</li> <li>Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Old Mutual Foundation Trust</li> <li>Eight2Five Innovation Hub</li> </ul>



# Our Products, Services and Markets (continued)

## Solutions Distribution Network

Through our different business lines, we cover individual customer needs through their life cycle, and across all Retail segments.

We also serve corporate, government and non-governmental institutional customers across all economic sectors.

Our distribution and service channels comprise of physical branches and service centres, a network of agents as well as our digital platforms.

### Physical Touch Points

38

Bank branches (Inc Greenzones)

176

O'mari agents

4

Life services offices

4

Funeral services branches

53

CABS super agents

202

Financial Advisors

5

Microfinance offices

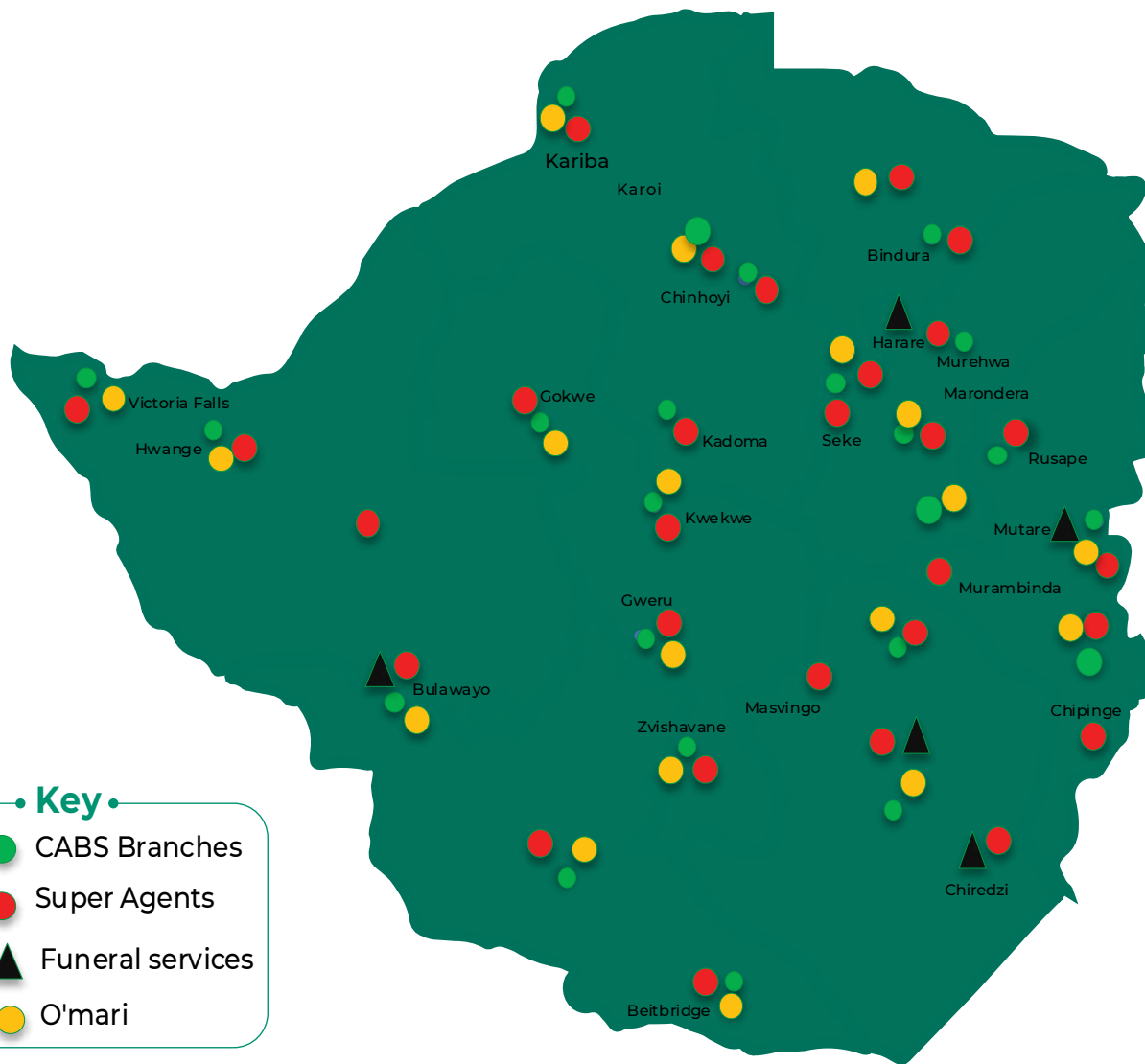
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General Insurance branches and Assessment centres

A growing digital footprint - Internet and mobile based

- MyOldMutual

- O'mari



**Key**

- CABS Branches
- Super Agents
- ▲ Funeral services
- O'mari



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# Leadership and Governance

- Board of Directors
- Group Executive Management
- Sustainability Governance

Alternative Investments Project:  
Blueberry Farm, Old Mutual



## Board of Directors



**K.C. Katsande**  
 Chairman and Independent Non-Executive Director  
 BSc. Food Tech  
 Tenure: 3 years



**S. Matsekete**  
 Group Chief Executive Officer  
 B. Acc, CA(Z), AIBZ, MBL



**I. T. Mashinya**  
 Group Chief Customer and Operating Officer  
 Bcompt (Hons), CA(Z), MBL



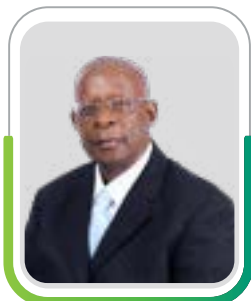
**N. T. T. Mudekunye**  
 Group Chief Financial Officer  
 B.Com, B.Compt (Hons), CA(Z), CA(SA), MBA



**C. Chinaka**  
 Managing Director Old Mutual Africa Regions (OMAR) and Non-Executive Director  
 BBusSc, FIA, FASSA



**A. Daka**  
 Independent Non-Executive Director  
 BCom Accounting, PGDA, CA(Z), CA(SA)  
 Tenure: 4 years



**Dr. K. Mandevani**  
 Non-Executive Director  
 BSc (Economics), MBA, PhD  
 Tenure: 9 years



**N. Samuriwo**  
 Independent Non-Executive Director  
 LLBS, LLM (IP), LLM  
 Tenure: 4 years



**C. F. Chikosi**  
 Independent Non-Executive Director  
 BL (Commercial Law), FCMA, MSc Economics, Advanced Management Program  
 Tenure: 1 year

## Group Executive Management



**S. Matsekete**  
 Group Chief Executive Officer  
 BAcc, CA(Z), AIBZ, MBL



**I. T. Mashinya**  
 Group Chief Customer and Operating Officer  
 Bcompt, CA(Z), MBL



**N. T. T. Mudekunye**  
 Group Chief Financial Officer  
 B.Com, B.Compt (Hons), CA(Z), CA(SA), MBA



**R. Magorimbo**  
 Managing Director - Old Mutual Life Assurance Company (Private) Limited  
 BSc (Hon) Actuarial, MBA, FIA



**M. Mpofu**  
 Managing Director - CABS  
 BSc Eng (Hons), CFA, MBA



**M. Mayida**  
 Managing Director - Old Mutual Investment Group (Private) Limited  
 BBS & CT, Investment Analysis & Portfolio Management, MBA



**G. Zvaravanhu**  
 Managing Director - Old Mutual Insurance Company (Private) Limited  
 BAcc, CA(Z), LLM, MBL



**A. Matsaudza**  
 Managing Director - Old Mutual Digital Services (Private) Limited  
 BSc Comp Sci, MBA



**I. Nyarota**  
 General Manager - Old Mutual Finance (Private) Limited  
 BBS (Hons), MBA

# Group Executive Management



E. Mujekenyezi

Chief Risk Officer

Certificate in Quantitative Finance, BCom Finance, MSc Banking and Financial Services, IOBZ



H. Nharingo

Group Company Secretary

LLB, MBA



A. Mundangepfupfu

Group Human Capital Executive

BA Industry Psychology, MSc Psychology



L. Mbayiwa

Executive Head Group Marketing Public Affairs and Sustainability

BA Mass Comms, MBA



T. Muzvidzwa

Group Information Technology Executive

BSc Information Systems, MSc Computer Science



K. Mswaka

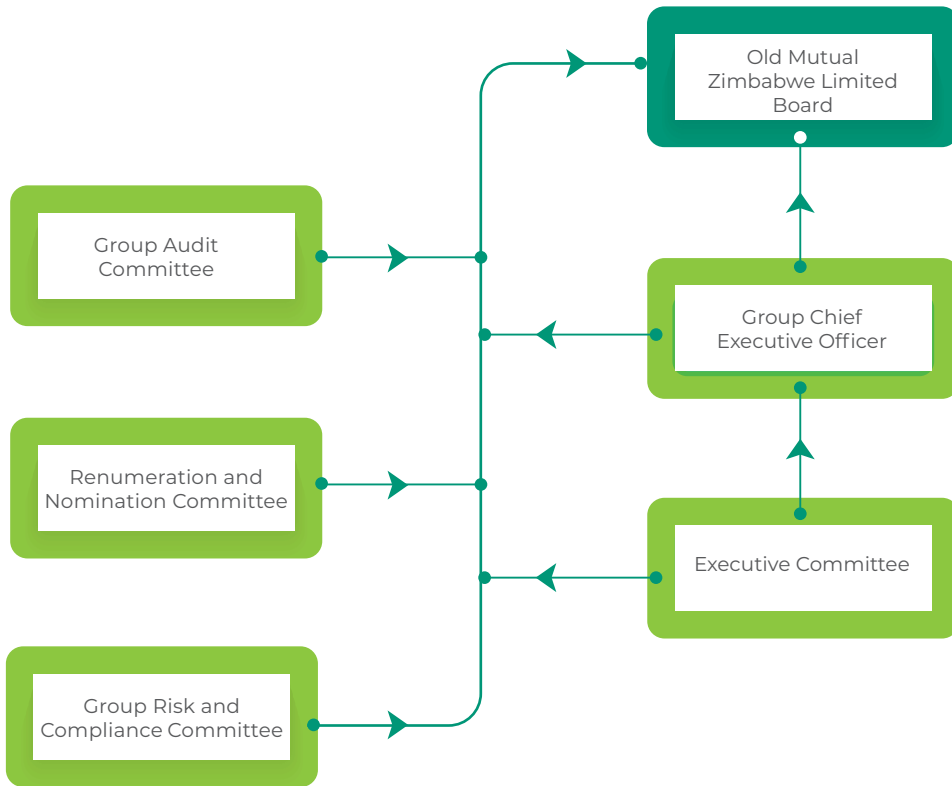
Head of Strategy and Reporting

BCompt (Hons), CA(Z), GEMBA

## Sustainability Governance

The Group is committed to adhering to the best global practices in corporate governance. The Directors are mindful of the importance of conducting the Group's operations with integrity and in accordance with generally accepted business practices. The Board provides oversight and strategic direction for all the business operations including sustainability matters within Old Mutual Zimbabwe Limited (OMZIL), collectively referred to as the OMZIL Group. In collaboration with the relevant subsidiary board, the OMZIL Board ensures that each subsidiary company complies with the relevant regulatory frameworks and Group governance.

### Board Structure

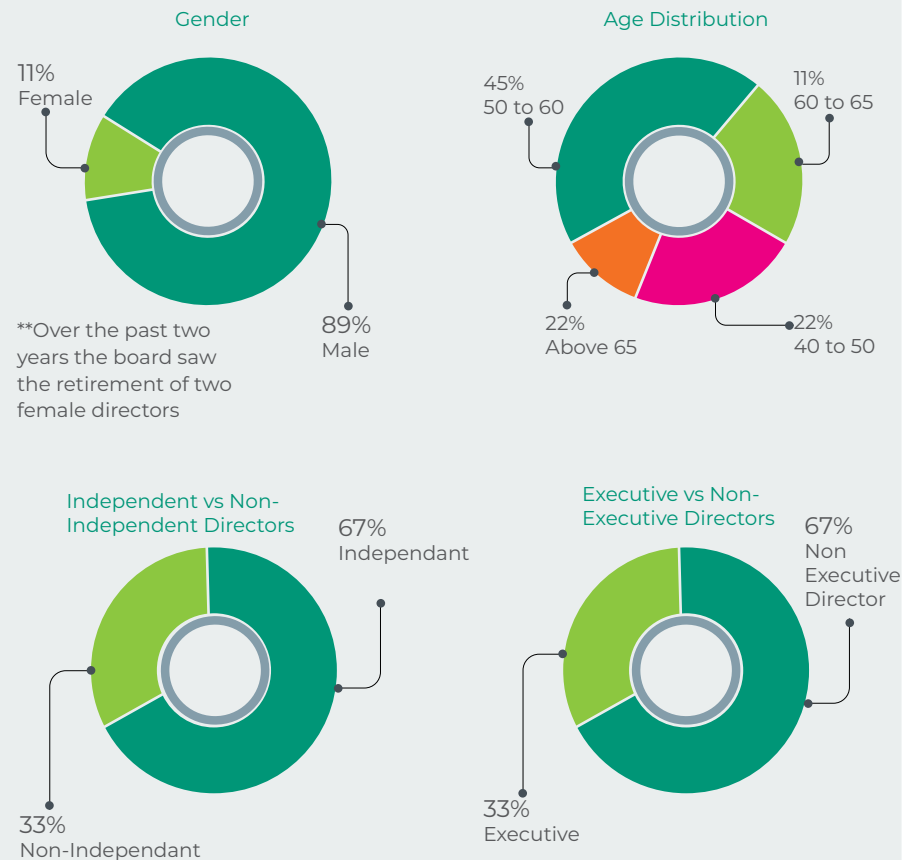


The Board of Directors holds the responsibility for ensuring the credibility and integrity of sustainability reporting. However, this responsibility has been delegated to the Group Risk and Compliance Committee (GRCC), a sub-committee of the Board, which comprises independent non-executive directors. A management sustainability committee has been set-up and will report to the GRCC.

More details on corporate governance are outlined in the financial statements on the following link  
<https://www.oldmutual.co.zw/about-us/financial-results/>

### Board Diversity

The Board has nine (9) directors comprising three (3) executive directors, two (2) non-independent executive directors and four (4) independent non-executive directors and is chaired by an independent non-executive director. The Board has a strong mix of skills and experience.





## 4 Business Culture And Conduct

- Business Ethics and Conduct
- Enterprise Risk Management
- Sustainability-Related Risks and Opportunities
- Cybersecurity and Privacy Protection
- Disaster Preparation and Recovery
- Anticorruption
- Diversity and Inclusion
- Employee Rights
- Compliance Declaration

# Business Ethics and Conduct

The Group firmly upholds its commitment to conducting business in a manner that is sustainable, ethical, and compliant with applicable laws and regulations. With the ever-changing regulatory landscape, there is potential for increased compliance costs. We however, implemented effective and efficient internal controls to mitigate compliance risks and ensure that we fulfil all legal, regulatory, and supervisory obligations.

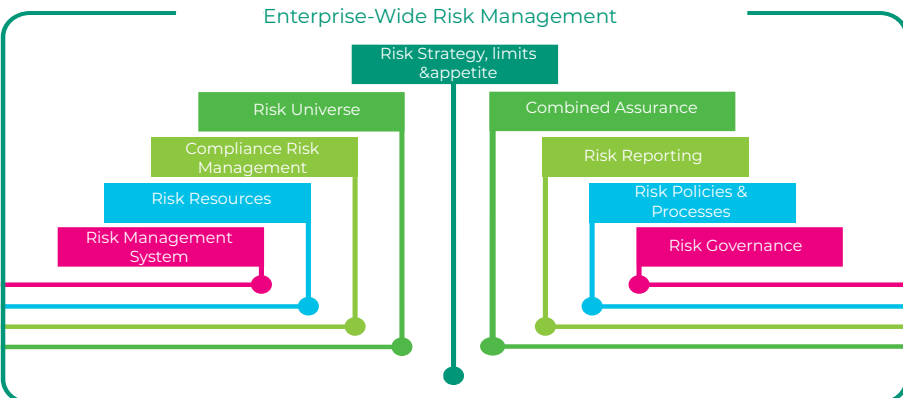
We adhere to the OML Group code of conduct, which sets the standard for our employees' conduct. This code emphasises the values of dignity, honesty, integrity, and respect in all interactions with stakeholders. To ensure a strong culture of ethics and compliance, we provide continuous compulsory training to employees on business ethics, conduct, and compliance. This training aims to foster a deep understanding of the related subjects. To guide our employees, suppliers, and partners in their daily activities and decision-making processes, we established a comprehensive framework of policies, standards, and procedures. The framework serves as a reliable compass, helping individuals navigate their roles and responsibilities with clarity and accountability.

We conduct regular compliance assessments to stay abreast of any legal and regulatory developments, as well as to evaluate the impact on our new products and services. These assessments are essential in ensuring that we remain in compliance with the ever-evolving regulatory landscape. In addition to compliance assessments, we perform compliance assurance activities to monitor the adequacy and effectiveness of the internal controls implemented by our business. This helps us identify any gaps or weaknesses in our control environment and allows us to take prompt corrective actions.

Our goal is to ensure that our internal policies and programs are aligned with the latest regulatory developments such as in the AML (Anti-Money Laundering) and Financial Crime Compliance space. Through these compliance practices, we ensure that our internal systems and processes allow us to mitigate potential compliance risks and maintain the trust and confidence of our stakeholders.

# Enterprise Risk Management (ERM)

As Old Mutual Zimbabwe, we understand the importance of Enterprise-wide Risk Management (ERM) in driving effective ownership and oversight of risks including those that are sustainability-related. Our ERM framework is designed to align strategy, capital, process, people, technology, and knowledge to evaluate business opportunities while managing uncertainties and threats in a structured and disciplined manner. It seeks to ensure that risk and capital implications are considered when making strategic and operational decisions. The framework comprises elements outlined below:



Our ERM framework is based on the three lines of assurance principle, wherein all personnel within the Group hold varying levels of responsibility for risk management. The first line of assurance is the risk and control owners responsible for day-to-day identification and management of risks. The second line of assurance is responsible for providing a framework of governance and risk oversight, advisory, monitoring and challenge of the first line. The third line of assurance provides independent and objective assurance on the adequacy and effectiveness of internal control systems across the business. We use several processes to identify, measure, mitigate, and oversee risks, including self-assessment, key risk indicator tracking, reviews, combined assurance, and audits.

We believe in the importance of ERM to effectively manage risks while creating a sustainable business. Risk analysis and evaluation are key components of ERM, involving assessing the likelihood and impact of risks to produce a risk rating. Controls and management actions are evaluated for adequacy and effectiveness, with new controls put in place if needed. Our framework ensures that senior management takes ownership of risk, risk information is reported promptly, and risks are identified, measured, mitigated, and overseen.

# Managing Financial Risks

The Group has an integrated approach to manage financial risk and mitigating inherent risks. This approach is critical to the financial management framework, with the Group allocating its scarce resources, including capital, funding, and budgets, and its risk appetite to business segments with superior return on net asset value (RoNAV) or favourable trajectory compared to the cost of equity.

Old Mutual Zimbabwe manages various financial risks including liquidity, credit, insurance, and market risks such as interest rate, foreign exchange, and equity risk. The operating subsidiaries evaluate risk exposures at the business unit level and report them through the consolidated group risk reporting process. Aggregated risks are assessed at the Group level, focusing on residual risk exposures, impact, trend, and how they relate to Board-approved risk tolerance. For risks that exceed appetite, new controls or management actions are put in place to reduce exposures. The Group conducts stress testing and scenario analysis to assess resilience to plausible shocks in risk factors. Our capital and liquidity met regulatory requirements during the period under review and supported the growth aspirations of the business.

# Managing Sustainability Risks

The Group has an Environmental, Social, and Governance (ESG) Policy that provides principles for managing sustainability risks. The Board is accountable for enforcing adherence to the ESG policy, including responsible business requirements. Management oversight of sustainability risks is provided by the Business Unit (BU) Executive Committees. The BU Risk and Compliance functions provide second-line oversight and periodic reporting sustainability matters to management, Board committees, and the Board of Directors.



## Sustainability-Related Risks and Opportunities

Risk Identified	Description Of Risk	Opportunities
Climate change-physical risk	Extreme weather events like heat waves and cyclones can result in losses in agriculture and infrastructure. For instance, the El Nino phenomenon in 2023-24 has resulted in high temperatures and reduced rainfall patterns, posing risks to the agricultural portfolios and properties of CABS and OMICO.	<ul style="list-style-type: none"> <li>Innovate and grow weather-indexed or drought insurance coverage products with appropriate pricing for the risk.</li> <li>Provide customer education on environmentally friendly agricultural practices.</li> </ul>
Climate change-transition risk	Laws are being passed to reduce carbon emissions, which can have implications for financial institutions and investments. As a result, there may be increased pressure to limit lending to industries that harm the environment. However, reducing exposure to these industries can lead to lower revenues for businesses.	<ul style="list-style-type: none"> <li>A revamp of properties to green buildings that harness green energy could attract some new clients.</li> <li>Development of climate transition products across businesses could make the business future-ready and attract international investment.</li> </ul>
Strategic	Enforcing sustainability standards may result in loss of customers to competitors who don't comply with these standards yet, impacting business growth in terms of customer numbers, sales, and revenues.	<ul style="list-style-type: none"> <li>Partner regulators in conducting market awareness campaigns and training on sustainability.</li> <li>Provide thought leadership on the laws, regulations and policies developed on sustainability.</li> <li>Encourage customers and investee companies to adopt the sustainability standards on a phased approach.</li> </ul>
Governance	Internal stakeholders may not support sustainability standards, causing delays and potential loss of business opportunities and stakeholder relations.  Risk of ESG governance strategy not being established, implemented and monitored by governance committees.	<ul style="list-style-type: none"> <li>Have all key internal stakeholders involved in the implementation of sustainability programs.</li> <li>Organise change management sessions to cultivate a culture of sustainability and embed sustainable practices and values within the Group.</li> <li>Using a strong governance structure as a selling point to attract new clients.</li> <li>Develop a comprehensive risk management plan that monitors and evaluates ESG systems and controls.</li> </ul>
Stakeholder Management	Poor stakeholder management on sustainability matters, resulting in lack of support and buy in for the implementation program.	<ul style="list-style-type: none"> <li>Publishing our sustainability position and reporting to foster transparency and build trust with stakeholders.</li> </ul>
Human Capital	Risks related to employees productivity, skills, competencies, and behaviours in managing and operating the business, including stakeholder engagement.	<ul style="list-style-type: none"> <li>Providing necessary training programs and resources to build the capacity required.</li> </ul>
Compliance	The risk of failing to comply with in-country and international requirements on sustainability.	<ul style="list-style-type: none"> <li>Develop and implement a sustainability program that ensures compliance with sustainability standards and commitments</li> <li>Utilise sustainability experts to guide the Group.</li> </ul>



## Cybersecurity and Privacy Protection

The Group recognises the strategic importance of cybersecurity risks, including the protection of customer data and privacy. Measures have been implemented to enhance resilience, foster innovation, and create a competitive advantage in the marketplace. Emphasis on cybersecurity and privacy protection has not only improved employee morale and productivity but also instilled confidence among customers, knowing that their safety and privacy are prioritised. Intellectual property theft can undermine the Group's competitive advantage, innovation capabilities, and future revenue streams.

Old Mutual Zimbabwe implemented Information Security and Technology policies and commitments to ensure effective management of cybersecurity and privacy protection. The Group conducts regular risk assessments to identify, prioritise, and mitigate cybersecurity and privacy risks. We established clear governance structures and frameworks for managing cybersecurity and privacy protection initiatives. In the event of a cybersecurity incident or data breach, the Group has developed and maintains an incident response plan to effectively detect, respond to, and recover from such incidents.

We regularly train employees on cybersecurity best practices, privacy principles, and their role in protecting sensitive information. We conduct drills and table-top exercises to test the effectiveness of its incident response procedures and coordinate response efforts across teams. Additionally, the Group assesses and manages cybersecurity risks associated with vendors, suppliers, and third-party service providers by implementing contractual agreements and security controls to ensure compliance with cybersecurity and privacy requirements. To keep up with evolving threats and protect against emerging risks, Old Mutual Zimbabwe continuously invests in cybersecurity technologies, tools, and solutions, including exploring innovative approaches such as machine learning, and automation to enhance security posture and resilience.

The Group implemented various processes to track the effectiveness of its cybersecurity measures, including self-risk assessments, cyber security desktop simulations, internal and external audits, vulnerability assessments, and penetration tests (VAPT).

We set goals and targets to strengthen our cybersecurity posture, which include.

- Implementing zero trust architecture.
- Ensuring regulatory compliance.
- Reducing phishing susceptibility.
- Strengthening data encryption and data loss prevention measures.
- Improving patch management compliance.
- Reducing Mean Time to Detect (MTTD).
- Enhancing incident response preparedness.

We use key performance indicators, including zero successful cyber-attacks, security control effectiveness, security policy compliance, patch management compliance, and incident response time, to measure progress towards these goals and targets. While most of the actions taken towards achieving our goals and targets are still a work in progress, we aim to achieve them by 2024. The Group continually engages with its stakeholders through seminars, regulators, and project collaborations to inform the direction of its cybersecurity policies and standards.





St Peter Claver Secondary School  
Chishawasha, CABS Solar Borehole Project,  
Old Mutual

## Disaster Preparation And Recovery

Disaster preparation and recovery involves the systematic measures and processes put in place to anticipate, mitigate, and respond to potential disasters or emergencies. By implementing measures such as infrastructure improvements, the Group can effectively mitigate the extent of property damage caused by disasters.

This approach enables us to recover quickly after a disaster, minimising disruption to essential services. Further, post-disaster recovery efforts provide us with an opportunity to rebuild our infrastructure using more resilient and sustainable technologies. However, it is crucial to recognise that disasters can result in significant economic losses, impacting our financial stability. These losses may stem from infrastructure damage, decreased productivity, and increased costs associated with recovery and rebuilding. It is therefore imperative that we invest in disaster preparedness and recovery measures to mitigate these potential risks and safeguard our operations.

As part of our comprehensive Emergency Response Planning, we prioritise the preparedness of employees for various disaster scenarios through training and educational programs. These initiatives aim to equip the employees with the necessary knowledge and skills to effectively respond to and manage potential disasters. Recognising the importance

of resilient infrastructure, we made significant investments in infrastructure improvements.

These enhancements are designed to support the resilience of our facilities against potential disasters, minimising the impact on our operations and ensuring continuity. To ensure the ongoing operations of critical functions during and after a disaster, we developed business continuity plans. These plans outline strategies and protocols to sustain essential services and functions, enabling us to swiftly recover and resume normal operations.

Through the implementation of various controls and processes, we observed a consistent and ongoing improvement in our Disaster Recovery Plan (DRP). To gauge our progress and ensure alignment with business expectations, we track our goals using Key Performance Indicators (KPIs) specifically established for our DRP.

The following form part of our DRP Evaluation Systems;

- Risk Assessments and Business Impact Analysis (BIA).
- Post-Incident Reviews and Analysis.
- Vendor and Service Provider Management.
- Disaster Recovery (DR) Infrastructure and Technology Assessments.
- DR Plan Documentation and Maintenance.
- DR Testing and Exercises.
- Performance Metrics and Key Performance Indicators (KPIs).
- Employee Training and Awareness.
- Continuous Improvement and Innovation.

## Anticorruption

The Group strictly adheres to a zero-tolerance approach towards corruption. We are dedicated to protecting the business's reputation and fostering a culture of reliability and responsibility among our employees. We fully comprehend the adverse consequences associated with corruption, including financial losses and a decline in trust towards our products and services. Consequently, we spare no effort in effectively managing and addressing this matter. The business actively engages in various anticorruption initiatives, encompassing market conduct and the promotion of a client-centric culture.

The Group implemented a comprehensive Financial Crime Policy that emphasises the importance of understanding and mitigating the risks associated with financial crimes. Through this policy, we aim to promote a strong awareness and appreciation of these risks within the Group. We regularly conduct Fraud Risk Assessment exercises to assess our exposure to fraud and other financial crimes. These assessments evaluate the effectiveness of our business ethics and compliance measures in line with the expectations outlined in the policy. In addition to risk assessment, we engage in Financial Crime Awareness initiatives. These initiatives involve training our employees to recognise and prevent financial crimes, as well as educating our clients about our commitment to an anticorruption culture.

Old Mutual Zimbabwe uses the CURA system to record issues that would have been identified after a Fraud Risk Assessment exercise. In addition, collaborative activities with internal and external auditors for combined assurance form part of the processes conducted to track effectiveness. Our goal is to promote a financial crime risk-free environment. Our focus is on closing any gaps for potential fraud associated with collusion, bribery, corruption, and fraud and ensure that policies are updated accordingly to the changing financial crime risk exposure. This is indicated by the following:

- Reported fraud incidents cases per month.
- Potential fraud loss prevented per month.
- Internal staff fraud reported incidents per month.
- Registered client complaints per month.

To date, the direction of financial crime risk exposure is decreasing due to the effectiveness of the actions taken.

Communication and training about anticorruption policies and procedures summarised below:

	2023	2022
Employees who have received training	692	1,297
Business partners who have received training	545	370

In 2022, training was conducted online. However in 2023 we transitioned back to face to face training, which led to a decrease in the number of employees trained. Initiatives are underway to expand our reach in 2024.

## Diversity and Inclusion

Old Mutual Zimbabwe acknowledges and places high importance on the integration of diversity and inclusion within its framework. This deliberate approach aims to create an environment that embraces individuals from various backgrounds, encompassing diverse age groups, gender, skills, and ethnicities. By actively promoting and fostering diversity, the Group seeks to capitalise on the enriched cultural experiences that arise from such a heterogeneous workforce. Further, Old Mutual Zimbabwe is committed to nurturing a workforce that possesses a wide range of skills and expertise. This multifaceted array of capabilities not only enhances the business's creative potential but also bolsters its ability to effectively address complex challenges through innovative problem-solving strategies.

In alignment with its steadfast commitment to inclusivity, we recognise the significance of gender diversity. Of the total staff at OMZIL, 44% are female and 56% are male. The Group strives to ensure equal opportunities for women to ascend to higher positions within the corporate hierarchy. In 2023, 37% of staff in the management roles were female. We aim to eradicate any gender-based barriers and ensure that the principles of fairness and equality are upheld, thereby ensuring that all employees receive equitable compensation and benefits, regardless of gender. Old Mutual Zimbabwe understands that any perceived preferential treatment can undermine the sense of fairness and equality within the workforce, potentially leading to increased employee turnover. Thus, the Group remains dedicated to implementing policies and practices that promote transparency, impartiality, and equal opportunities for all employees.

As Old Mutual Zimbabwe, we are committed to upholding the principles stated in the code of conduct of the wider Old Mutual Limited Group. Our priority is to protect every employee from any form of unfair discrimination within the workplace. We ensure that all employees understand their responsibility in creating and maintaining a work environment that is free from all forms of unfair discrimination. We strive to cultivate a safe and inclusive workplace where employees can express themselves fully in all aspects of their diverse identities, without fear of prejudice or bias. Our focus is on fostering an environment that values and respects the unique contributions that everyone brings.

To effectively address incidences of unfair discrimination in the workplace, we provide managers with comprehensive guidelines. These guidelines serve as a valuable resource, equipping managers to handle such situations in a fair and appropriate manner. To assess and measure our progress in promoting diversity and inclusion, we track our progress on a periodic basis evaluating our efforts and ensuring that we continue to meet our goals.



## Employee Rights

Old Mutual Zimbabwe takes a comprehensive and proactive approach to managing employee relations. By respecting employee rights and promoting a work environment that encourages freedom of expression, transparency, and mental well-being, we foster a motivated and productive team. Therefore, Old Mutual Zimbabwe recognises the importance of employee rights, providing necessary training, and upholding fair labour practices to maintain a harmonious and successful employment relationship.

Our Employee Relations policy encompasses a set of commitments aimed at promoting a harmonious and fair work environment. These commitments include providing insight into the Group's industrial relations policies and practices, offering an overview of the requirements for managing employees with fairness, and imparting specific and detailed information to address any unclear or problematic aspects of employee management. Additionally, the policy highlights the legislation applicable and relevant to various aspects of the employment relationship, ensuring compliance with legal obligations and fostering a transparent and accountable approach to employee relations.

Old Mutual Zimbabwe implements continuous training programs. These programs ensure that employees and the employer represented are educated about fair labour practices, and the company's policies and procedures. This ongoing training helps to create awareness, enhance understanding, and foster a culture of respect and compliance. Additionally, generic rules are established by the employer at the contracting stage to provide clear guidelines and expectations for all parties involved.

We have assessed the initiatives implemented to be effective in maintaining positive relationships with employees and promoting a fair and respectful work environment. The annual mandatory awareness training, tracked on the Human Resources Management Information System (HRMIS), ensures that employees are well-informed about their rights and responsibilities. Internal and external audits help assess compliance with relevant policies and identify areas for improvement.

For 2023 the business scored 4.21 (2022:4.35) on the employee engagement score which falls slightly below the target of ≥4.5. Stakeholder feedback during debrief sessions is being used to refine the actions taken. This is also evident in increased productivity and engagement, leading to positive economic outcomes such as attracting talented individuals.

Our security personnel were also trained on fair practices to use in handling people issues summarised below:

	Unit	2023	2022
Internal security personnel	Count	5	5
Third party security personnel	Count	538	538

Internal Security personnel receive annual training as part of their continuous improvement program through conferences and engagements with the Zimbabwe Republic Police. The number of third-party guards employed remained unchanged between 2022 and 2023.



## Compliance Declaration

Old Mutual Zimbabwe is committed to complying with all applicable sector regulations and standards. As such, we follow closely the developments in local and international regulations to remain updated on any development within all legal obligations.

We constantly seek to ensure all our operations are within the requirements of the associations and initiatives that we join. During the year, the Group monitored compliance with the following and related regulations:

- Banking Act [Chapter 24:20]
- Building Societies Act [Chapter 24:02]
- Companies And Other Business Entities Act [Chapter 24:31]
- Consumer Protection Act [Chapter 14:14]
- Cyber And Data Protection Act [Chapter 12:07]
- Deposit Protection Corporation Act [Chapter 24:29]
- Exchange Control Act [Chapter 22:05]
- Finance Act [Chapter 23:04]
- Insurance Act [Chapter 24:07]
- Insurance And Pensions Commission Act [Chapter 24:21]
- Labour Act [Chapter 28:01]
- Microfinance Act [Chapter 24:29]
- Money Laundering And Proceeds Of Crime Act [Chapter 9:24]
- National Payments Systems Act [Chapter 24:23],
- National Social Security Act [Chapter 17:04]
- Reserve Bank of Zimbabwe Act [Chapter 22:15],
- Securities And Exchange Act [Chapter 24:25]
- Zimbabwe Stock Exchange Act [Chapter 24:18]

No material fines were issued to the Group in 2023.



5

## Sustainability Strategy

- Sustainability Strategy
- Stakeholder Engagement
- Sustainability Materiality Assessment
- Material Matrix
- Linking Our Material Topics to SDGs
- Prioritisation of SDGs

Renewable Energy Investment:  
Nyabira, Old Mutual

## Sustainability Strategy

Our sustainability strategy is aligned with our purpose of becoming the preferred choice for our clients in sustaining, growing, and protecting their prosperity. We are committed to responsibly building the most valuable business in our industry and to demonstrate accountability towards our stakeholders on sustainability matters. Our strategy rests upon driving responsible investment that considers sustainability issues, creating positive impact in society, and ensuring operations are managed in a responsible manner.

## Stakeholder Engagement

Our Group operations affect and are affected by different groups and entities. The stakeholder relations function is dedicated to developing, delivering, and monitoring strategies that foster positive relationships with external stakeholders. Its primary objective is to manage the Group's reputation and establish sustainable partnerships through impactful engagement. By promoting collaboration and efficiency, the team strives to achieve its goal of prioritising "value exchange" as opposed to "value extraction" in stakeholder relationships.

### Stakeholder Profiling

Our procedure adheres to the Policy of the OML Group, which establishes stakeholders based on two fundamental criteria, namely materiality and legitimacy. Materiality is determined by the stakeholder's capacity to influence the future of the Group, and it is measured by whether the stakeholder is "Transformational" or "Transactional". Legitimacy depends on the stakeholder's direct stake in the affairs of the Group.

### Key Stakeholder Groups

The stakeholders are categorised as follows:

- Internal (Employees, intermediaries, shareholders and investors).
- External (Customers, government, regulators, suppliers, and communities).

For FY2023, our stakeholders highlighted the following issues:

Stakeholder	Key Issues Raised for Stakeholder Concerns	Mitigation Measures	Engagement Method	Frequency of Engagement
Employees	<ul style="list-style-type: none"> <li>• Career growth</li> <li>• Employee remuneration and welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Job rotation</li> <li>• Implementation of talent and leadership programmes</li> <li>• Critical skills allowances and subsidised employee loans</li> </ul>	<ul style="list-style-type: none"> <li>• Business updates</li> <li>• Culture engagement sessions</li> <li>• Quarterly performance check-ins</li> <li>• Works council</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Weekly</li> </ul>
Government and Regulators	<ul style="list-style-type: none"> <li>• Formulation and implementations of new laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance to regulations</li> <li>• Input and feedback in policy making</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly and ad-hoc</li> </ul>
Shareholders and Potential Investors	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Reputational risk</li> <li>• Compensation Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Financial prudence and performance</li> <li>• Reputational Risk management</li> <li>• Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Analyst briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly and half-yearly</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Insurance loss of value</li> <li>• Service-related issues</li> <li>• Claims turnaround times</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the IPEC compensation framework</li> <li>• Banking and policy admin system upgrades</li> <li>• Continuous training to embed a customer centric culture</li> <li>• Automation of processes to improve turnaround times</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback portal</li> <li>• Direct engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback portal</li> <li>• Direct engagements</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Social Impact</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct needs assessment.</li> <li>• Implement projects that have a tangible and positive impact to the communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>



## Sustainability Materiality Assessment

We conducted a sustainability materiality assessment process which involved identifying material impacts, associated economic, environmental, social, economic, and governance risks and opportunities from our business value chain while taking into account interests of our stakeholders. We strongly believe that conducting a materiality assessment allows us to identify and focus our efforts on matters that are of interest to the business and our stakeholders.

The materiality process for FY2023 was conducted as follows:



## Materiality Topics

Our material topics were categorised as presented below:

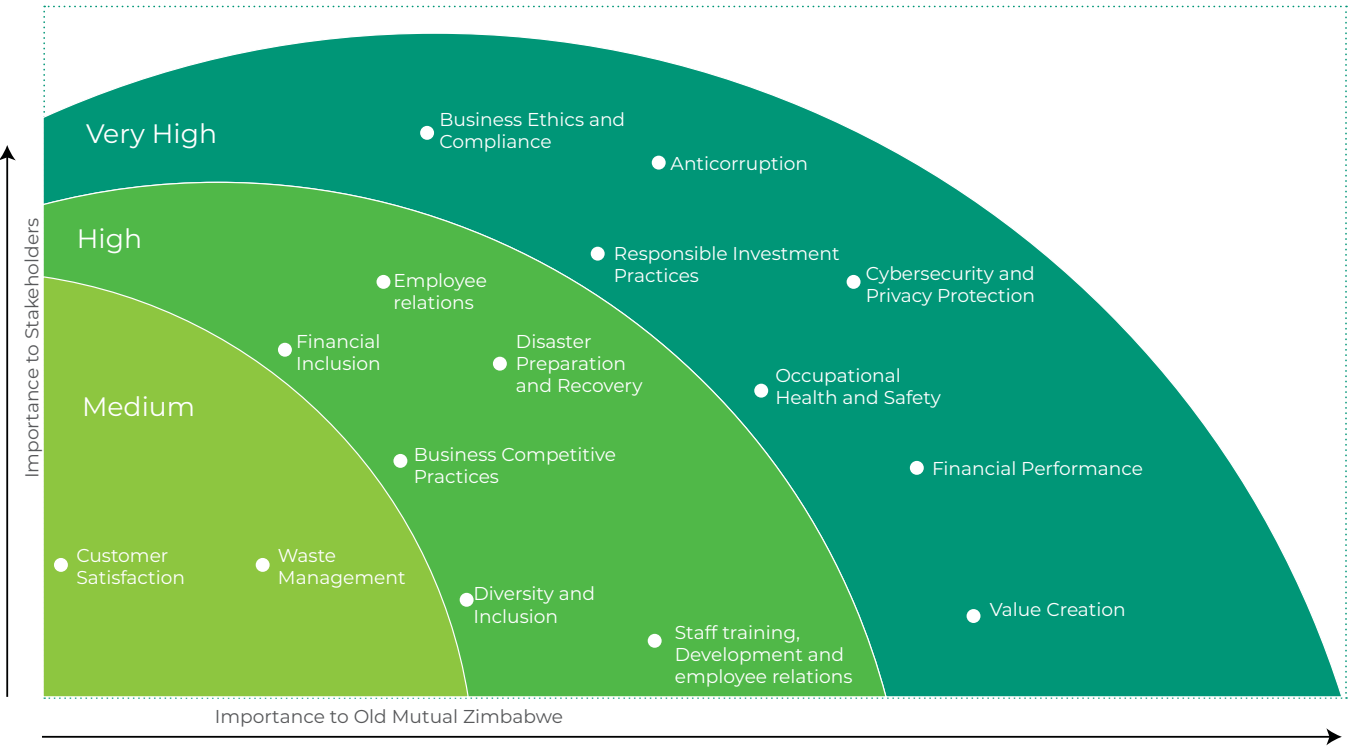
- Environmental category** → Covers impacts on living and non-living natural systems, including land, air, water, and ecosystems.
- Economic category** → Topics that cover the flow of capital among different stakeholders, investment activities, and the main economic impacts of the Group throughout the society.
- Social category** → Topics that relate to impacts on the social systems and including employee relations and the support of special interest cohorts in society.
- Governance** → Covers impacts on the system of rules, practices, and processes by which the Group is directed and controlled.

Environment	Economic	Social	Governance
<ul style="list-style-type: none"> <li>Energy</li> <li>Waste Management</li> <li>Water</li> <li>Green House Gas Emissions</li> <li>Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Responsible Investment Practices</li> <li>Value Creation</li> <li>Financial Inclusion</li> <li>Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Inclusion</li> <li>Occupational Health and Safety</li> <li>Staff Training, Development and employee relations</li> <li>Corporate Social Responsibility</li> <li>Customer Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Business Ethics and Compliance</li> <li>Disaster Preparation and Recovery</li> <li>Business Competitive Practices</li> <li>Anticorruption</li> <li>Cybersecurity and Privacy Protection</li> </ul>





## Materiality Matrix



From the matrix above, the topics ranked are explained by the below key:

- Very High 01** Reflects those regarded by the business and shareholders to be of significant interest. As such, they represent both risks and opportunities for the Group.
- High 02** Reflects those where measures are in place to manage the impacts while improvements continue to be implemented.
- Medium 03** Reflects those where significant effort was made by Old Mutual Zimbabwe to address them.






For the reporting period, the following topics were identified as significant and important to both the Group and stakeholders.





## Our Principled Prioritisation of SDGs

Our goal is to always invest in sustainable community initiatives that alleviate long-term poverty, inequality, and unemployment in our operating environment and communities. We prioritise education, skills development, and entrepreneurship initiatives in Zimbabwe as part of our contribution to sustainable development. To this effect, the Group opted to take a principled prioritisation approach to enable identifying SDGs that present the most significant risks and opportunities to the environment and society. Below are the outcomes:

SDG	Risks	Opportunities
	<ul style="list-style-type: none"> <li>High number of people living under the average Poverty Datum line.</li> </ul>	<ul style="list-style-type: none"> <li>Provide financial education and entrepreneurship skills to empower communities.</li> </ul>
	<ul style="list-style-type: none"> <li>High Infant mortality rate.</li> </ul>	<ul style="list-style-type: none"> <li>Donate towards critical health causes that reduce human mortality.</li> </ul>
	<ul style="list-style-type: none"> <li>Having a high number of illiterate people in the communities.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce programs that address education access by vulnerable and disadvantaged people in the communities.</li> </ul>
	<ul style="list-style-type: none"> <li>Discrimination and marginalisation of women, girls and children in the communities.</li> </ul>	<ul style="list-style-type: none"> <li>Provide and fund programs that capacitate marginalised groups.</li> </ul>
	<ul style="list-style-type: none"> <li>Schools turning away students due to lack of water at schools for drinking and ablution facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Drill solar powered boreholes in schools at identified centres to address water challenges.</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of green energy options results in high energy costs and negative environmental impact.</li> </ul>	<ul style="list-style-type: none"> <li>Provide green energy solutions that feed power to the national grid.</li> <li>Power saving initiatives.</li> </ul>

SDG	Risks	Opportunities
	<ul style="list-style-type: none"> <li>High unemployment rate.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in supporting economic growth.</li> <li>Introduce entrepreneurship program that seed fund, upskill and promote entrepreneurship.</li> <li>Responsible employment practices.</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of innovativeness will result in an underdeveloped economy and inefficient, redundant systems.</li> </ul>	<ul style="list-style-type: none"> <li>Provide programs that encourage innovation and capacitate innovative ideas.</li> </ul>
	<ul style="list-style-type: none"> <li>Unequal Opportunities across communities.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of financial services to SMEs and women.</li> <li>Opportunity to access education through scholarships.</li> <li>Sponsor sports outreach programs that reach out to all regardless of backgrounds.</li> </ul>
	<ul style="list-style-type: none"> <li>Global warming and climate degradation.</li> </ul>	<ul style="list-style-type: none"> <li>Support and sponsor causes that promote climate change awareness.</li> </ul>
	<ul style="list-style-type: none"> <li>Land degradation and wildlife extinction.</li> </ul>	<ul style="list-style-type: none"> <li>Run initiatives that promote climate and environment protection.</li> </ul>
	<ul style="list-style-type: none"> <li>Reduced economic and business growth.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and create partnerships that drive business growth.</li> <li>Foster innovation.</li> </ul>



6

## Delivering Sustainable Financial Services

- Customer Satisfaction
- Responsible Investing and Financing
- Financial Inclusion
- Sustainable Asset Management
- Property Portfolio
- Property Valuation
- Green Buildings and Properties
- Property Safety and Security

Old Mutual Cluster Home Development  
in Helensvale, Harare

## Delivering Sustainable Financial Services

As a leading financial services provider, it is our promise to clients to always develop and deliver sustainable financial services by guaranteeing accessibility, customer satisfaction, financial inclusion and incorporation of ESG issues in our product and investment strategies.

### Customer Satisfaction

The availability of a 24-hour contact centre has significantly improved customer satisfaction by providing on-demand customer support. Customer engagement levels increased, and the online sentiments towards the brand are predominantly positive. The business's focus on an Integrated Financial Services Model ensures comprehensive solutions for customers, leveraging the full range of resources of The Group.

There have however, been some negative impacts, primarily related to digital system downtime. These disruptions can inconvenience customers and affect transactions. We therefore, made operational adjustments to improve our service offerings and address customer pain points. Additionally, the development of an alternative internet banking solution for individuals was implemented to enhance accessibility and convenience. Further, we took the initiative to develop an in-house soft token-based corporate internet banking solution, which enhances security and user experience. These improvements reflect our commitment to continuously improve our services and addressing customer needs and concerns.

The business implemented several policies to streamline its operations and ensure consistency in processes. These policies include Standing Instructions and Circulars, which provide guidelines for retail branches on carrying out various activities. Service Level Agreements (SLAs) are established with other departments to define expected turnaround times and ensure efficient collaboration.

We conduct assurance exercises through Audit, Risk, Compliance, and Internal Control departments, with the aim of achieving several goals. These goals include improving customer satisfaction, increasing market share, automating processes, and enhancing profitability. To measure progress, specific targets have been set, such as achieving a Net Promoter Score (NPS) of 77%. Key performance indicators used to assess effectiveness include growth in customer numbers, profitability, customer retention, and the number of processes automated. Audit reports provide insights into the effectiveness of assurance exercises, while quarterly inspection reports offer ongoing assessments. During the year we achieved a NPS score of 75%, and successfully automated 12 customer processes.

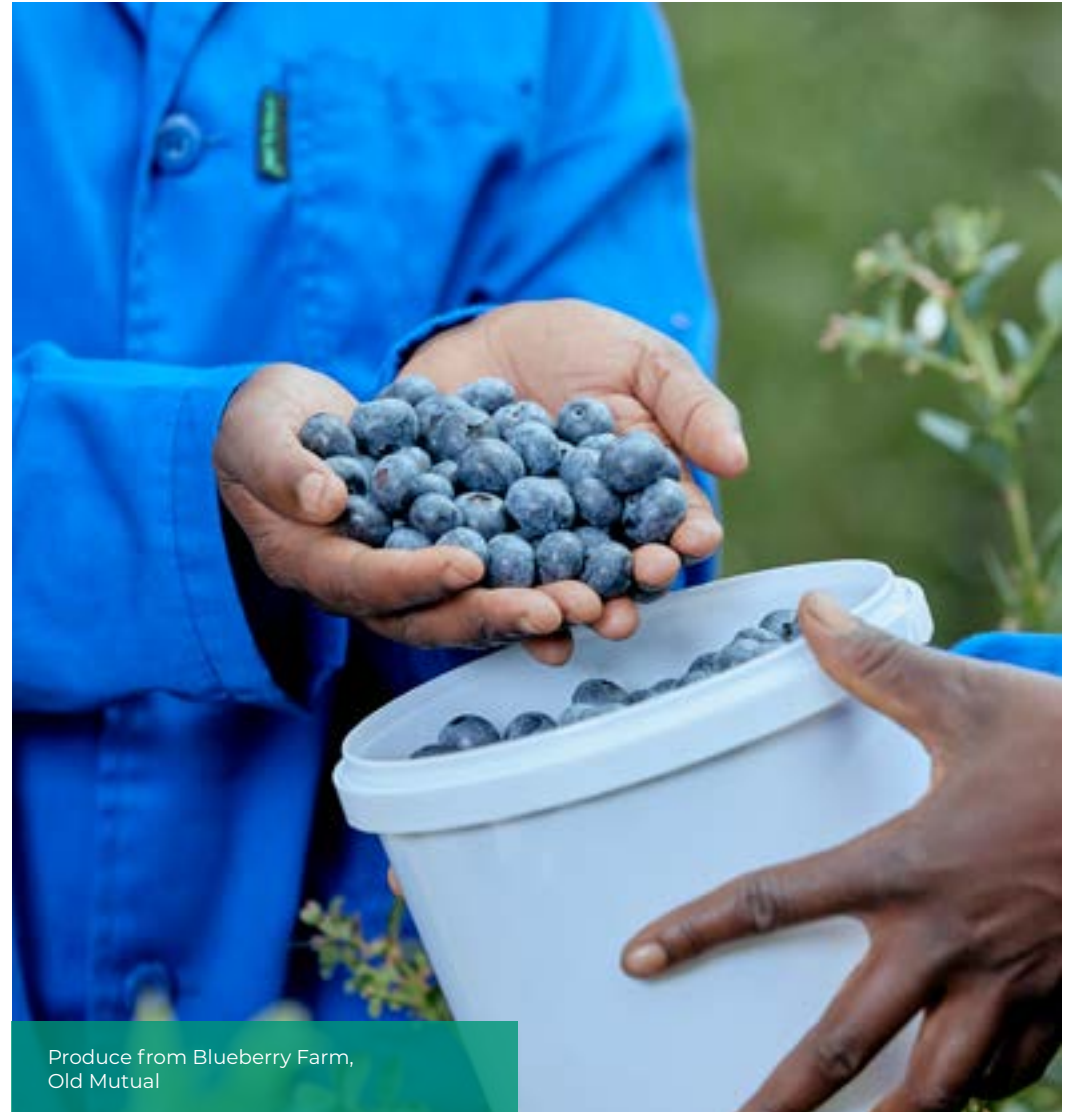
### Responsible Investing and Financing

Old Mutual Zimbabwe Limited considers Environmental, Social and Governance (ESG) factors when making financial decisions and engagements with stakeholders. The Group prioritises investing in companies that demonstrate strong ESG practices and have set a minimum ESG score threshold when considering investments or funding projects. As commitment toward the drive, we consider ESG factors during investment screening, in valuation models and we urge investee companies to gradually abandon unsustainable business practices and report on ESG issues. We engage in regular discussions with investee companies to address ESG matters.

Our targets were as follows:

- 80% of valuations incorporating ESG.
- 80% of investee companies having ESG scores.
- Quarterly ESG reports to clients.
- 50% of investee companies reporting on ESG.

Through quarterly and annual reviews, we assess the effectiveness of our actions in managing responsible investment and financing. We have made progress in developing an ESG Scorecard, compiling quarterly ESG reports, and incorporating ESG factors into 60% of valuations.



Produce from Blueberry Farm, Old Mutual

## Responsible Investments

Old Mutual Investment Group Zimbabwe (Private) Limited (OMIG) is the largest investment management firm in Zimbabwe by assets under management. The business offers customers an array of investment options in a focused approach through the following five investment boutiques: alternative investments, select equity investments, core equity investments, interest-bearing assets and property investments.

OMIG offers governance support to investee companies through establishment of acceptable governance structures and practises in all the investee companies. The governance systems are reinforced through the various board nominees that are appointed to strengthen governance structures and add value in the strategy development and execution of the respective investee Companies. Through its monitoring activities, OMIG drives the conscientisation of investee companies management on the importance of human rights, sustainable energy, gender equality, mitigation of greenhouse gas emissions, fair wages and employee and community engagement.

To track the various facets of the ESG drive in investee companies, OMIG is currently working with a third-party service provider to develop a comprehensive monitoring tool to track various ESG parameters of the investee companies.

As part of the drive to reduce carbon emission and development of sustainable energy sources, OMIG in 2023 invested US\$14,920,262 in renewable energy projects on behalf of its institutional clients up 218% from US\$4,691,103 deployed in 2022. Below are the details and impact of the invested projects:

Renewable Energy Project	Jobs created - permanent employees	Carbon savings (tonnes/year)
National grid connected 5MW hydro energy power plant under construction at Lake Mutirikwi in Masvingo. This is expected to be operationalised in 2024.	13	*15,000
National grid connected 25MW solar energy plant under construction in Nyabira. This is expected to be operationalised in 2024.	11	*15,700
National grid connected 5MW solar energy power plant under construction in Gwanda.	6	*7,284

\*Estimate provided by Investee Management

## Other ESG projects

To alleviate the critical shortage of students' accommodation in Bulawayo, OMIG on behalf of its clients and alongside other institutional investors funded the development of a mixed use, university student accommodation complex adjacent to the National University of Science and Technology (NUST) in Bulawayo. The accommodation facility comprises of 516 rooms and 36 commercial shops of various sizes at a total project cost of US\$16.3m. The accommodation is designed to cater for 1,032 University students.

OMIG has also been able to raise and deploy US\$2.9 million into the first phase of a blueberry project being undertaken by an export oriented agricultural company. The company has exclusive rights to grow the Oz Blu range of low-chill blueberry varieties in Zimbabwe. Following the investment, the company has planted 10 hectares of blueberries and 4 hectares of Spanish variety strawberries and is in the process of increasing the hectareage under blueberries.



St Peter Claver Secondary School, Chishawasha  
CABS Solar Borehole Project, Old Mutual

## Financial Inclusion

Old Mutual Zimbabwe has made significant impacts by providing financial services to smallholder farmers and SMEs who would otherwise struggle to access funding from traditional lenders and financial institutions. This has created sustainable income for rural households. We also seek to mitigate negative impacts, such as ensuring the affordability of financial services to prevent customers from becoming overindebted. The Group aims to enhance partnerships with agriculture specialists to assist farmers in maximising their agricultural businesses' yields.

We are committed to customer engagement throughout the entire financial service process. Relationship officers provide financial education and advice to customers, ensuring they access the appropriate products and clearly understand the relevant terms and conditions. The Group submits quarterly reports to the Zimbabwe Association of Microfinance Institutions (ZAMFI) and the Reserve Bank of Zimbabwe (RBZ).

Old Mutual Zimbabwe has set specific goals and targets to track its effectiveness in managing financial inclusion. These include growth in customer numbers, outreach, and loan portfolio size, as well as loan quality. The growth in customer numbers and loan book over the years demonstrates the success of the Group in achieving financial inclusion.

During the year 2023 we launched the O'mari fintech business to extend reach of the financial services we offer to segments we previously did not serve effectively. Additional customers from semi-formalised segments now access more digital services at affordable costs.

Old Mutual Finance (Private) Limited and CABS supported SMEs by providing working capital loans to support their business growth. Our offering is embedded with financial advisory services, which are offered through dedicated Client Relationship Officers. During the period, we empowered women entrepreneurs through targeted programs such as financial literacy through the 'On The Money Program'.

Impact	2023 Actual	2022 Actual	Year on Year Movement
Number of SME's supported – lending	404	174	132%
Number of SME's supported – led by women	143	61	134%

Industries of the SMEs include construction, manufacturing, distribution, agriculture, transport, retail, other services including hair salons and restaurants.

## Financial Education

Our Financial Education program has two successful campaigns: On The Money, which imparts valuable financial management skills based on the behaviours of Africa's Big Five animals, and the Piggy Bank program, which provides fun and interactive financial literacy lessons to primary school children. Our financial inclusion-led program underpins Old Mutual Zimbabwe's holistic financial literacy focus. It encompasses three essential aspects: growing financial knowledge, positively influencing participants' financial behaviours, and building an empowering money mindset. For over 9 years, we have provided financial literacy sessions and train the Trainer workshops in Zimbabwe, reaching various groups in both urban and rural communities.

## Impact

Impact	2023 Actual	2022 Actual	Year on Year Movement
Face-to-Face Reach	19,841	15,857	25%
Digital Reach	2,850,000	1,580,297	80%

**1,281**  
Children attended the kids' financial boot camp sessions.

**1,989**  
Women and girls trained in sessions attended by women only.

Partnership with Zimbabwe International Trade Fair (ZITF) Scholastica and Innovators Forum partnerships, where **1,432** attended the sessions and 23 Vice Chancellors from the country's tertiary institutions attended the event.

**715**  
Girls trained on STEM from high schools and tertiary institutions in Bulawayo.



## Entrepreneurship

SMEs account for the majority of businesses worldwide and are important contributors to job creation and worldwide economic development. They represent about 90% of businesses and more than 50% of employment worldwide. We help build resilient and successful businesses by supporting entrepreneurs to build and maintain vibrant businesses. Drivers of economic growth and long-term sustainability for emerging markets lie in effectively developing the informal and Small, Medium and Micro Enterprises (SMME) sectors.

The Eight2Five Innovation Hub runs various initiatives such as the Virtual Speed Mentoring, Pitch Perfect, and the Value Creation Challenge in partnership with The British Embassy and the British Council.

The Hub Incubation Programme is an intensive process that offers support to early-stage start-ups and entrepreneurs. Start-ups with high growth potential received the opportunity to enrol in the business incubation process, which prepared them for launch and market entry. This innovation-centric programme emphasises creating solutions that are innovative and sustainable. The programme was birthed as part of the Hub's mandate to support innovative start-ups that provide sustainable solutions to economic and environmental challenges in Africa.

Our entrepreneurship activities align with SDG 8-Decent Work and Economic Growth, SDG 9-Industry, Innovation and Infrastructure and SDG 17-Partnerships. These include:

- Promoting decent work and economic growth (SDG 8) for the young market and SMMEs.
- Fostering innovation through knowledge sharing and collaboration of the hub's flagship incubation initiative for innovative automation and solutions. (SDG 9).
- Creating partnerships that drive business growth (SDG 17).

Below are the impacts of some of our various initiatives:

**01**

533 participants for the Value Creation Challenge (VCC), Female participation: achieved 22% vs 15% target and we incubated the Top 10 businesses.

**02**

Value Creation Challenge Applications per pillar:  
Emerging Tech: 138 Fintech: 77 Creative Industry: 184 Sustainability: 134.

**03**

Equipped 20 women with digital skills in a coding boot camp dedicated to women.

**04**

Partnership with the Ideas Festival- The Top 10 and the Eight2Five team were invited to participate in the Ideas Festival Ideas Tank segment.



Value Creation Challenge  
Eight2Five Innovation Hub, Old Mutual



Cluster Home Development  
in Helensvale, Harare, Old Mutual

## Sustainable Asset Management

We strive to ensure that our property portfolio offers a diverse range of properties to all economic strata while maintaining quality buildings that meet the expectation of our property clients. We ensure our properties meet local and international building standards.

### Property Portfolio

Old Mutual Zimbabwe diligently manages its property portfolio with a commitment to responsible management. Our portfolio consists of residential, warehousing, office parks and industrial buildings. We acknowledge the negative impacts which include macroeconomic impacts that could significantly affect an entire portfolio. For example, the central business district (CBD) portfolio may be affected by local authority or failure to enforce certain by-laws. Similarly, the collapse of a whole sector or geographical area could also pose negative impacts.

The Group provides an anonymous bribery tip-off channel during the tenant application stage and conducts regular inspections and servicing of equipment and properties to ensure user safety. Old Mutual Zimbabwe also ensures that contractors and vendors sign up and adhere to its SHEQ contract to manage positive impacts.

We conduct internal and external audits to track our practices regarding property portfolio. The Group uses goals, targets, and key performance indicators to evaluate progress, such as resolving ordinary urgent maintenance matters within 72 hours.

### Property Quality

Old Mutual Zimbabwe takes a comprehensive approach to property quality management, focusing on maintenance and inspections, continuous improvement, compliance with regulations and standards, and prioritising tenant satisfaction. We maximise mechanical equipment availability, ensure accessibility of facilities, and maintain a positive ambience of our properties.

Further, we are cognisant of the environmental impact of our buildings and strive to reduce carbon emissions. We implement energy-efficient practices and technologies, such as efficient lighting systems, insulation, and renewable energy sources where feasible.

To ensure property quality and to reduce our carbon footprint, we prioritise regular inspections of our facilities to identify and address any issues promptly. We also comply with regulatory inspections conducted by authorities such as NSSA to maintain compliance with industry standards. Our goal is to achieve a 90% availability of mechanical equipment to minimise downtime and provide uninterrupted services to our clients.

By focusing on improving plant availability and reducing customer complaints, we strive to enhance the overall satisfaction of our property clients. Additionally, we recognise the importance of exploring sustainable practices, such as incorporating alternative energy sources like solar, to maximise property quality while reducing our environmental impact.

## Property Valuation

Property valuation holds immense significance to our business as it entails the comprehensive assessment and determination of property's monetary value, taking into consideration factors such as geographical location, physical condition, and prevailing market dynamics.

This process serves as a vital tool for the Group and its stakeholders, as it enables the establishment of an equitable price for property transactions as well as market driven portfolio values. Moreover, property valuation also plays a pivotal role in the mortgage lending sector, as it assists the business in assessing the appropriate loan amount to extend to clients.

The Group has established several review and oversight committees such as the OMIG Management Oversight Committee and the Group Investment Committee.

## Green Buildings

The Group has incorporated eco-friendly designs in notable structures like the Eastgate Mall and Mutual Gardens. These architectural endeavours prioritise the integration of environmentally conscious features, such as maximising on natural ventilation. By strategically incorporating elements that mimic the natural environment, these buildings contribute to reducing energy consumption.

In addition to the focus on sustainable design, the Group is actively engaged in driving solar initiatives. Solar energy offers a clean and renewable alternative to traditional energy sources, thereby mitigating the harmful emissions associated with conventional power generation.

Our commitment to sustainable construction extends to incorporating biomimicry principles and prioritising environmental considerations in our building designs. By embracing biomimicry, we draw inspiration from nature to create structures that harmonise with the surrounding ecosystem and optimise their functionality.

To ensure that our actions align with our green building objectives, we employ design analysis which enables us to thoroughly assess the environmental impact of our building designs, allowing us to identify areas for improvement and implement sustainable practices.

In addition, seeking Environmental Management Agency (EMA) approvals plays a crucial role in monitoring and verifying our adherence to green building standards. This assessment ensures that our buildings meet the required criteria and comply with relevant environmental regulations and guidelines.

## Property Safety and Security

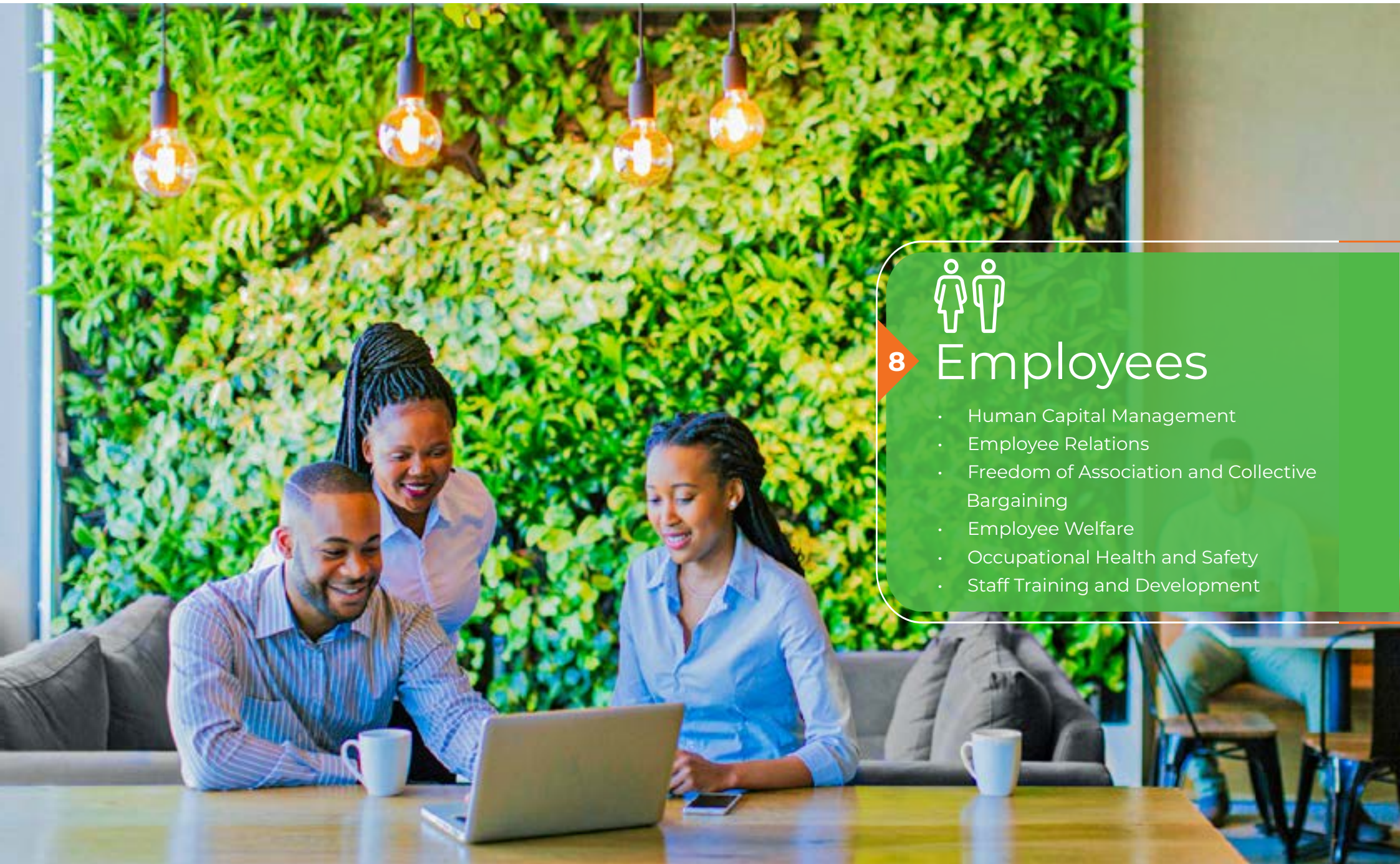
We have implemented various measures that prevent unauthorised entry and address any security issues that may arise.

Our efforts not only reduce unlawful entry into our buildings but also attract quality property clients who value security.

We prioritise securing our buildings at all times and use physical security measures and CCTV systems in all our properties. The Group established a crisis coordinating committee to respond effectively to any security-related incidents. Regular building inspections are conducted to assess the effectiveness of the security measures. Our goal is to achieve zero illegal or forced intrusions, and we work hard to achieve this goal.



Zim Campus Student Accommodation  
Bulawayo, Old Mutual



8

## Employees

- Human Capital Management
- Employee Relations
- Freedom of Association and Collective Bargaining
- Employee Welfare
- Occupational Health and Safety
- Staff Training and Development

# Employees



We value the employees who make Old Mutual Zimbabwe what it is today. They dedicate themselves to providing our stakeholders with the best services and delivering desired results every day, 24hrs.

throughout their entire journey with us. We recognise the positive impact that equal opportunities have in terms of improving standards of living and fostering an excellent work-life balance. In line with our commitment to employee well-being, we offer a range of benefits to enhance employee wellness and promote job security. We understand that supporting our employees' physical, mental, and financial health is crucial to their overall satisfaction and productivity. We strive to foster an inclusive and respectful workplace culture where open communication and collaboration are valued. By cultivating strong relationships with our employees, we better understand their needs, address any concerns, and create an environment where everyone feels valued and supported.

Mutual Zimbabwe. To achieve this, we established minimum background screening requirements for all employees. Our remuneration philosophy underpins our Group strategy to support a high-performance culture. We apply appropriate and prudent benchmarking practices to ensure comparability and competitiveness of our remuneration and related practices.

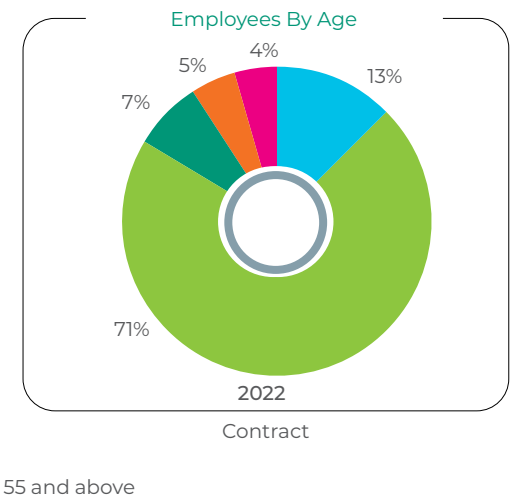
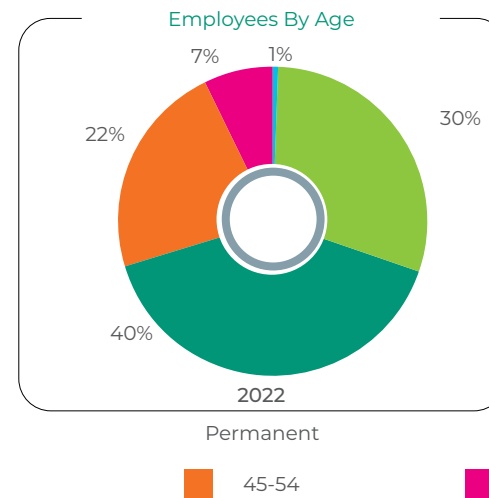
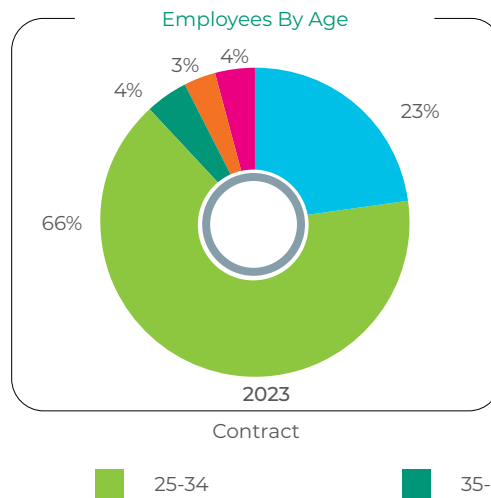
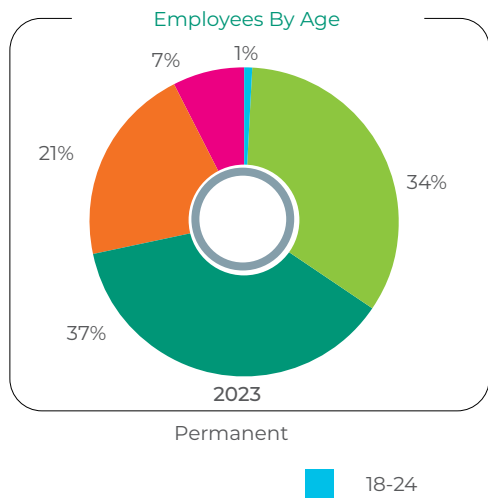
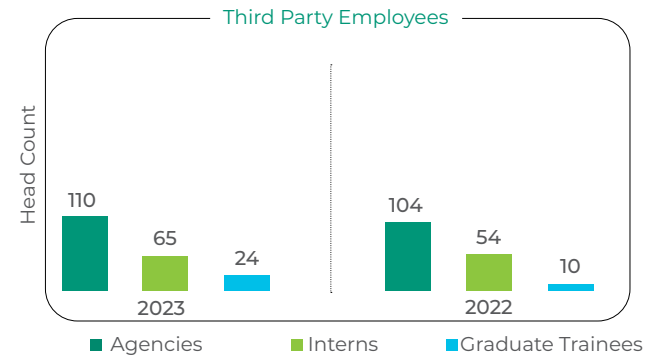
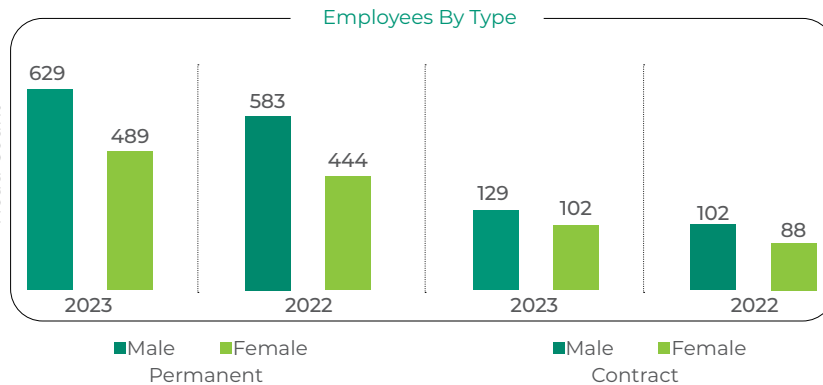
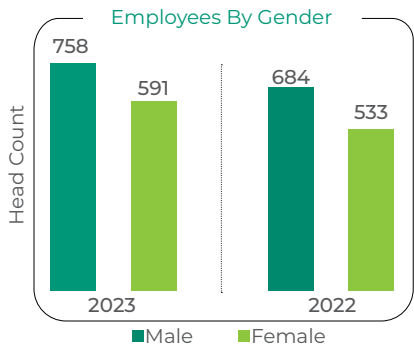
All employees in permanent roles in the Group are required to agree to a performance scorecard, which comprises a mix of financial and non-financial performance measures for each calendar year and be assessed in terms of the Group performance management process. The outcomes of performance scorecard assessments are linked to remuneration outcomes in an appropriate manner.

We uphold a professional, fair, and consistent approach to recruitment and selection. We are committed to continuously improving the quality of talent we bring on board at Old

## Human Capital Management

Human Capital Management encompasses various aspects of human resources, all aimed at attracting, developing, and retaining top talent. We provide equal opportunities for all employees, starting from the recruitment process and extending

### Employee base



## Employee Relations

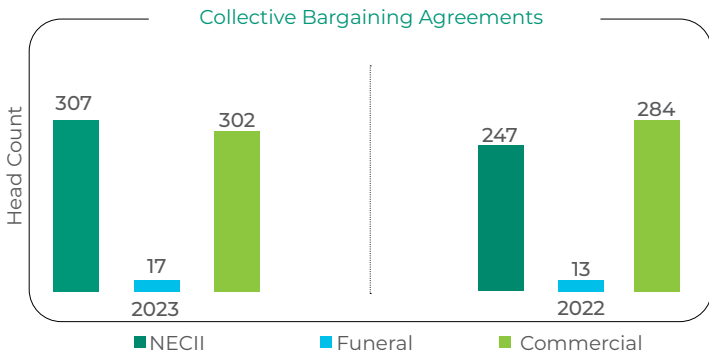
We prioritise cultivating a professional and harmonious relationship with our employees, recognising our crucial role as a primary driver of motivation and satisfaction. We understand that effective management of employee relations is paramount to the smooth operation of business. Failure to manage employee relations effectively can result in disruptive events such as strikes or stay-aways, which have a ripple effect on service quality, reputation, and productivity. Creating a positive work environment, where employees feel valued, respected, and heard, is fundamental to our approach.

Our approach to employee relations is firmly grounded in the principles set forth in our Code of Conduct, which serves as a guiding framework for our interactions with employees. In addition, we adhere to the regulations and guidelines outlined in the Labour Act [Chapter 28:01] ensuring compliance and fairness in our labour practices. To foster a harmonious and productive work environment, we actively engage in works council meetings. These sessions provide a platform for open dialogue, collaboration, and the exchange of ideas between management and employees.

Our primary aim is to cultivate a highly engaged workforce, as reflected in our pursuit of an employee engagement score surpassing 4.5. During the reporting period we achieved a score of 4.21. Through ongoing efforts, inclusive strategies, and the active involvement of all stakeholders, we are confident in our ability to exceed our set benchmarks and create an environment where every employee can thrive.

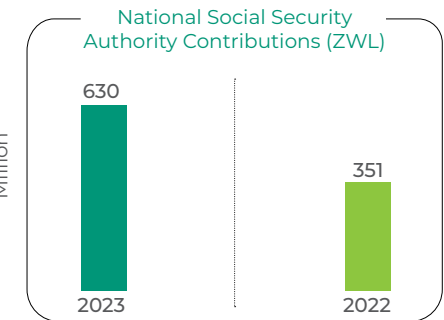
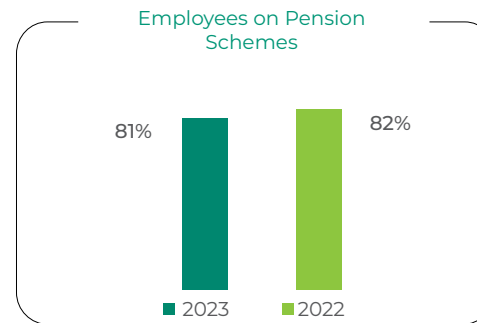
## Freedom of Association and Collective Bargaining

Old Mutual Zimbabwe is committed to the promotion of Employee Rights and good labour practices. Employees are free to join associations of their choice. Our Collective Bargaining Agreement (CBA) engagement for FY2023 was as follows:

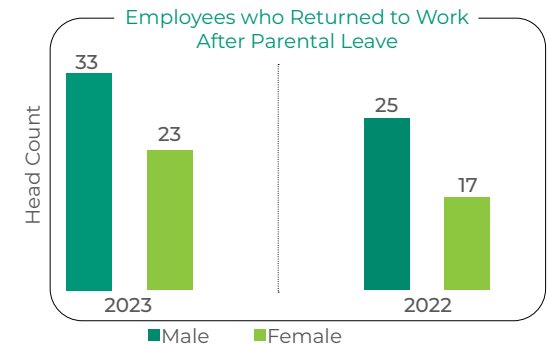
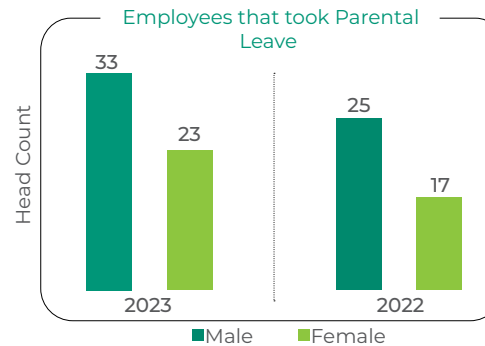


## Employee Welfare

Our pension contributions for FY2023 were as follows:



Old Mutual Zimbabwe in accordance with the labour act, offers parental leave to all employees, with an exceptional benefit of up to thirty days of paternity leave for fathers, a distinctive offering in the industry. Furthermore, maternity leave policy, was increased during the period from 90 days to 120 days, demonstrating our commitment to supporting our employees during significant life events. Below are the statistics of employees who took parental leave.



## Occupational Health and Safety

As Old Mutual Zimbabwe, we have made significant strides in managing and reducing injury, incident, and accident rates through the implementation of Occupational Health and Safety (OHS) measures. This has not only reduced the risk of injuries and incidents but has also had a positive impact on employees' productivity. We recognise the importance of OHS in fulfilling our responsibilities and we remain committed to continuously improving health and safety standards.

### Management Approach

To ensure the successful management of OHS, we have developed an Old Mutual Zimbabwe - Environmental, Health and Safety Policy. The policy outlines our commitment to identifying and effectively controlling hazards, complying with relevant legislation, and clearly defining the roles and responsibilities of individuals in maintaining a healthy working environment.

Through proactive actions, we demonstrate our dedication to OHS objectives. This includes striving for Zero Harm and a safe working environment, as well as maintaining compliance with all OHS legislations. We conduct regular system audits and workplace inspections to proactively identify and address potential risks. These actions, along with annual policy attestations, reinforce the Group's commitment to maintaining a high standard of OHS practices and ensuring the well-being of employees.

### Our OHS performance for the reporting period

Work Related Injuries	Unit	2023	2022
Recordable work-related injuries	Count	1	0
Lost Days due to injury	Count	14	0
Lost Time Injury Frequency Rate (LTIFR)	Rate	0.31	0

The Lost Time Injury Frequency rate (LTIFR) measures the number of lost time injuries per million hours worked during a single financial year. A lost-time is one that resulted in time lost from work of dayshift or more. This includes injuries resulting in fatality or permanent disability. One (LTI) was recorded in the year under review.

### Occupational Health and Safety Management System

We implemented an Occupational Health and Safety management system in line with laws and regulations guiding OHS. The management system is based on ISO 45001: Occupational Health and Safety. The OHS management system was put in place to identify hazards and risks present and provide controls to ensure employees' safety.

The Group provides employees with access to gym services, with membership fees being subsidised by the Group. Through health analysis trends, the Group pays special

attention to employees living with diseases such as diabetes and hypertension. There is creation of support groups with dissemination of information to enable employees to lead a normal life despite their condition.



Renewable Energy Project  
Nyabira, Old Mutual

### Hazard identification, risk assessment, and incident investigation (HIRA)

Hazards are identified by conducting walk-throughs and formal inspections which are scheduled at the beginning of each quarter and when the need arises. Safety audits are carried out annually. Controls are put in place according to the hierarchy of hazards, prioritising elimination and having personal protective equipment. Employees are encouraged to report all incidents and near misses. Occasional Health surveys are also conducted to check prevalence of occupational issues among employees.

### Occupational Health Services

The presence of an inhouse medical centre allows for regular medical checks. We have a full-time qualified nurse and a part-time medical doctor who makes scheduled weekly visits to the medical centre. Trend analysis for medical records and checking for repeated patterns of ill health be it in a certain department, age group or gender help in the identification of common hazards and health risks in groups.

To ensure employees participation in Health, Safety, Environment (HSE) matters, there are selected HSE representatives across all branches taking note of issues of safety and health. There is regular dissemination of information on OHS to keep employees informed and up to date with prevailing issues to do with safety and health.

### Employee training on occupational health and safety

We provide training to employees on various OHS subjects to enhance their awareness and knowledge. Trainings conducted include wellness champions training, mental health training for senior management and the release of weekly bulletins on issues to do with Occupational Health and Safety. Trainings offered also include hazard identification and emergency response and preparedness.

## Staff Training And Development

Investing in training and development is a strategic approach that allows us to nurture and expand the knowledge and capabilities of our employees. Through training and development programs, the Group benefits from enhanced skills and competencies amongst employees. This, in turn, leads to improved job performance, and high-value delivery of financial advice to our clients.

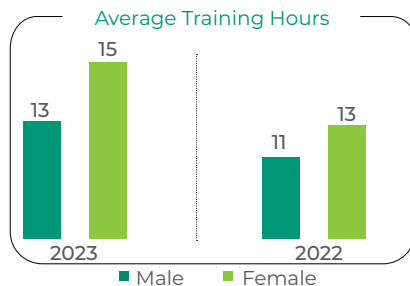
As employees enhance their skills and competencies, their job performance improves. They gain a deeper understanding of our products and services, regulatory requirements, and industry best practices. Further, training and development initiatives foster a culture of continuous learning and growth within the Group. Employees feel supported and empowered to develop their professional skills, which enhances their job satisfaction and engagement.

Old Mutual Zimbabwe's Learning Policy serves as a comprehensive framework that influences decision-making processes, ensuring consistency and standardisation in the implementation of learning programs. The policy supports employee value proposition and establishes a solid foundation for the development and growth of employees, aligning their learning journeys with the strategic objectives of the Group. To address identified skills gaps, we implement a skills development plan. This plan is designed to provide targeted training and development opportunities, enabling employees to acquire the necessary skills and knowledge to excel in their roles.

To support continuous learning and development, we allocate funds for bursaries and study loans, enabling employees to pursue further education and professional qualifications. Additionally, we recognise the importance of dedicated study time and offer study leaves to facilitate focused learning experiences. It is worth noting that each business unit within the Old Mutual Zimbabwe has a dedicated learning budget. This allows allocation of resources to support both formal and informal learning initiatives, ensuring that employees have access to a variety of learning opportunities tailored to their specific needs.

To facilitate smooth transitions and effectiveness, we also provide support for change management. We understand that adopting new systems and processes can be challenging, so we offer resources and guidance to help employees navigate these changes successfully. Further, we prioritise building Leadership and Management (LM) capabilities and skills to drive high performance and increased engagement as we understand that effective leadership and management are crucial for our success.

Moreover, as we embrace the digital transformation of our business, we actively focus on developing new-age skills. We understand the importance of staying ahead in a digitalising world, so we invest in equipping employees with the digital capabilities required to thrive in the changing landscape. For the reporting period, our average training hours per employee were as follows:



The average training hours were below the target training hours per person which is 40 hours. To promote learning the Group is driving the use of the Udemy Online learning platform to increase availability of learning options and have also introduced a busary scheme to support critical skills development and enhanced face to face classroom training.





# 9 Sustainable Operations

- Energy
- Water
- Waste
- Responsible Sourcing

Renewable Energy Investment:  
Mutual Gardens Solar Farm, Old Mutual





## Sustainable Operations

We are dedicated to reducing adverse effects on the environment. We monitor our operations to ensure efficient use of environmental resources such as energy and water which contributes significantly to operational efficiency and long-term sustainability.

### Energy

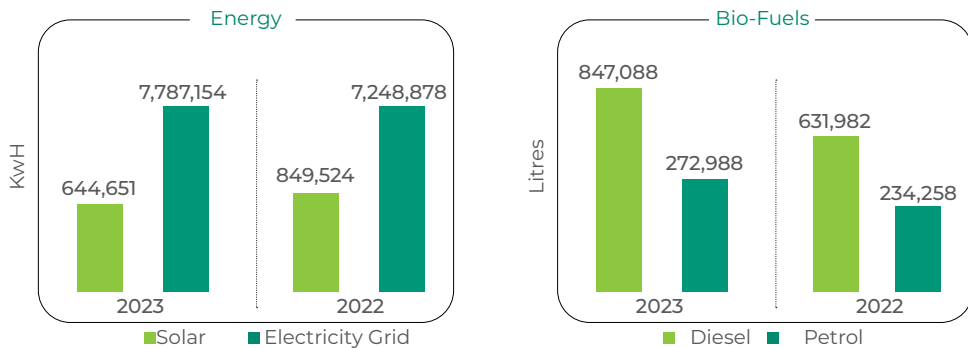
The Groups' energy management involves efficient planning, monitoring and control of energy resources to achieve sustainable and cost-effective operations. Our effective energy management strategies encompass various aspects, including conservation, efficiency improvements and the integration of renewable energy sources.

The Group's use of solar systems at selected buildings is gradually leading to lower carbon emissions and reducing reliance on external electricity sources. This not only contributes to combating climate change but also helps in improving air quality and promoting a healthier environment for both employees and the surrounding community.

Old Mutual Zimbabwe has committed to support the Global Climate Change agenda of reducing our own operational carbon footprint and reducing the carbon exposures in our investments. The Group actively tracks monthly energy usage information through carbon emissions data templates and quarterly monitors carbon emissions. OMZIL acknowledges that there is need to measure solar energy usage in all buildings as it is currently not being measured adequately, except for the Head office.

The Group is looking forward to implementing efficient energy management practices to reduce environmental impact, enhance operational efficiency and achieve long-term financial savings. This will further play a crucial role in ensuring energy security and promoting a more sustainable future.

Our energy usage was as follows:



\*The solar reading is for the Head office only.

Solar generation experienced a decline due to a fault during the period FY2023. Consequently the plant was unable to generate power to its full capacity



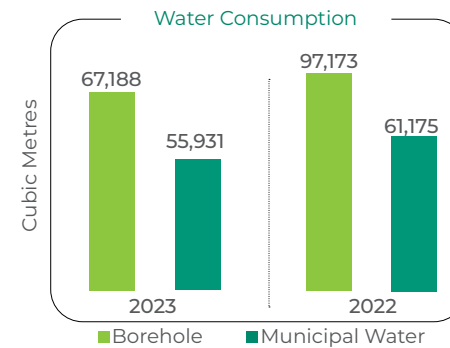
## Water

Our operations rely on borehole water largely.

At Old Mutual Zimbabwe, we recognise the importance of managing water responsibly and minimising our impacts on water systems. We adopted the practice of drilling boreholes for all our properties where this is permissible to allow access to clean water. Implementing borehole water metering enables us to effectively manage and reduce water consumption. By monitoring water usage, we can identify areas of high consumption and implement measures to optimise water efficiency.

We implemented the use of automated sensor taps to eliminate leakages and reduce water wastage. These taps are equipped with sensors that detect movement and automatically dispense water when needed. By automatically controlling the flow of water, we effectively minimise water wastage and promotes responsible water consumption. The Group has set goals and targets to further guide its water management efforts, including reducing water wastage and installing borehole water meters on all buildings in FY2024.

Our water consumption for below:





## Waste

As Old Mutual Zimbabwe, we recognise the importance of responsible waste management, and we are committed to minimising our environmental footprint. The Group promotes waste segregation practices by encouraging internal stakeholders to separate different types of waste streams. We engaged reputable third-party waste management firms responsible for regularly collecting waste from our facilities and ensuring its proper disposal at designated dump sites. Entrusting these experts to manage our waste minimises land and air pollution together with improper waste handling. In turn, this enables effective recycling and reduces the amount of waste sent to landfills.

One of our primary processes involves monitoring the amount of waste generated in tons and this data provides a quantitative measure of waste reduction progress. The Group identified that there is need for further waste segregation mechanisms to promote recycling. Engagements with the local municipality on waste management informed the greater need to effectively manage waste. We look forward to supporting and participating in recycling initiatives for paper, plastic and electronic waste thus contributing to resource conservation and reducing the demand for raw materials. Further, the Group anticipates the use of biogas technology through converting organic waste into energy which will help reduce greenhouse gas emissions and provides a renewable energy source contributing to a more sustainable energy mix.

Waste Type	Units	2023	2022
Mixed Waste	Kgs	2,451	2,704

## Responsible Sourcing

The Group prioritises strong emphasis on ethical and responsible behaviour within its supply chain. We recognise the negative impacts associated with supply chain and responsible sourcing and we are committed to addressing them. Some of these negative impacts include carbon emissions during the delivery of goods and services, the risk of receiving counterfeit products, and the possibility of suppliers overcharging for their products compared to market prices.

We developed comprehensive policies and codes of conduct that outline the expected standards for suppliers, contractors, and employees. These policies include the Procurement Policy, Procedures Manual, and the Outsourcing Policy. These guidelines cover various aspects, including labour rights, environmental protection, health and safety, and anti-corruption measures.

Old Mutual Zimbabwe conducts regular audits and monitoring mechanisms to assess compliance with ethical and responsible standards. Supplier vetting processes, due diligence procedures, on-site inspections, and documentation reviews are part of these audit activities.

We foster strong relationships with suppliers and contractors based on trust, open communication, and collaboration. Regular engagement with these stakeholders helps address potential risks, improve practices, and promote continuous improvement within the supply chains. Old Mutual Zimbabwe actively considers social and environmental factors when managing supplier relationships to avoid negative impacts on the environment and society. Additionally, suppliers are carefully vetted to minimise the risk of counterfeit products and overpricing.



10

# Climate Change

- Climate Change
- Climate-Related Risks
- Our Climate Actions
- Greenhouse Gas (GHG) Emissions

## Climate Change

The Group is aware of the rising climate change imperatives associated with environmental impacts. We believe environmental protection is the right thing to do to mitigate climate related risks.

Climate change adaptation involves taking action to address both current and projected risks associated with climate change, while enhancing the resilience of societies and economies. Old Mutual Zimbabwe recognises the importance of climate change adaptation and implications on their operations. We understand that climate change poses risks to industries that are directly relevant to our business.

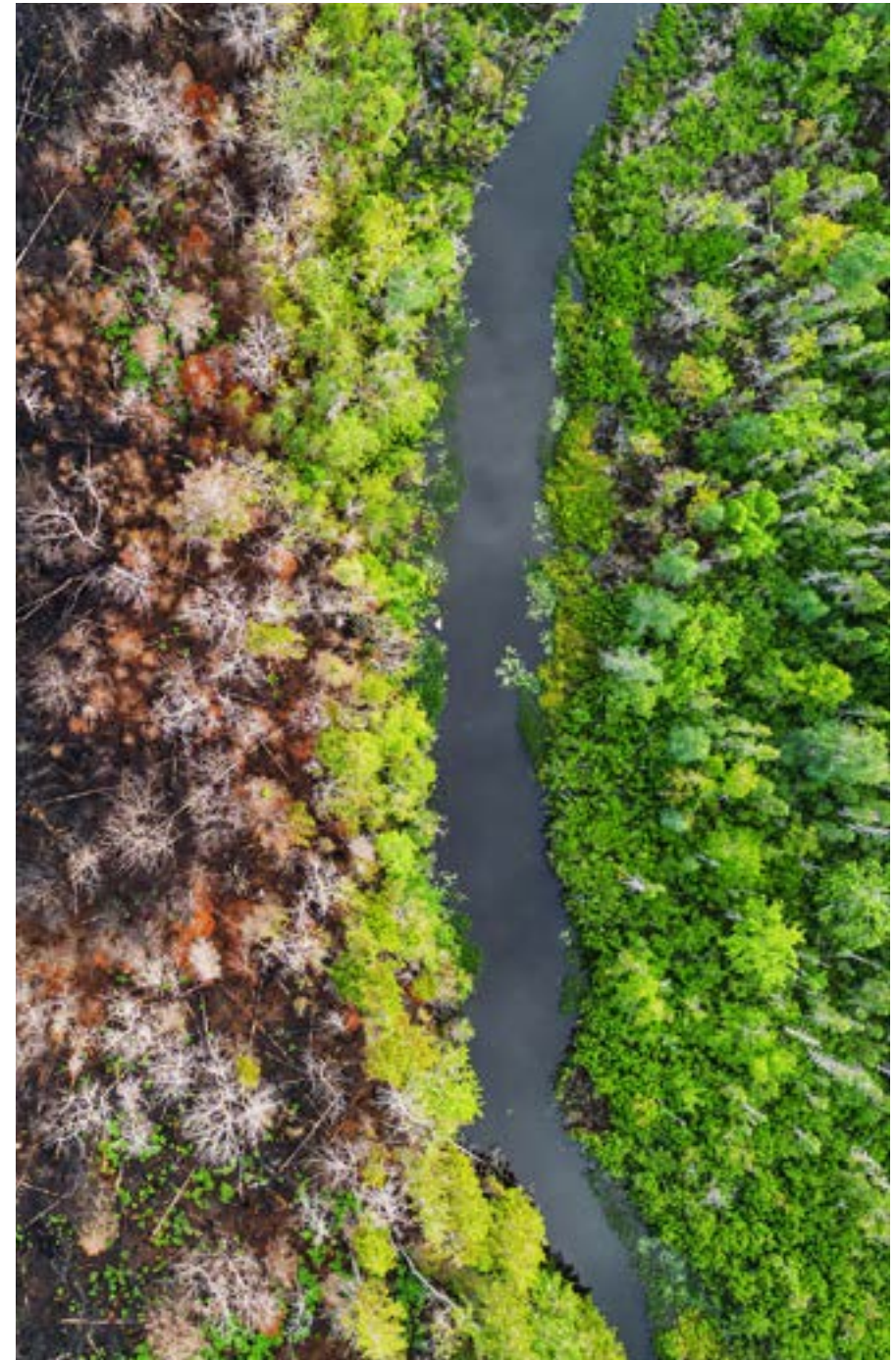
We are actively exploring ways to reduce emissions from vehicles, such as transitioning to electric or hybrid vehicles and implementing fuel-efficient practices. Further, we are committed to minimising our carbon footprint by investing in clean energy projects. To this effect, we have diversified our energy sources by investing in renewable energy projects. In line with our dedication to environmental sustainability and reducing greenhouse gas (GHG) emissions, we actively participate in tree nursery projects throughout the country. These initiatives, not only reduce our reliance on fossil fuels but also contribute to GHG sequestration which helps offset our carbon emissions and fosters a healthier environment.

We are guided by the Group Environmental, Health, and Safety Policy, which outlines our commitment to preventing pollution, managing our activities responsibly, and disclosing material information related to our operations.

### Climate-Related risks

Climate-related risks are continuously monitored for their physical impacts and financial implications Old Mutual Zimbabwe will likely incur because of climate change. During the period, the Group continued to track and manage the following key climate-related developments and risks:

Risk/Opportunity	Description of the Risk/ Opportunity	Risk classification
Climate Policies (Net zero carbon emission)	Change in climate related laws. In the Legislative Agenda for the 10 <sup>th</sup> Parliament outlined by the President on 3 October 2023, the Climate Change Bill was presented under Bills being prepared for gazetting and introduction. The Bill will seek to regulate greenhouse gas emissions and facilitate low carbon development technologies and to strengthen appropriate institutions and funding mechanisms.	Regulatory
Extreme weather- Droughts, Floods	Occurrence of extreme weather conditions such as droughts and floods.	Physical
Physical Risk	Occurrence of extreme weather conditions such as droughts and floods. These result in food and water insecurities, high food prices, and increased government spending.	Physical
Defaults	Increase in the level of debt defaults and insurance claims related to climate change. The lending businesses and the short-term insurer, are at risk – CABS, OMFN and OMICO.	Other
Asset Pricing	Reduced value of assets due to climate change exposures or regulations and investment policies.	Other



## Our Climate Actions

Our biggest contribution to addressing climate change and conservation is how we invest the capital entrusted to us by our customers. Although our direct environmental footprint is significantly smaller than our indirect impact from our investment activities, we recognise our responsibility to understand and manage our carbon footprint and maximise green economy investment opportunities. Below are the activities in detail:

- We sponsored the Save Valley MTB Challenge to support the wildlife and environmental campaign in the Save Valley, comprising 750,000 acres of diverse wildlife habitat. Proceeds raised from the Wild MTB challenge went towards protecting the animals within the Save Valley Conservancy. In addition, funds go towards supporting the game rangers within that area.
- We partnered with key media partners for 2 events: the Zimbabwe Climate Change Adaptation Conference and the Renewable Energy Conference.

Our Environment and Climate activities align with SDG 13 - Climate Action, SDG 15-Life on Land and SDG17-Partnerships for the Goals



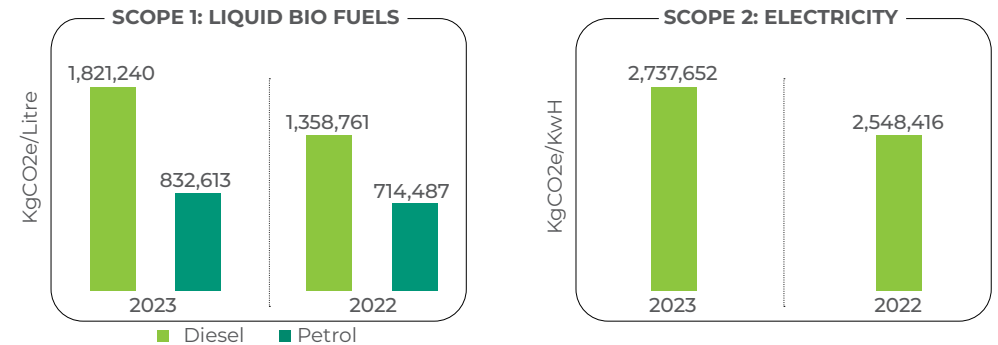
## Greenhouse Gas (GHG) Emissions

Greenhouse gas emissions involve managing the release of greenhouse gases that lead to climate change. As a responsible and environmentally conscious business, we recognise that our operations have a substantial influence on greenhouse gas emissions, which in turn contribute to climate change. Our commitment to reducing emissions is evident through our proactive engagement in promoting low-emission practices. Further, we understand the significance of global cooperation in mitigating the impacts of climate change.

We actively monitor our emission sources on a yearly basis to track our progress in reducing greenhouse gas emissions. This monitoring allows us to identify any deviations from our targets and take corrective measures as needed. We maintain a comprehensive maintenance program to ensure that our equipment and facilities operate efficiently and minimise emissions. Internal audits are conducted regularly to assess our strategies in reducing emissions and achieving our environmental objectives. These audits help us identify areas for improvement and ensure compliance with our policies and commitments.

### Carbon footprint

We calculate our carbon footprint by converting energy consumption into carbon dioxide equivalency (CO<sub>2</sub>e) using internationally accepted conversion factors. Scope 1 is the direct emissions based on our consumption of liquid biofuels (diesel and petrol) in all operations that are directly under our control. We calculate Scope 1 by applying United Kingdom (UK) Government GHG Conversion Factors. Our Scope 2: Indirect Emissions is calculated by converting electricity consumption to emissions equivalency using the Southern African Power Pool 2015 factors and the Global Warming Potential rates from the Intergovernmental Panel on Climate Change (IPCC).





# Investing in Community

- Corporate Social Responsibility
- Sports
- Education

Old Mutual Zimbabwe Harare Marathon

## Corporate Social Responsibility

Old Mutual Zimbabwe places a high priority on corporate responsibility, recognising the impact its business activities can have on the environment, economy, and people. The Group is committed to identifying and managing these impacts to ensure that it contributes positively to society. To achieve this, Old Mutual Zimbabwe has implemented various initiatives aimed at improving people's lives. Our community initiatives address issues of poverty, inequality, and unemployment over the long term through education and job creation.

We provide financial support and quality education through scholarships and bursaries, supporting entrepreneurs in building successful businesses, and promoting good health and well-being in marginalised communities. Additionally, we aim to increase financial literacy in our communities and help shift financial behaviour towards economic transformation and inclusion.

Potential negative impacts include dependency on handouts. As a Group, we have taken steps to prevent or mitigate these possible negative impacts.

Old Mutual Zimbabwe ensures that its initiatives contribute to the Zimbabwe National Development Strategy through its interconnected responsible business pillars, which include financial education, entrepreneurship, education, environment and social impact. We track the effectiveness of our actions through a stakeholder-focused approach. The Old Mutual Foundation Trust is responsible for most of our corporate responsibility activities, and we report to the foundation's board that meets quarterly to deliberate on the plans and implementation

Our CSR activities for FY2023 are below:

Category/ SDG	Purpose	Beneficiaries	Investment/ Donation	Value (US\$)
<b>EDUCATION</b> 	Promote education and innovation	<ul style="list-style-type: none"> <li>Lupane State University</li> <li>University of Zimbabwe</li> <li>Pan African Maths Olympiad</li> <li>Book of African Records</li> </ul>	Sponsorship, scholarships and bursaries	55,954
<b>ENVIRONMENT AND CLIMATE CHANGE</b> 	Investing in thought leadership pertaining to renewable energy and climate change	<ul style="list-style-type: none"> <li>Save Conservancy</li> <li>Climate Change</li> <li>Adaptation Conference</li> <li>Renewable Energy Conference</li> </ul>	Financial Support	21,730
<b>SPORTS</b> 	Promote sports in primary level education	<ul style="list-style-type: none"> <li>Tag Rugby Trust</li> <li>Cricket Academy</li> </ul>	Financial Support	45,000
<b>COMMUNITY</b>  	Good health and well-being of marginalised communities	<ul style="list-style-type: none"> <li>Rural health centres</li> <li>Community clinics</li> </ul>	Provision of clean water Renewable and clean energy	194,749
<b>INDUSTRY</b> 	Foster innovation through knowledge sharing and collaboration of the hub's flagship incubation initiative for innovative automation and solutions	<ul style="list-style-type: none"> <li>Value Creation Challenge</li> <li>Winners-Taxpal</li> <li>Zartech &amp; Lifeline Publishers</li> <li>AMH for Ideas Festival</li> </ul>	Financial support	84,520

# Sports

Old Mutual Zimbabwe's sports and investment initiatives aim to deliver long-term societal impacts by aligning core business objectives with Positive Social Change. In addition, we recognise how sports have the power to influence communities and unite a nation.

## TAG Rugby Trust

It's now been 8 years since the inception of the relationship between Old Mutual Zimbabwe Limited and Tag Rugby Trust began. Together we have conducted several projects and programs which have gone from mass participation of government primary schools to the roll out of our Senior School Tag Rugby program in 2023. Over the years, we have worked with over 8,000 children and conducted over 60 tournaments. We have run over 120 community outreach activities, from clean-up campaigns to planting trees.

In FY2023, Old Mutual Zimbabwe opened the program to senior tag rugby players to add to the junior development of rugby. The first senior tag rugby tournament was held in Bulawayo with 12 teams from 6 senior schools. More than 10,500 scholars and non-scholars participated in the Tag Rugby Trust initiative, with over 1,500 volunteers drawn from different rural and urban centres.

## Old Mutual Zimbabwe Academy of Cricket Excellence

Old Mutual Zimbabwe continues to support the development of cricket in Bulawayo through its investment in the Old Mutual Zimbabwe Cricket Academy. Established 10 years ago, the academy has been instrumental in opening doors to budding cricketers in disadvantaged communities. Over 900 primary school children have benefited from the programme since it started. The academy has opened doors to disadvantaged students around Bulawayo and allowed them to play in India and Botswana. The academy runs various training programmes culminating in the Old Mutual Zimbabwe Cricket League finals, where schools from disadvantaged communities can play and showcase their cricketing skills. In 2023 the Academy held the CABS Under 13 Colts Cricket league.

## Marathons

Since 2012, Old Mutual Zimbabwe successfully staged half and full marathons in various communities, in line with the brand promise to unify the community and create a more sustainable and better future for all. Currently, Old Mutual Zimbabwe is the only corporation that has hosted six marathons across the country, with more than 7,500 athletes and fitness enthusiasts taking part every year.

The Old Mutual Zimbabwe Marathon's portfolio comprises big races such as the Old Mutual Zimbabwe Harare Marathon. This race is held in partnership with the Harare Athletics Club, who are invested in creating a healthy and thriving athletic community. All proceeds from the race go to rehabilitating the club's operations. The Old Mutual Zimbabwe Vumba Mountain Run is held annually at Leopard Rock Hotel in Vumba. Old Mutual Zimbabwe is the lead sponsor of the Friends of Vumba to raise funds for the Wildlife Environment Protection Unit and preserve Vumba 's flora and fauna through proceeds from this run. The Zimbabwe Republic Police Commissioner General's marathon, held in partnership with the ZRP, is run every year in different locations across the country.

The Old Mutual Zimbabwe Marathons provide a platform for professional athletes to improve their personal best times and prepare for regional and international marathons. For casual runners, it's more about maintaining good physical health.

In 2023, Old Mutual Zimbabwe hosted the Old Mutual Zimbabwe Harare & Vumba Marathon, which attracted 2,192 runners (1,092 from Harare and 1,100 from Vumba). Runners from all over the country participated in the event, with some representing their companies or social clubs. The Harare Athletics Club and National Athletics Association of Zimbabwe are partners that ensure high-class events that serve as qualifiers for both Two Oceans and Comrades Marathons. As part of the community initiatives aligned with the marathon, we donated US\$8500 towards Friends of Vumba. The funds were raised through the marathon.



## Education

We provide funding, mentorship, and support to children, scholars, students, and teachers through their educational journey. Education and skills development empower children and youth towards employment or entrepreneurship, contributing to equitable and empowered communities.

Our initiatives in the education sector include:

### Old Mutual Zimbabwe National High Schools Quiz

The Old Mutual Zimbabwe National High Schools Quiz is the longest-running quiz competition for schools in the country and is an annual programme sponsored by Old Mutual Zimbabwe in partnership with the Book of AfricanRecords. The 2023 edition of the quiz attracted 220 schools from all 10 provinces.

### Financial Education

Old Mutual Zimbabwe shared an in-depth lesson on financial education with 40 children from 10 schools through its On the Money Programme at the Old Mutual Zimbabwe offices. This included a motivational talk with Old Mutual Zimbabwe leadership, an exclusive tour of the Old Mutual Zimbabwe Garden solar farm, and a trip to explore the Museum of African Liberation.

### Old Mutual Zimbabwe Mathematics Olympiad

Old Mutual Zimbabwe Limited founded the Mathematics Olympiad in conjunction with the University of Zimbabwe's Mathematics Department and has been affiliated with the International Mathematics Olympiad since 1984. In the two-round competition, 3,211 students from 213 schools participated.

### Lupane State University Clinic

We handed over the newly constructed Lupane Clinic on the 31st of March 2023. The clinic, funded with US\$100,000, is dedicated to serving students, staff and the disabled members of the community. It consists of two wards, one for female patients and one for male patients. This clinic has significantly reduced the distance for community members when seeking medical help, as the nearest clinic was previously 35km away. The Clinic has:

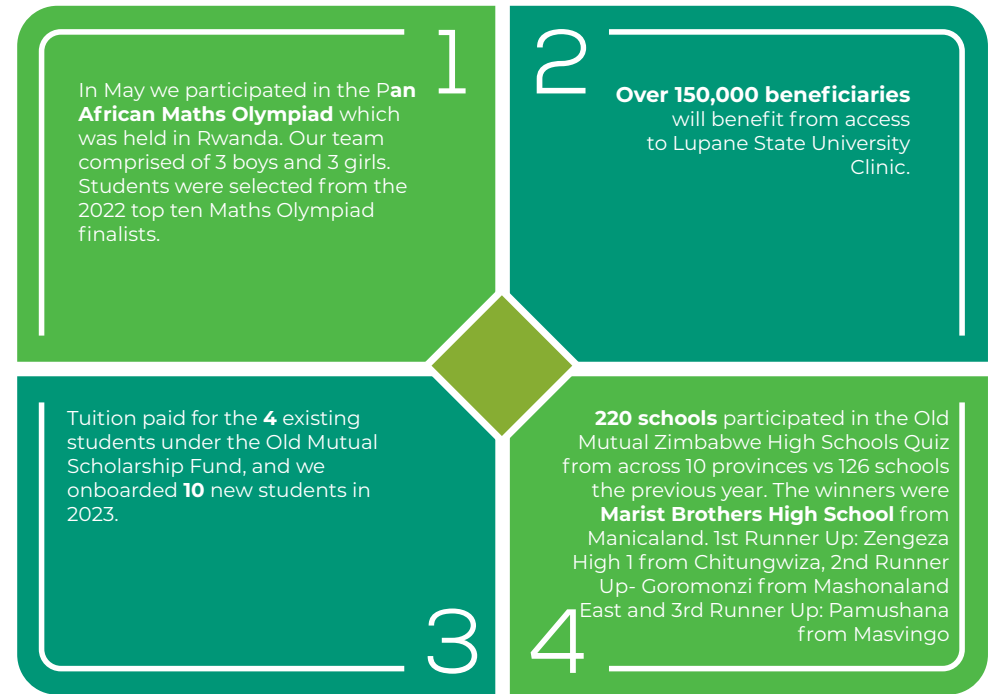
- A treatment area.
- Consultation room.
- Laundry.
- Kitchen.
- Toilets.
- Solar system for lighting and geysers.

### Old Mutual Zimbabwe Scholarship Fund

In addition to the tuition being paid for four existing students, 10 new students were taken on board in FY2023. Students receive full tuition payments and living allowances. All students receive a laptop computer to assist with their studies.

## Impact

An investment of US\$55, 953.45 was contributed towards education, below are the impacts of the programs:



ENJOY  
ONE-STOP SHOP  
CONVENIENCE

EASTGATE MARKET



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# Financial Performance and Contributions

- Direct Economic Value Generation and Distribution
- Responsible Tax Practices

# Financial Performance and Contributions

## Direct Economic Value Generation and Distribution



The economic value generated through our financial performance is distributed in line with strategic plans and priorities for the year. For more information, please refer to our audited financials at the following link <https://www.oldmutual.co.zw/about-us/financial-results/>

## Responsible Tax Practices

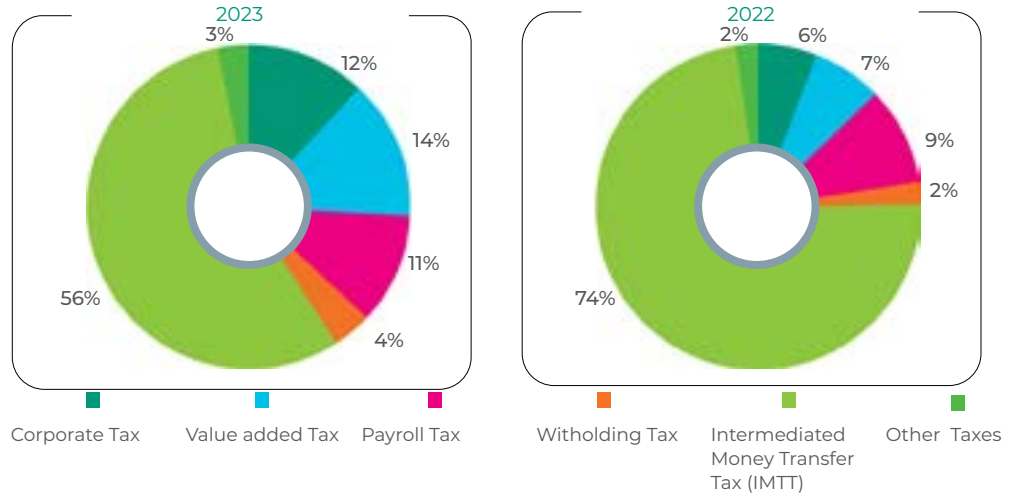
Effective tax management is an important aspect of our corporate social responsibility. We believe that paying taxes on time is an essential way to support the communities in which we operate, as the government uses taxes for service delivery and to build infrastructure. Our approach to responsible tax management involves identifying both positive and negative impacts. We regularly communicate with the revenue authority to maintain a sound tax health status, which allows us to avoid penalties and interest charges due to incorrect interpretation of statutes or incorrect filing of returns.

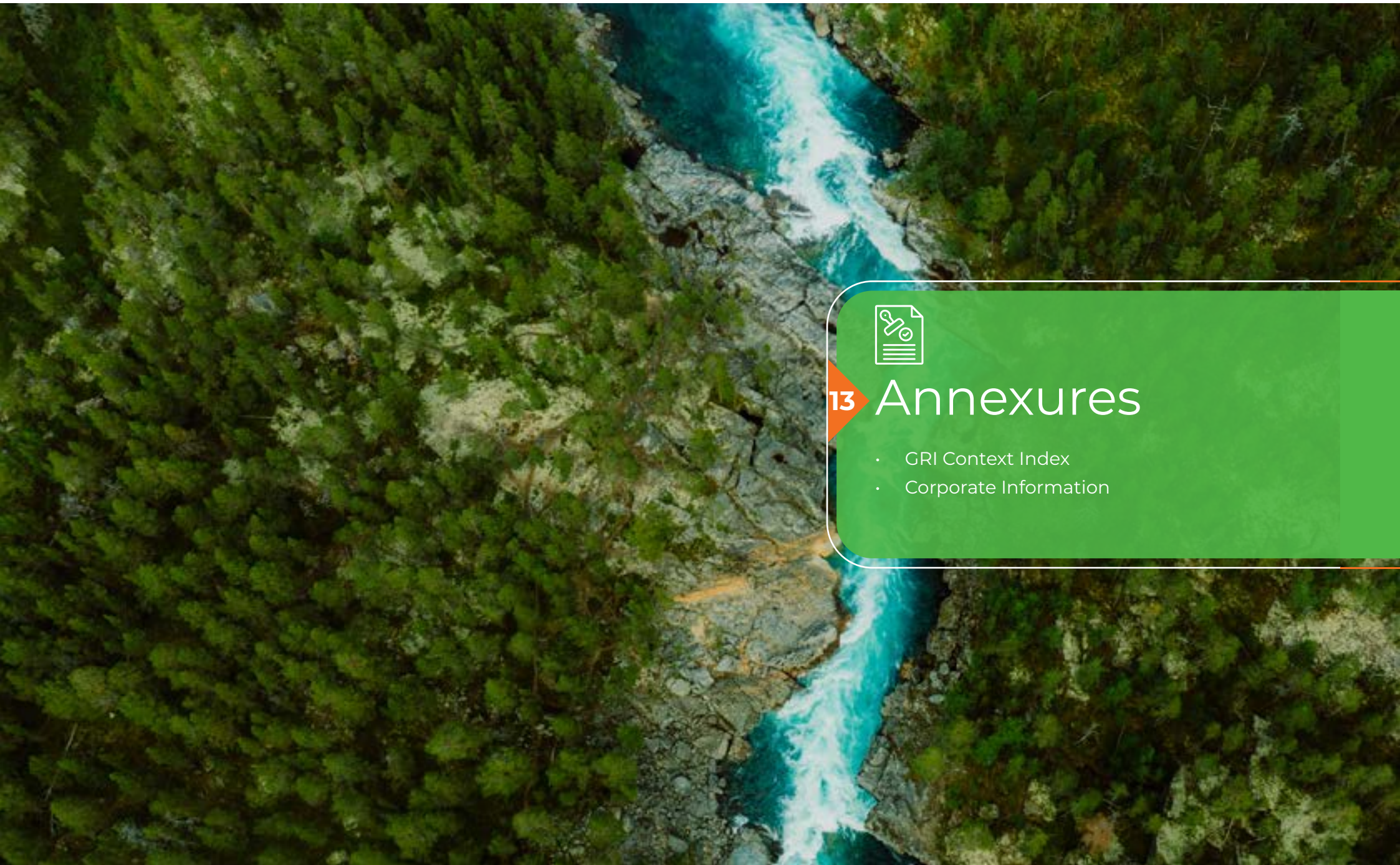
To manage these impacts, we retain all the information required in terms of tax legislation for designated periods and keep evidence supporting our interpretations of tax legislation and decisions related to our tax affairs. We have a Responsible Tax strategy, that is reviewed periodically by the relevant Group governance bodies. We also maintain strict compliance with tax regulations and have a zero-tolerance policy for deliberate non-compliance.

Our responsible tax approach is closely tied to our business and sustainable development strategy. We keep a close eye on the external environment and prepare our business promptly for emerging laws and regulations that may affect our current business models or require significant investments of resources. We are transparent about our tax affairs through information on tax governance, risk management, and tax contribution figures. We engage with responsible tax authorities through client relationship officers and the Zimbabwe Revenue Authority (ZIMRA) technical team on both compliance and technical matters. We also participate in policy formulation initiatives and contribute to budget proposals through tax committees.

Old Mutual Zimbabwe considers the opinions of stakeholders, both internal and external, regarding responsible tax matters. We consult with our accountants in different business units and exchange information with tax teams on related parties' transactions within the Old Mutual Group which have tax implications. We also have access to external tax lawyers and tax advisors who provide guidance on tax-related issues whenever necessary.

## Tax payments made to the government





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# Annexures

- GRI Context Index
- Corporate Information

## Annexures

### GRI Content Index

Statement of use	Old Mutual Zimbabwe Limited has reported the information cited in this GRI content index for the period 01 January 2023 to 31 December 2023 with reference to the GRI Standards.				
GRI used	GRI 1: Foundation 2021				
Gri Standard	Disclosure	Location (Page)	Omission Part Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organizational details	Front Cover			
	2-2 Entities included in the organization's sustainability reporting	10			
	2-3 Reporting period, frequency and contact point	7			
	2-4 Restatements of information	7			
	2-5 External assurance	7			
	2-6 Activities, value chain and other business relationships	12-13			
	2-7 Employees	39-43			
	2-8 Workers who are not employees	40			
	2-9 Governance structure and composition	18			
	2-10 Nomination and selection of the highest governance body	18			
	2-11 Chair of the highest governance body	18			
	2-12 Role of the highest governance body in overseeing the management of impacts	18			
	2-13 Delegation of responsibility for managing impacts	18			
	2-14 Role of the highest governance body in sustainability reporting	7, 18			
	2-15 Conflicts of interest	-	See financial statements		
	2-16 Communication of critical concerns	7			
	2-17 Collective knowledge of the highest governance body	15			
	2-18 Evaluation of the performance of the highest governance body	18			
	2-19 Remuneration policies	-	See financial statements		
	2-20 Process to determine remuneration	-	See financial statements		
	2-21 Annual total compensation ratio	-	See financial statements		
	2-22 Statement on sustainable development strategy	5,30			
	2-23 Policy commitments	11			
	2-24 Embedding policy commitments	-	See financial statements		
	2-25 Processes to remediate negative impacts	20-21,48			
	2-26 Mechanisms for seeking advice and raising concerns	27			
	2-27 Compliance with laws and regulations	25			
	2-28 Membership associations	11			
	2-29 Approach to stakeholder engagement	27			
	2-30 Collective bargaining agreements	41			



GRI Standard	Disclosure	Location (Page)	Omission Part Omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-1 Process to determine material topics	28			
	3-2 List of material topics	28-29			
	3-3 Management of material topics	28			See management approach for each topic
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	55			
	201-2 Financial implications and other risks and opportunities due to climate change	48			
	201-3 Defined benefit plan obligations and other retirement plans	41			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	34-35,51			
	203-2 Significant indirect economic impacts	51-53			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	-			For inclusion in the next report due to system change
GRI 207: Tax 2019	207-1 Approach to tax	55			
	207-2 Tax governance, control, and risk management	55			
	207-3 Stakeholder engagement and management of concerns related to tax	55			
	207-4 Country-by-country reporting	55			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	45			
	302-2 Energy consumption outside of the organization	45			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	45			
	303-2 Management of water discharge-related impacts	45			
	303-5 Water consumption	45			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	49			
	305-2 Energy indirect (Scope 2) GHG emissions	49			
	306-1 Waste generation and significant waste-related impacts	46			
	306-2 Management of significant waste-related impacts	46			
GRI 306: Waste 2020	306-3 Waste generated	46			
	306-4 Waste diverted from disposal	46			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	-			To be included in the next report
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	-			To be included in the next report
	401-3 Parental leave	41			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-			One month
	403-1 Occupational health and safety management system	42			
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	43			
	403-3 Occupational health services	43			
	403-4 Worker participation, consultation, and communication on occupational health and safety	42-43			
	403-5 Worker training on occupational health and safety	43			
	403-6 Promotion of worker health	42			



GRI Standard	Disclosure	Location (Page)	Omission Part Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	42			
	403-8 Workers covered by an occupational health and safety management system	42-43			
	403-9 Work-related injuries	42			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	43			
	404-2 Programs for upgrading employee skills and transition assistance programs	43			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	18,40			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-		Not applicable	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	34,36			

# Corporate Information

### Registered Office

Mutual Gardens  
100 The Chase (West)  
Emerald Hill  
Harare

### Postal Address

P.O Box 70  
Harare  
Zimbabwe

### Website

[www.oldmutual.co.zw](http://www.oldmutual.co.zw)



