



RESPONSIBLE BUSINESS  
**REPORT 2017**



**OLDMUTUAL**

Do great things

# A RESPONSIBLE BUSINESS

## OUR APPROACH TO LEADING IN RESPONSIBLE BUSINESS

# 1

### Ensuring good governance by:

- Always treating customers fairly
- Adhering to strong ethical values and leveraging the power of diversity
- Ensuring strong capital and risk management capabilities

# 2

### Making a positive difference to society through our five-pillar framework



# 3

### The Old Mutual Positive Futures Plan: Increasing our impact through a focus on:

#### Enabling the financial wellbeing of our customers

We define financial wellbeing as:

Being and feeling financially secure, able to provide for yourself and your family, now and in the future.

At Old Mutual we focus on enabling financial wellbeing through improving access to financial services, providing products suitable for our customers' needs and financial education.

#### Promoting responsible investments in each of our markets

We define responsible investment as:

A cross-cutting approach to investment that integrates the consideration of environmental, social and governance factors into investment and ownership practices, as a basis of making the transition to a low-carbon, socially inclusive economy.



**4**

GCEO's Remarks

**6**

40 Years of the Choral Festival

**7**

OM Maths Olympiad

**8**

On The Money Training

**9**

National Schools Quiz Revamped

**10**

Harare Marathon Launched

**11**

Craven Week

**12**

Old Mutual Heath Streak Cricket Africa Cup

**14**

Offshore Convention Winners

**15**

Wilika Program

**16**

Stars Of Zimbabwe

**17**

Lose To Win Competition Winners

**19**

Green Zones Commissioned

**20**

International Customer Service Week

**21**

New Look CABS Branches

**23**

Friends Of The Environment

**25**

Kupinga Hydro Power Plant Commissioned

**26**

SME Centre



## FROM CEO REST OF AFRICA & GCEO OLD MUTUAL ZIMBABWE

Old Mutual has, over the years, remained committed to becoming a recognized leader in responsible business in Zimbabwe. We have continued to invest in the society through our five pillar framework which makes us accountable, most importantly, to our customers, our communities, and our employees.

For over a century we have been doing business in Zimbabwe, forming an unbreakable bond between Old Mutual and the people of this nation.

One of our major highlights of 2017 was the commissioning of the Kupinga Hydro-Power station, where we invested over USD5 million in the 1.7 MW

Hydro power plant, which has been supplying 1.7 Megawatts of renewable energy on the national grid daily.

Our customers are our most valued asset and to ensure that they get the best of our services at their convenience, we launched three Greezones in 2017. These are aimed at bringing greater convenience to our customers by creating a one-stop-shop where they can access all Old Mutual services. Research has also shown that an average of 80% of customers who visit our Green Zones would recommend Old Mutual as a one-stop-shop to colleagues and friends. This positive response strengthens our mandate to enable people to do great things.



RESPONSIBLE TO OUR  
**COMMUNITIES**



## CELEBRATING 40 YEARS OF THE OLD MUTUAL CHORAL FESTIVAL

In 2017, Old Mutual commemorated the Old Mutual National Choir festival's 40th anniversary where the Zimbabwean group, Chitungwiza Harmony Singers, secured third position in a tight contest against 10 other choirs from the region.

For the third time in a row the award winning group was voted the best Choral group in Zimbabwe which earned them a place to compete at the annual Choir Festival held at Ellis Park Indoor Arena in Johannesburg, South Africa. The 60 member group has been participating in the competition for the past 22 years and has raised the nation's flag high in the choral music genre.

Old Mutual has been sponsoring the choral festival competitions since 1977 which has helped develop choral music in the region.





# MATHEMATICS OLYMPIAD GROWING FROM STRENGTH TO STRENGTH

Old Mutual has been part of the Mathematics Olympiad since 1984 grooming and investing in the minds, talents and skills of young mathematics students, many of whom have become remarkably influential individuals in Zimbabwe and the world at large.

In the 2nd round of the 2017 edition of the mathematics contest, 56 schools participated with 541 candidates taking the examination. The exam was marked out of 30 and 100 candidates got 50% and above. The marks ranged from 0 to 27. Fourteen students from 12 schools with marks ranging from 24 to 27 were honoured with prizes for excelling in the exam.

The Mathematics Olympiad is a joint venture between Old Mutual Zimbabwe and the University of Zimbabwe Mathematics Department and is also linked to the International Mathematics Olympiad. The two-round competition is designed to promote mathematics at high school level, and to identify mathematical talent in the country.

One of the previous winners of the competition, Clement Chinaka, went on to study Actuarial Science and has advanced in the field to become the Chief Actuary of Old Mutual for Old Zimbabwe and is currently the General Manager Corporate for Old Mutual South Africa.



# ON THE MONEY TRAINING PROGRAM

In 2017, Old Mutual continued its On the Money Program where young men and women received financial education on how to best manage their finances better.

The program is based on the behaviours of Africa's Big Five animals. The unique characteristics of the Lion, Leopard, Elephant, Rhino and Buffalo, as found in nature, are distilled to teach participants how to manage their personal and family finances.

At the end of the training program attendants are able to illustrate and interpret the importance of managing their personal finances and establishing financial stability.





## ZIMBABWE SCHOOLS QUIZ REVAMPED

The Old Mutual Zimbabwe Foundation continued sponsorship of the Zimbabwe Schools Quiz for the fourth year running and for the first time, the program was opened to primary schools, which also saw the revival of the televised schools quiz.

437 primary schools and 522 high schools participated in the 2017 edition of the provincial competitions. A quiz program for teachers was also broadcasted on ZiFM Stereo three times a week with approximately 1,6 million listeners tuned in weekly.

Over 250 000 individuals were reached on all social media platforms in the run up to both the provincial primary, and secondary schools competitions.





HARARE  
MARATHON



# HARARE MARATHON LAUNCHED

Old Mutual hosted the inaugural Old Mutual Harare Marathon 2017 at Old Georgians Sports Club in Harare.

The Marathon has evolved with time, starting off as the Old Mutual Rodger Brackley Marathon; then Old Mutual RB Relay Challenge Marathon; then Old Mutual Relay Challenge; and now it has debuted the Old Mutual Harare Marathon.

Athletes at the event used the race as a qualifier to represent Zimbabwe at both the 2018 Old Mutual Two Oceans 56km, and the Comrades Marathon which is also sponsored by Old Mutual.

As Old Mutual we continue to show our commitment to athletics and sports in Zimbabwe through these races

where athletes are rewarded for their hard work and determination.

Apart from sponsoring the Harare Marathon, Old Mutual also sponsors the Vumba Half Marathon; the Chitungwiza 10km Fun Run; the Westgate Half Marathon; Danganvura Fun Run and the Nkulumane Fun Run.



VUMBA  
MOUNTAIN RUN



WESTGATE  
MARATHON



# OLD MUTUAL CRAVEN WEEK

Old Mutual Zimbabwe Craven Week teams had a memorable experience in South Africa. All 5 teams put up a brave fight but outstanding performances came from the girls U-18 team that were undefeated and the Zimbabwe U-13 boys who won the hearts of many as they showed character and determination.

Old Mutual Zimbabwe Craven Week teams have done more than offer equal opportunities for boys and girls from diverse backgrounds to share the rugby field, as our athletes experience top of the range facilities and watch quality rugby. Most importantly, their parents can travel and support them thanks to Old Mutual offloading the burden of team travel and participation.

A record number of 65 family members travelled to South Africa to watch the boys and girls courtesy of Old Mutual.





# OLD MUTUAL HEATH STREAK AFRICA CRICKET CUP



In 2017, Old Mutual hosted the second edition of the Old Mutual Heath Streak Under-14 Inter-Nation Africa Cricket Cup which was held between the 11th and 15th August 2017.

Eight nations namely, Zimbabwe, South Africa, Botswana, Zambia, Namibia, Kenya, Tanzania and Mozambique confirmed their participation in the tournament. Four nations were eventually selected by way of a lucky draw where Zimbabwe won the glittering trophy by beating Botswana in a thrilling final.

This popular tournament is growing in leaps and bounds and it is our desire to include an additional nation from the region in each edition. Over time, we believe that the 'Africa Cricket Cup' will earn its place on the global cricketing map as the largest inter-nation cricket brand in the world.

This year the Old Mutual Heath Streak Africa Cricket Cup will be hosted in Harare between the 3rd and 8th August.





RESPONSIBLE TO OUR  
**EMPLOYEES**



# OFFSHORE CONVENTION 2017



As Old Mutual we have maintained our recognition of employees who have made significant contributions towards excellent customer service and meeting our targets. These outstanding performers are brand "champions", who embody our values and have taken ownership of our vision.

For the first time ever, in 2017 we had a Rest of Africa Offshore convention. Twenty-five winners selected from all Old Mutual subsidiaries from Zimbabwe joined their colleagues from across Africa with their spouses or partners for a trip to the resort city of Cancun (Mexico) and New York (USA), from the 23rd of May to the 2nd of June 2017.



## Testimonial from Shingirai Marenga

The offshore convention was a once in a lifetime opportunity for me. I got to visit one of the best vacation places in the world, Cancun-Mexico, and it was my first time at the beach and I also did some snorkelling in the Mexican Gulf, which was exciting.

We also had an opportunity to tour New York City in the USA and attend a baseball match. What made it special was the diverse backgrounds of the people who participated from OM Rest of Africa. The major highlight of the trip was the Gala Dinner; it exceeded all expectations, we were all smartly dressed-Courtesy of Old Mutual.

I will always be grateful to Old Mutual for this opportunity in these tough economic times.



# OLD MUTUAL WILIKA PROGRAM



The Old Mutual Wilika program is a three course leadership development program run by Old Mutual Africa in collaboration with the Old Mutual Business School based in Cape Town South Africa.

The program addresses leadership skills and needs of various executive teams, leaders, as well as leaders of teams within Old Mutual.

In 2017 a total of 104 delegates successfully went through the year long program. Of these, 6 delegates were from Old Mutual Malawi and the rest from the different Old Mutual Zimbabwe Business Units.

The program for 2017 focused on personal Agility, Lean Leadership, Team leadership and Customer Experience Excellence. The curricula of the Wilika program continues to centre around how Old Mutual improves the way it serves its

clients and on elements that help the organization to defend its market position. The program included taught modules and work-based assignments.

Wilika is derived from the Oshiwambo language from Namibia meaning, to lead, conduct, direct or derive. The Program is not merely a series of training courses but a multi-faceted and integrated development program with a variety of blended learning options to complement the formal learning modules.

These include:

- Learning through Feedback
- Self-study through course readings
- Learning from Coaching and Mentoring
- Reflective learning through the learning journal



# STARS OF ZIMBABWE RECOGNITION SCHEME

As Old Mutual we are dedicated to building, nurturing and rewarding high performance amongst our employees. From the 1st of January 2018 we launched the revamped and rejuvenated Stars of Zimbabwe Recognition Scheme.

The scheme creates a sense of ownership amongst employees to be the best they can be at their different workstations and most importantly to deliver excellent service to our clients.

Running with the hashtag; **#RecognisingGreatness**, our integrated, revamped Recognition Scheme now encompasses the business strategy, Group core values; ACTNOW leadership philosophy; core competencies and people practices as summed up in the Leading the OMWAY.

## Listed below are the 9 categories which are linked to our core competences:

- Collaboration
- Customer Experience Champion
- Best Business Lead
- Best Project Team
- Innovation
- Leadership
- Learning
- Team of Champions
- CEO Discretionary

We have also come up with the Helele Moment award which replaces the Greencard. Anyone who delivers exceptional service can receive the Helele Moment card. This card is used for on-the-spot-recognition when supervisors observe their team members providing excellent service or when clients express their satisfaction or pleasure for the service they have been provided with.

The Stars of Zimbabwe is also now linked to our flagship recognition scheme, the Offshore Convention. The ultimate winners who would have met their targets and set criteria are considered for the Offshore Convention.

## Testimonial

Exceptional service is achievable for every organization and it is "architected" from systems, processes, standards and controls. The business results are driven by over-managing certain things that most companies ignore.

The power of service lies in the ability to create emotional connection with the customers. Service excellence is a matter of attitude. "Attitude is better than a fact". Please note service excellence is not a department.

Old Mutual Values reflect the organisation's commitment to achieve to in exceeding customers expectations in order to deliver great results. It is vital that every employee lives these values to deliver our promises.



MARGARET  
ZENDA



# HEALTH & WELLNESS LOSE TO WIN CONTEST

As part of our employee wellness program in 2017, Old Mutual held the Lose to Win Contest where employees had to attend workout sessions, eat healthy diets and challenge themselves to live a healthy lifestyle in order to lose weight and stay fit. Those who lost the most weight got a chance to win fantastic prizes.

Congratulations to our overall winners of the Lose to Win Contest, Wright Hunda and Euginia Nhau.





RESPONSIBLE TO OUR  
**CUSTOMERS**



# OLD MUTUAL COMMISSIONS | **THREE NEW GREEN ZONES**

In 2017, Old Mutual commissioned three Green Zones, one at the Group's head office at Mutual Gardens in Harare and the other two in Masvingo and Chiredzi.

The Green Zone concept was launched in October 2013, with the opening of the first Green Zone in the Central Business District of Harare. In 2016, Bulawayo and Zvishavane green zones were opened.

The concept is a part of Old Mutual's strategy to bring closer co-operation and synergy among its group companies and currently there are six green zones in the country. The setting up of Green Zones will ensure that customers have access to services from Old Mutual Life Assurance Company; Old Mutual Investment Group; Old Mutual Property; Old Mutual Insurance Company; Old Mutual Securities and CABS under one roof.

Research has shown that an average of 80% of our customers who visit our Green Zones would recommend Old Mutual as a one-stop shop to colleagues and friends.





## INTERNATIONAL CUSTOMER SERVICE WEEK

In 2017, Old Mutual joined the rest of the world in celebrating International Customer Service Week (ICSW), from the 2nd to the 6th of October, which ran under the theme "Building Trust."

ICSW is an international event dedicated to recognizing the importance of customer service and honoring the people who serve customers every day. At Old Mutual one of our core principles is the importance of customer service as well as the people who serve and support customers on a daily basis.

One of our main initiatives to bring convenience to our customers is the Green Zones concept where we have created "one stop shops" for all services of Old Mutual subsidiaries. The Green Zones are modern, client-centered facilities, with an integrated approach to improving the client experience.

During the course of the customer service week we took time to engage with some of our customers and they shared great testimonials on our customer service.

Our organization believes in making things easy for all our customers when they deal with us. We also make it our aim to always go the extra mile to make sure that our customers' experience is as smooth as possible.



The Old Mutual Africa family's ambition is to become Africa's financial services champion and this can only be achieved when we provide exceptional services that delight our customers.





# CABS REFURBISHMENTS

As part of Old Mutual's commitment to our customers, in order for them to experience the most favourable environment when they step into any of our branches Old Mutual has been refurbishing CABS branches around the country. CABS branches now have a modern look and feel in line with international standards.

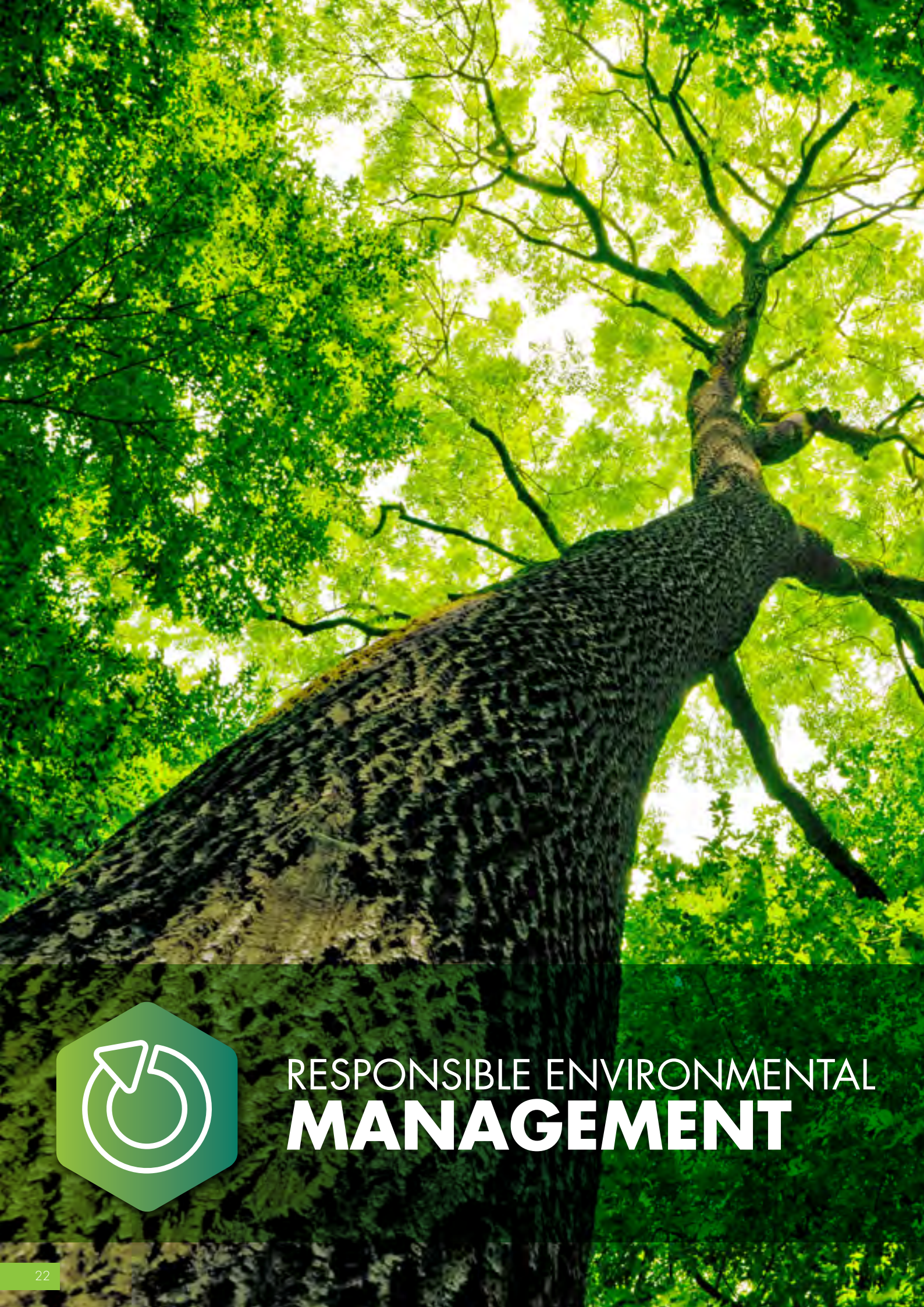
**Listed below are the refurbished Branches:**

1. Chisipite
2. Avondale
3. Park Street
4. Central Avenue
5. Southerton

6. Kelvin Corner
7. Platinum Ascot BYO
8. Jason Moyo BYO
9. Zvishavane Mini Green Zone
10. Gweru
11. Borrowdale Gold Class
12. Chiredzi
13. Masvingo

**Work in Progress**

1. 1st Street Harare
2. Chinhoyi
3. Mutare



RESPONSIBLE ENVIRONMENTAL  
**MANAGEMENT**



# OLD MUTUAL IS FRIENDS WITH THE ENVIRONMENT

As part of our commitment to improving the environment in which we operate, we maintained our partnership with Friends of The Environment (FOTE) in 2017. FOTE works with communities to protect and preserve the environment. As a member of the community, we joined hands with FOTE and participated in the annual walkathon aimed at championing a green revolution.

The four-day walkathon stretched from OK Marimba-Harare to Zimplants Turf-Mhondoro Ngezi. On the fifth day of the walkathon we joined the official unveiling of the Turf Primary School Tree Seedling Nursery.

The walkathon gave us an opportunity to raise awareness on environmental concerns that will see the restoration, conservation and preservation of the forests in Zimbabwe.

Participants expressed that it was a personally rewarding experience and have shown their growing interest continuing the journey towards a better environment.





RESPONSIBLE  
**INVESTMENT**



# KUPINGA HYDRO POWER PLANT

Old Mutual last year commissioned the Kupinga Hydro power plant and handover of a Multi-purpose Hall at Sterksroom Secondary School in Chipinge.

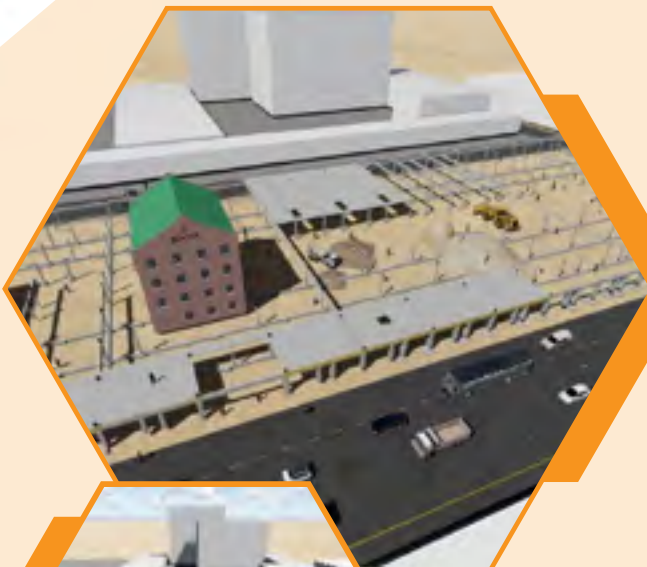
Through our Responsible Investment drive we invested US\$ 5,7million in the Kupinga 1.7 MW Hydro power plant, located on the Rusitu River in Chipinge Manicaland Province. Kupinga Hydro Power station has already begun generating energy and has been delivering 1,7megawatts of renewable energy on the national grid daily.

Out of the US\$5,7million, US\$200,000 was set aside for community social responsibility works including the construction of a state of the art multi-purpose hall at Sterksroom Secondary School with an enrolment of more than 500 pupils.





## OLD MUTUAL SME CENTRE



The Old Mutual's Eastgate Small to Medium Enterprise Centre is expected to be completed by the second quarter of 2018. The centre which will accommodate a diverse range of SME business models under one roof will be the first of its kind in Zimbabwe and in the region.

Valued at \$21,4 million the complex will boast a massive 11,823 square metres of prime retail space configured to accommodate a diverse range of SME business models all under one roof. The strategic location of the Eastgate SME Centre in the CBD of Harare will not only bring added convenience to traders but also enable them to access new markets critical for their growth.

Construction on the SME centre commenced late in 2016 and when completed, the project will have about 12 000 square metres of space to let.

The centre will have at least 500 trading bays, as well as offices and single bedroom flats to create convenience for out of town traders.





## How does Old Mutual adapt for growth?

### LET'S TALK **DOING GREAT THINGS**

We are aware of your potential to do great things. We are here to enable positive futures by providing Investment, Savings, Insurance and Banking services that make your dreams come true. We are Old Mutual and we believe, together, we can unlock the greatness in you.

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