



# ANCHORING **COMMUNITIES**

2014 CSR REPORT



**OLDMUTUAL**

Do great things

## RESPONSIBLE BUSINESS MANIFESTO

Three simple words lie at the very heart of everything we do at Old Mutual. They represent a commitment to our customers, to ourselves and to every community that we serve across this great awakening continent. It's a commitment to **uplift** the lives of those in need, to **educate** those who need the knowledge, to **guide** those who need our wisdom, to **invest** in those who journey with us, to **offer returns** for those who place their trust in us and remain committed to leaving the world we live in today a better place than it was yesterday.

### **It is about ENABLING... POSITIVE... FUTURES.**

These three words are a guiding light for everything we do in every minute, of every hour, of every day. As a company, we do so much more than sell financial solutions, so much more than protect people from challenges and losses, so much more than invest and grow people's wealth.

**Because we invest in people, in schools, in small businesses, in roads and homes.**

**We invest in renewable green energy.**

**We invest in uplifting communities, the youth and education.**

Because we believe that it's our responsibility to see over the horizon and ensure that we are enabling a positive future for all. So, as we continue to create great financial solutions for our customers, we'll continue to enable positive futures for the Greater Good of this country and this continent. Because, when you work at Old Mutual, you don't just work for Old Mutual, you also work for a "Greater Future" for all.



**OLDMUTUAL**

Do great things

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OUR PEOPLE



# From Group Chief Executive Officer

Involvement in the community is a central pillar in Old Mutual's business strategy. With a solid record of accomplishment spanning over 113 years in Zimbabwe, Old Mutual has become deeply entrenched in the country's social fabric.

A big focus for Old Mutual is fully integrating the principles of Responsible Business into everything we do. Responsible Business demonstrates our commitment to uplift the lives of those in need whilst providing sustainable long term business solutions aimed at leaving the world we live in today a better place than it was yesterday.

**Jonas Mushosho** | Group Chief Executive Officer



The Old Mutual Responsible Business programme is structured across five pillars, which are:

- Responsible to our customers
- Responsible investment
- Responsible to our employees
- Responsible to our communities
- Responsible environmental management.

Our community social responsibility (CSR) programmes are guided by the Responsible Business philosophy. This enables us to implement initiatives that are long term and sustainable in nature. Old Mutual's long history in Zimbabwe and elsewhere has taught us the power of partnerships.

We live in an interdependent world that requires collaboration of various parties in the quest to provide solutions to various social problems that we face.

We have identified education, technology, sport, arts and culture, health and the environment as areas of intervention. In addition we also donate to various charitable causes.

This report covers some of the projects Old Mutual is involved in. The purpose is to showcase our involvement in the community, as well as to encourage others to strive to make a difference

by engaging in effective social responsibility programmes.

Ultimately, we hope that Old Mutual's CSR initiatives will help people realize their dreams. This fits in well into our brand promise of 'Enabling Positive Futures' of our clients and stakeholders.

I hope you will find this publication to be an informative and enjoyable read.

# The case for CSI

By Tendai Mutseyekwa

IN today's increasingly competitive world, where the consumer is more discerning and has a greater say in the fortunes of a company courtesy of information communication technology, brands are compelled to do more to win the hearts and minds of people.

It is no longer about sprucing up brands through witty advertising campaigns, instead businesses are called upon to be more transparent, genuine and sensitive to the wellbeing of the markets in which they compete and serve.

The issue of corporate social responsibility now features prominently in business strategies of global business brands. One might argue that CSR may make greater business sense than advertising since it represents the human side of business and is therefore more likely to appeal to customers.

In fact, a more accurate description of effective community interventions is Corporate Social Investment. Why? The term CSI denotes a return on investment. This is an approach every businessman understands: it makes no sense to invest resources into something that will not yield dividends.

The dividends of CSI are empowered communities. It does not take rocket science to figure out the benefits of economically empowered communities. Beneficiaries of CSI programmes can also become an organisation's greatest advocates in various situations. In short, CSI is useful in building brand equity.

However, it is important to note that CSI or CSR programmes should be bona fide. It is never about hoodwinking society with some smart initiative that is not from the heart because consumers will soon figure it out, leading to serious damage to the brand reputation.

To ensure transparency and demonstrate the authenticity of programmes, it is important to involve other stakeholders, primarily the intended beneficiaries. At the end of the day, businesses will have to move from projects they initiate and communities will be left to manage them on their own. It is all about sustainability – helping people take off and letting them go once they can fly on their own.



# BOOST FOR SCHOOLS' QUIZ



Old Mutual resumed its association with high schools quiz in 2014, following an agreement with Book of African Records (BAR), the organisers of the popular schools' contest.

The Zimbabwe Schools Quiz Tournament is Zimbabwe's premier televised educational programme held once a year in Zimbabwe for high schools. Participation, which draws more than 1,500 schools from across the country, starts at provincial level where schools eliminate each other until the top four schools in the province proceed to compete at the national finals. Since Zimbabwe has 10 provinces, 40 schools meet each year at the national finals. The national winners, first runner-up and second runner-up walk away with prizes that vary from year to year.

Since 2011, the Zimbabwe Schools Quiz Tournament is organised by the BAR, a local research institution, in collaboration with its broadcasting partner, the Zimbabwe Broadcasting Corporation. Previously, between 1987 and 2001, the quiz was organised by the Lions Club of Zimbabwe and sponsored by Old Mutual Zimbabwe and RM Insurance (now Old Mutual Insurance).

Due to the economic crisis that faced Zimbabwe between 2001 and 2009, which impacted heavily on the ability of corporates to sponsor programs across the board, the quiz went off air for 10 years. The improving economic climate following a hyperinflationary environment saw the revival of televised quiz by the Book of African Records in 2011.

The Zimbabwe Schools Quiz Tournament is a popular programme and also the country's only prime time edutainment program viewed across age groups, from children to adults. It has a viewership of 2 million people as of the 2013 season. Wide press coverage has also helped to popularize the programme.

Apart from the Book of African Records – ZBC partnership, other strategic institutions that help mobilise and organise schools are the National Association of School Headmasters (NASH), the Ministry of Primary and Secondary Education and the Ministry of Higher and Tertiary Education.

Representatives from these partnering institutions, sometimes at the highest level, traditionally grace the national finals to officiate and encourage the participants.

The Zimbabwe Schools Quiz Tournament is a platform for Old Mutual Zimbabwe to service its corporate social responsibility by encouraging and empowering public exposure of talented pupils.

Televised quiz, as a pupil-centric programme, has developed a pedigree of nurturing talent, public speaking and confidence amongst its participants. Many of the participants at quiz in the last 30 years have gone on to become social and community leaders directly as a result of confidence boosted through representing their schools at the highest national stage possible.

It is also vital to point out that prior to the economic crisis that engulfed the country, Old Mutual Zimbabwe was already associated with the country's top national educational programmes such as quiz.



# DEMYSTIFYING FINANCIAL MANAGEMENT

Old Mutual's operations touch every facet of life, guided by its objective of Enabling Positive Futures for customers and stakeholders. Old Mutual believes every person has a dream and that dream requires sound financial planning for it to be realised.

It is with this in mind that the group is rolling out a basic financial education programme called On The Money programme. This is a course that educates people on the importance of sound financial management.

On The Money is based on the behaviours of the Big Five – elephant, lion, rhino, buffalo and leopard – and how we can learn from them in terms of financial management. It is an easy to understand programme that is suitable for all sectors of society, from top CEOs to SMEs and the self-employed.

This programme is delivered by non-sales people within Old Mutual and will strictly be a community social responsibility outreach. Old Mutual has enlisted the services of external trainers to complement its staff because it believes On the Money should be rolled out to every sector of Zimbabwean society.

Old Mutual Group Chief Executive Officer, Mr. Jonas Mushosho, says sound financial management principles are central to the restoration of Zimbabwe's economy.

"In studying the behavior of the Big 5 animals found in the African bush, Old Mutual has developed a programme to help Zimbabweans, of any income-earning ability, to manage their money better. The unique characteristics of the lion, leopard, elephant, rhino and buffalo, as found in nature, have been distilled to teach us truisms about how to manage our personal and family finances," said Mr. Mushosho.

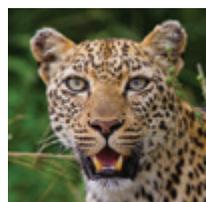
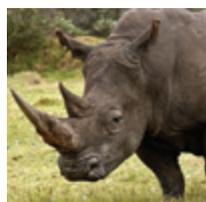
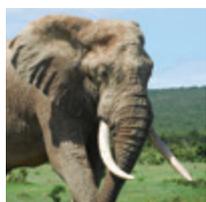
On The Money will equip the next generation of investors with sound financial management skills at an early age, as it is taught to adults and children.

"We live in a country that is alive with possibilities for our citizens to realize their dreams. As we learn new ways of managing our money, we strengthen the fabric of our families and communities. Ultimately, we are able to pursue our dreams and secure a future filled with financial success," said the GCEO.

As of January 2015, over 2,600 external individuals had attended On The Money workshops and the momentum is set to increase in 2015 due to increased demand from individuals and organized groups.

Over 800 Old Mutual Group staff have also benefitted from the programme, which will be extended to the few remaining staff in 2015.

## ON THE MONEY



THE BIG FIVE  
SECRETS OF  
MONEY  
MANAGEMENT

An INSETA Accredited Programme

# HELPING STUDENTS EMBRACE ICT

In pursuit of promoting holistic and sustainable development in society, Old Mutual is currently rolling out technology libraries in locations across the country to expedite the digital revolution sweeping across the country.

With access to mobile telephones at virtually 100%, according to the Postal and Telecommunications Regulatory Authority of Zimbabwe, a considerable proportion of the population is now at least aware of the benefits of communication via the World Wide Web.

Despite the rapid penetration of technology, accessibility is still a challenge due to high data tariffs and the cost of smart phones. Recognising the potential of information technology to propel Zimbabwe into a vibrant economy that can restore the country to its position as one of the major players in Africa and the developing world, Old Mutual has set up technology libraries in the cities of Mutare, Bulawayo and Harare.

Old Mutual's investment in technology centers covers the purchase of computers, heavy-duty printers, air conditioning, Wi-Fi connection and technical back up. The facilities that are situated at municipal libraries in low-income residential areas are benefitting thousands of people who normally struggle to have access to the Internet.

The group will commission its first rural technology centre in Chisumbanje during the course of 2015.

The idea for the technology centre was born out of concern for the lack of technology available to local students. There are currently 17 primary and 10 secondary schools in the immediate villages surrounding Chisumbanje, none of which have access to computers or the Internet.



This means that approximately 750 children per year are leaving school and entering the employment world with absolutely no computer literacy, significantly lowering their ability to find gainful employment and placing them at a severe disadvantage compared to their peers living in less remote areas.

In order to address this pressing issue, the centre will predominantly be made available to students in their last year of schooling and to any other students who excel at their studies or show an aptitude for computers.

The centre has a library and study area for all students and the public to utilize. There is currently no community or council library in the area and so students' access to information and research materials is limited to the resources that their schools are able to provide. The introduction of the library will therefore help students and the community to improve their reading skills and increase their knowledge base.



# Promoting rugby in high density areas

Old Mutual, in partnership with the Zimbabwe Rugby Union (ZRU), launched a sponsorship package in 2014 that covers the development of rugby in selected high density suburbs.

Old Mutual's sponsorship caters all aspects of the sport's development, including balls and equipment that meet the requirements of the programme, as well as subsidies for the development coaches. These coaches have a minimum of IRB level 1 coaching accreditation and are Rugby Ready certified.

The first phase of the development rugby saw over 1,500 boys and girls from Harare, Bulawayo and Chitungwiza trained by International Rugby Board certified coaches during the course of the year.

The boys and girls were trained by 10 dedicated coaches, in six major centers. Over the 2014 period, a total of 1,742 coaching sessions were provided. This translates to approximately 3,400 hours over an eight-month period. Eleven community cups, and four inter-community cups were played. A total of 170 games were hosted among the three age groups – U14, U17 and U19.





Speaking at a tournament to mark the close of the 2014 season in Bulawayo, Group Chief Executive Officer, Mr. Jonas Mushosho said he was satisfied with impact of the programme.

"We are excited by the relationship we have established with the Zimbabwe Rugby Union that has ignited excitement among rugby players from less privileged communities. We have enjoyed great support from headmasters and teachers who have been a valuable asset to this programme. We have watched the game grow through the number of new participants and also the developments of children's skills. This sets us for greater success next year," said Mr. Mushosho.

He said Old Mutual, as a leading investor in the country, sought to play a leadership role in fostering development in the country. The growth of sporting disciplines was of particular interest to the group, he added.

"Development of sports at grassroots level is an area of particular interest to Old Mutual. Rugby is a promising story that offers immense opportunities for growth and development. Our sponsorship has deliberately targeted the development of the sport in high-density areas.

"Giving children from the High Density Areas equal opportunities is in line with the ZRU's strategic plan for the future as the sport looks to grow the number of participants within the game. Zimbabwe Rugby has identified five community centres in Harare and Bulawayo as priorities for developing the game in the country," said Mr. Mushosho, adding that the programme would spread to Manicaland and Mashonaland West in 2015.

Sports, Arts and Culture Deputy Minister, Mrs. Tabeth Kanengoni-Malinga, acknowledged Old Mutual for complementing government's efforts in promoting sports in the country.

"Today is an important day as it marks the opening up of opportunities for boys and girls from previously marginalized schools to participate in rugby, a sports discipline that is growing rapidly. The Old Mutual High Density Schools Rugby Development Programme is an honourable initiative

that aides government's policy of creating equal opportunities for all.

"I am delighted to note that Old Mutual, a respected integrated financial services group that has been operating in Zimbabwe for over 110 years, has seen it fit to plough back into the community by partnering with the Zimbabwe Rugby Union to provide a platform for our boys and girls to develop and showcase their skills in rugby. This arrangement is an example of a smart partnership that will contribute significantly towards the development of our society," the sports deputy minister said.

Former Media and Broadcasting Services Deputy Minister, Mr. Supa Mandiwanzira, said the Old Mutual High Density Schools Rugby Development Programme would provide appropriate content for both the press and broadcasting stations.

"I commend Old Mutual for creating a platform that will provide exciting content for media organisations in Zimbabwe. I encourage local media players to play their part by showcasing the talent through coverage," said Mr. Mandiwanzira.





## PROMOTING WELLBEING THROUGH RUNNING

As Old Mutual is a business involved in savings, investment, insurance and life, the health and wellness of the communities it serves is of paramount importance.

The group sponsors various sports activities, most notably various races across the country. The races are spread throughout the year to ensure that athletes always have something to keep them occupied. Old Mutual's races draw participation from professional athletes, out to earn some income in the form of prize money, as well as casual runners motivated by the desire to keep fit by engaging in rigorous healthy activity.

The year opens with the Old Mutual RB Marathon Relay Challenges that starts and finishes at Harare's Old Georgians Sports Club. This event is a full marathon (42.2km) that many athletes use as the final warm up to the World's Most Beautiful Race, the Old Mutual Two Oceans Marathon.

Each year Old Mutual sponsors an athlete who excels at the Old Mutual RB Marathon to participate in the Two Oceans Marathon.

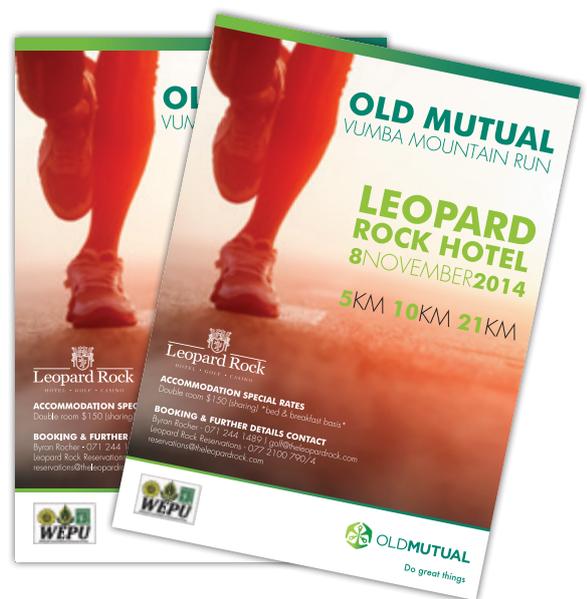
Apart from the main event, the event has a relay challenge component, where teams have an option of participating in teams ranging from two to eight athletes over the 42.2km course. However, each athlete is required to run a minimum of 5.275km.

A 5km and 10km fun run is also available for the more casual runners, particularly those interested in participating as families.

Old Mutual Property has three races, Nkulumane Fun Run, Chitungwiza Fun Run and Westgate Half Marathon, in June, July and September,

respectively. These are community-based events and attract professional athletes as well as residents from surround communities.

The Group's athletics calendar is capped off with Old Mutual Vumba Mountain Run. The event is broken into 5km, 10km and 21km races. The half marathon course is arguably Zimbabwe's most challenging due to its tough terrain.





SPORTS

**OLD MUTUAL  
ROGER BRACKLEY MARATHON**

1 x 42.2km Marathon or  
(Race Against a Marathon Runner)

**DATE:** 8 March 2015  
**Start:** 6:00am  
**Start/Finish:** Old Georgians, Sports Clubs

**Registration:**  
Old Georgians, Friday 27 February (5:30pm - 7:30pm)  
Old Georgians, Friday 06 March (5:30pm - 7:30pm)  
No Registration on Race Day  
Electronic Timing

**ENTRY FEE:** Marathon Runner - \$50.00  
Relay Team - \$ 30.0

**Prizes:**  
Marathon - \$10,000 in Prize Money  
Relay Teams - Fun Prizes

**HOW IT WORKS**  
Enter the Marathon as an individual, or put together a team of between 2 and 8 runners. Give your team a name, and carry 5 x 275mls regular water points (refillments included) every your distance. No. of runners from 5, 7 then up to 42.2km.

**Corporates:** Enter a team and challenge your competitors or race against a Marathon runner!

**Transport will be provided from the Start to Relay Change Points**

Organized by Hazeur Athletics Club  
Sponsored by Old Mutual

Organized by Hazeur Athletics Club  
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## Of scenic views, grueling course & the environment

The Old Mutual Vumba Mountain Run is not just about scenic views and a grueling course, but also benefits the environment as all proceeds from registration fees are donated to the Vumba Green Fund.

The main project of the fund is the Wildlife and Environment Protection Unit (WEPU), which is a partnership between Environment Africa, Tikkiywood Trust and the Parks and Wildlife Management Authority. It is also supported by the local Vumba communities who have come to appreciate the value of the natural heritage in their backyard.

Old Mutual's financial contribution to WEPU goes towards salaries for five community scouts who work in the Vumba forest area.

"Thanks to commitment from Old Mutual, 2013 saw vastly increased financial support from the proceeds of the Old Mutual Vumba Mountain Run. The five community scouts work hand in hand with National Parks and the poaching levels have decreased," said EA in their 2013 financial report.

Following the 2014 Old Mutual Vumba Mountain Run, Veronica Chapman the Editor of Greenline Magazine, acknowledged Old Mutual's contribution towards the environment.

"Thank you once again to Old Mutual for recognizing and supporting WEPU in the Vumba. As said before, the financial support from Old Mutual has been key to the continuance of this vital project and the scouts continue to work with dedication in protecting this unique part of Zimbabwe," said Chapman.

Said Old Mutual Group Chief Executive, Mr. Jonas Mushosho: "The Vumba area boasts a rich and unique variety of vegetation that is home to an equally impressive range in bird life and wild animals. We should jealously guard this natural heritage for the benefit of future generations. For us living in this age, the immediate benefits include the fresh mountain air that we are enjoying today and the breathtaking scenery that has a soothing and therapeutic effect."



## OLD MUTUAL NATURALLY GREEN

Old Mutual is also aware of the need to protect the environment and has partnered with Friends of the Environment and the community to promote sound environmental management practices. The Zimunya Nursery Tree project, which is situated south of the eastern gateway city of Mutare, is an example of a successful partnership between Old Mutual and the community.

In addition to the nursery that provides various tree seedlings to Zimunya and surrounding communities, Old Mutual also installed a borehole and water tank that ensures a supply of safe water to the school.

The Zimunya project, which is situated at Zimunya High School, was officially commissioned by the then minister of environment and natural resources management, Mr. Francis Nhema, in September 2013.

Minister Nhema expressed gratitude to Old Mutual's efforts towards combating deforestation in Zimbabwe.

"We have since come to the conclusion that we cannot win the war alone without the involvement of the private sector through Public Private Partnerships. To that extent, what we are witnessing today is a perfect example of these Public Private Partnerships zeroing in on reforestation.

"It lifts my spirit to see companies such as Old Mutual Zimbabwe heeding Government's plea by taking part in efforts meant to re-green our country. Whereas our tree planting initiatives had slowed down due to the shortage of tree saplings, Old Mutual has come to our rescue by stimulating the supply side which will help us meet the demand for saplings.

"I am also humbled that Old Mutual Zimbabwe, along with Friends of The Environment have set their sights on planting 500 million trees by 2026 to replace the millions of trees that we are currently losing. I particularly like their slogan: 'If not for yourself, then go green for your children,' because we must leave a legacy for our children," said Nhema.

In 2015, Old Mutual will be funding the establishment of another nursery tree nursery project at Plumtree's Thekwane High School. The nursery will go a long way in instilling sound environmental management principles among villagers in this semi-arid region that borders Zimbabwe's southwestern neighbour, Botswana.

The Thekwane High School nursery will be able to service both Bulilima and Mangwe which are in the vicinity of Plumtree.

Friends of the Environment, partners of Old Mutual in the tree nursery project, hope to strike a deal with the Botswana Embassy that will see the exportation of saplings to that country.

Statistics indicate that Zimbabwe is currently losing about 300,000 hectares of its forests every year. This trend has been noted over the past five years. Simply put, we have lost 15,000 square kilometers of tree cover during the past five years. To put it more graphically, it means that the amount of trees the country has lost is equivalent to about half of the whole of Manicaland Province, which has a total land area of 36,459 square kilometers.

# PROVIDING ACCOMMODATION TO HEALTH PERSONNEL



Following the flooding of Tokwe-Murkosi Dam that wreaked havoc on villagers in the southeastern lowveld district, leading to their relocation to a safer area, Old Mutual quickly moved in with a helping hand by funding the construction of male and female accommodation blocks at Chingwizi Clinic.

Villagers who were settled in the flood-prone area were resettled at Chingwizi, which is situated at Nuanetsi Ranch, 44km from Triangle.

The accommodation blocks will provide health service personnel with decent accommodation that will enable them to serve the community with peace of mind. The accommodation has modern ablution facilities, spacious bedrooms and lounge areas and kitchens.

The project was in collaboration with a number of churches under the banner of Faith for the Nation Campaign.



# BOREHOLE AND SOLAR INSTALLATION AT HEALTH CENTERS



The Old Mutual Zimbabwe Foundation has identified rural health service delivery as a key intervention area.

Enabling access to decent health facilities in marginalized areas is pure corporate social investment that falls in line with Old Mutual's objective to be relevant in the communities in which it operates.

For an organization to survive as long as Old Mutual has done in Zimbabwe and globally, it has to renew its mandate to operate by engaging in meaningful community social responsibility initiatives that have a long-term positive bearing on the lives of the beneficiaries.

Old Mutual is working in conjunction with the Ministry of Health and Child Care to help reduce mother and infant mortality. This initiative, which targets rural clinics countrywide, involves installation of boreholes, water tanks, geysers and solar power.

The group has so far installed boreholes and solar power at seven rural clinics across the country. The clinics that have benefited from this initiative are:

- Chitave Clinic – Gokwe South, Midlands

- Nyama Clinic – Hurungwe, Mashonaland West
- Gombe Clinic – Buhera, Manicaland
- Magombedze Clinic – Gutu, Masvingo
- I Dube Jofi Clinic – Mashonaland East
- Mushambi Pools Clinic – Guruve, Mashonaland Central

Old Mutual also installed boreholes at three district hospitals: Gwanda and Maphisa – Matabeleland South and Tsholotsho in Matabeleland North.

# ENHANCING ZIMBABWE'S CULTURAL HERITAGE



also provide an opportunity for artistes to market and publicise the artworks locally, regionally and internationally.

HIFA has grown to become a major arts festival on the international scene. Two of the festival's seven days are associated with the business that is CABS Day and Old Mutual Day. The Old Mutual Day is the last and most popular day of the festival, which sees local artists collaborate with renowned international icons on the main stage. Old Mutual Insurance Company is HIFA's official insurer.

HIFA is a melting pot that integrates Zimbabwe's artists with their colleagues from the continent and abroad. The result is a richer society for Zimbabwe. The arts and culture industry has a strong heritage in Zimbabwe, but unfortunately modern society has not fully harnessed resources for the identification, nurturing and promotion of talent in this area.

To help develop local talent, Old Mutual sponsored the renovation of an old theatre at Alliance Française into the city's only fully multi-functional facility with a music hall, film screenings, exhibitions, conferences and receptions as well as special events. The theatre, known as Old Mutual Theatre Alliance Française, is available freely to the arts, cultural and educational community in Zimbabwe.

Old Mutual is deeply committed to the development of Zimbabwe's Arts and Culture industry. The group believes in a holistic approach to development that constantly seeks ways of promoting people-driven development. As the country's leading integrated financial services group, with interests in savings, investments, property, life and general insurance, Old Mutual takes seriously its contribution towards social development.

Old Mutual, through the Old Mutual Zimbabwe Foundation, has therefore identified Arts and Culture as a key growth area that has the potential of contributing significantly to the revival and sustenance of our economy and culture, respectively.

Our involvement in the arts is through three main vehicles, the National Arts Merit Awards (NAMA), the Harare International Festival of the Arts (HIFA) and the Old Mutual Theatre and Alliance Française.

Old Mutual has been associated with NAMA since 2014 and the relationship with the country's premier arts awards is set to grow from strength to strength. Apart from contributing financially towards the awards, Old Mutual also provides financial literacy training to NAMA winners through the popular On The Money training programme.

The NAMA awards are held annually to recognise and honour the work of artistes from various categories – literary arts, visual arts, music, theatre, dance, media, spoken word and film. The awards are held as a means of encouraging creativity and excellence in the arts industry. They

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# UNBUNDLING CORPORATE SOCIAL RESPONSIBILITY

By Terrie Katsande

Today, being in business for the sake of making profit is not enough. Customers and consumers will continue to expect good quality on products and services. As the battle for the hearts and minds of consumer intensifies, previously marginalised aspects are gaining prominence. Companies have come to the realization that they do not operate in isolation hence the need for corporate social responsibility. According to Philip Kotler, "Corporate Social Responsibility is a commitment to improve community well-being through discretionary business practices and corporate resources."

Corporate social responsibility (CSR) promotes a vision of business accountability to a wide range of stakeholders, besides shareholders and investors. Key areas of concern are environmental protection and the wellbeing of employees, the community and civil society in general, both now and in the future.

The concept of CSR is underpinned by the idea that corporations can no longer act as isolated economic entities operating in detachment from broader society. Traditional views about competitiveness, survival and profitability are being swept away.

According to the IISD's Business and Sustainable Development Guide, 2013 some of the Corporate Social Responsibility push factors are:

## **The shrinking role of government**

In the past, governments relied on legislation and regulation to deliver social and environmental objectives in the business sector. Shrinking government resources, coupled with a distrust of regulations, has led to the exploration of voluntary and non-regulatory initiatives instead.

## **Demands for greater disclosure**

There is a growing demand for corporate disclosure from stakeholders, including customers, suppliers, employees, communities, investors, and activist organizations.

## **Increased customer interest**

There is evidence that the ethical conduct of companies exerts a growing influence on the purchasing decisions of customers. In a recent survey by Environics International, more than one in five consumers reported having either rewarded or punished companies based on their perceived social performance.

## **Competitive labour markets**

Employees are increasingly looking beyond paychecks and benefits, and seeking out employers whose philosophies and operating practices match their own principles. In order to hire and retain skilled employees, companies are being forced to improve working conditions.

## **Supplier relations**

As stakeholders are becoming increasingly interested in business affairs, many companies are taking steps to ensure that their partners conduct themselves in a socially responsible manner. Some are introducing codes of conduct for their suppliers, to ensure that other companies' policies or practices do not tarnish their reputation.

The benefits of CSR are far reaching:

**Company benefits:**

- Improved financial performance
- Lower operating costs
- Enhanced brand image and reputation.
- Increased sales and customer loyalty.
- Greater productivity and quality.
- More ability to attract and retain skilled employees
- Easier access to capital

**Benefits to the community and the general public:**

- Charitable contributions for socially relevant projects.
- Corporate involvement in community education, employment and housing programmes.
- Product safety and quality.

**Environmental benefits:**

- Recycling of waste.
- Better product durability and functionality.
- Greater use of renewable resources.
- Integration of environmental management tools into business plans, including life-cycle assessment and costing, environmental management standards, and eco-labeling.

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# NOT FORGETTING EMPLOYEES

Old Mutual has a comprehensive staff wellness programmes that is designed to create a congenial work environment.

The group is conscious of the need to motivate employees through interventions that create fun and excitement at work. People spend their most productive time at work and it therefore important that they should feel appreciated by the employer.

Among the various initiatives constituting the staff wellness programme is the Annual Old Mutual Sports and Fun Day. This event that is held in November provides an opportunity for bonding and team building through sports and quality time out with colleagues and their families.

The Annual Sports and Fun Day reminds Old Mutual employees that teamwork is a prerequisite for an organization to succeed. The group takes care of its staff and their families because charity begins at home.

Sports played on the day involve other parties to demonstrate the importance of teams. Apart from the various activities, Old Mutual provides free food and refreshments for staff and their families.

There are activities designed for children to instill a sense of belonging to the Old Mutual family.

As the Group CEO, Mr. Jonas Mushosho, said at the 2014 event: "Your children, our children, symbolize the hope that lies ahead for our company and our country. That is why Old Mutual values families, particularly those of its employees because after all charity begins at home."

Coinciding with the sports and fun day is the recognition of excelling employees through the Stars of Zimbabwe Staff Recognition Scheme. This is an exciting initiative that is meant to recognize and reward those who go out of their way in excelling in the workplace.

The beauty of the Stars of Zimbabwe staff recognition awards is that contestants are chosen by peers. This makes it even more exciting because the winners can hold their heads high in the knowledge that their efforts have been recognized by fellow colleagues.

OUR PEOPLE





# 25 GREAT REASONS

“ The Corporate Research Foundation Institute (CRF), a leading global institute, has certified Old Mutual Zimbabwe as a certified Top Employer in Africa for two years in succession. This coveted accolade is in recognition of the group’s robust human resources processes and systems, which are designed to promote and protect both employee and employer.”

Since the introduction of the multi-currency system in 2009, Old Mutual has deliberately, and systematically, introduced a comprehensive Employee Wellness Programme designed to create a congenial work environment for its employees. Various benefits designed to recognise, develop, protect and reward employees are currently available group-wide. The Employee Wellness Programme is a process that will evolve with time and colleagues can look forward to more innovative interventions from the employer.

The list of benefits accorded to employees is comprehensive, with many colleagues taking full advantage of what the group offers.

To encourage increased uptake of the various benefits and as a reminder, below is a summary of the various benefits and processes that promote wellness in the work place.

- 1 Competitive remuneration structure that is benchmarked internationally
- 2 Transparent and rigorous recruitment process
- 3 Subsidised Gym facilities
- 4 Subsidised Canteen facilities
- 5 Leave provisions (To allow employees time to rest with families as well as to study)
- 6 100% subsidised Medical Aid including chronic disease add on
- 7 Group Life Assurance and pension
- 8 Mortgage loans
- 9 Motor car loans
- 10 Study loans (for development of staff and furthering of their career ambitions)
- 11 Independent Counselling and Advisory Services (To allow employee access to professional, independent psychological counseling)
- 12 Sports and family fun days
- 13 Medical Centre
- 14 Safety and Health
- 15 Medical kits for branches
- 16 Working environments (congenial environment with adequate space, ventilation, provision of teas, refrigerators, etc.)
- 17 Wellness Events (Cancer day and HIV day)
- 18 Uniforms for staff
- 19 Compliance with Health and Safety statutes
- 20 Secondment contracts to regional and international destinations
- 21 Graduate development programme
- 22 Excellent in-house training and development programmes
- 23 Offshore conventions for those who excel in sales
- 24 Trip to Disney for Service Excellence winners
- 25 Cape Town trip for Creative Solution category winners



