EDITOR’S NOTE

2017 is in full swing and it’s going to be a big year for us. There’s loads of energy and excitement around our Managed Separation and we are all set to harness it with new leadership at the helm and big plans for the year ahead. Check out highlights from our numbers in 2016 (pg6&7) before we unpack our priorities for 2017 to 2019 (pg8-11).

Our new brand campaign is catching everyone’s attention, helping us to lead this change and firmly positioning us as the leaders in advice (pg14&15).

Iain Williamson shares his key takeouts from the World Economic Forum held in Davos, Switzerland this year, which also highlighted trends to watch in 2017 (pg16&17).

Check out some of your amazing Care and Share pictures from pg38 onwards and remember to send your comments, news and pictures to amicus@oldmutual.com.

Juliet Styles

WE’VE GOT MAIL
Your letters and thoughts ........................................04

RESULTS
Our 2016 results highlights .....................................06

STRATEGY
Our 2017 – 2019 strategic priorities .........................08

LEADERSHIP
Ralph Mupita leaves Old Mutual ..................12

 BRAND CAMPAIGN
Repositioning our brand ......................................14

2017 TRENDS
Iain’s WEF highlights ........................................16

RESPONSIBLE TO CUSTOMERS
Service Matters – opted our game ..................18

CUSTOMERS FIRST
Old Mutual retail branches ..............................20

LEADERSHIP
Heart2Heart with Karabo Morule ....................22

SPONSORSHIPS
Touching lives on every front ..........................24

RESPONSIBLE TO COMMUNITIES
Tackling the education crisis ............................26

FINANCIAL WELLBEING
Debt is stealing your future ..............................28

BENEFITS
A single view of all your benefits .......................31

GAMES
Crossword, Sudoku and Anagram ....................32

WIN
A Parrot Bebop 2 drone ................................33

OVER TO YOU
Photos, news and Care & Share ......................34

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PLAY YOUR PART IN CREATING A CYBER-SECURE FUTURE

PROTECTING THE CROWN JEWELS
Our focus is to protect critical pieces of information known as the Old Mutual Crown Jewels. Crown Jewel users will receive training in the next few months.

CYBER-SAVVY EMPLOYEES, CUSTOMERS AND THIRD PARTIES
Think before you click. Don’t open attachments in suspicious emails. Choose a strong password and never share your username and password.

IMPROVING OUR DETECTION AND RESPONSE CAPABILITY
The technical controls we have in place will never be enough to prevent all cyber-threats. Reporting any suspicious emails to your IT Service Desk will improve our ability to respond and contain cyber-attacks.

DRIVING LEGISLATIVE COMPLIANCE
As a responsible business Old Mutual will drive legislative compliance in all markets. We recently provided input into the draft Cybersecurity Bill for South Africa.

ENHANCING CYBERSECURITY GOVERNANCE
We are realigning our Information Security policies in line with the requirements of Managed Separation and international governance standards.

TOGETHER let’s keep Old Mutual’s information safe and protect ourselves, our customers and our business.

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Together let’s keep Old Mutual’s information safe and protect ourselves, our customers and our business.
Feeling proud of Partners for Possibility

I am so pleased that Old Mutual has teamed up with Partners for Possibility. My mother is a principle at an underprivileged school. Two years ago the school was vandalised and in a terrible state. The staff and children’s morale was at an all-time low. When Partners for Possibility teamed up with my mother great things took place! The school was upgraded, the computer room had new computers installed and stationary was donated. The school could now feed hungry pupils breakfast. The school is now one of the top academic achieving schools in the area. I am delighted to work for a company that uplifts the communities. Thank you Old Mutual for doing great things!

Lana Mohamed
HR/Learning, Mass Foundation Cluster, Cape Town

Ghana is proudly Old Mutual

I feel strongly about the Old Mutual brand. The brand sells well in West Africa where I live – in Ghana and in Nigeria. In Ghana there has been a significant increase in sales in the retail space and spectacular sales in the bancassurance space, exceeding targets for the year ended 2016 with a month to go. The awareness of Old Mutual in the Ghanaian community is awesome. I strongly believe that in a few years the Old Mutual Ghana brand will be ranked first in the Ghanaian economy.

John Boaka Dautey
Accounts Administrator Assistant, Old Mutual Life Assurance Company (Ghana) Ltd.

A tribute to Lee Nakan

Old Mutual recently bid a very sad farewell to Lee Nakan, Executive General Manager of Broker Distribution and Agency Franchise, who passed away in February. Tributes poured in, including this extract from a heartfelt poem.

A friend, a brother, a leader
To some a mentor and a teacher
To many a man of honour
A gentleman and a scholar
Death be not proud
Of Lee it will be said
Here lies a fearless legend
Here lies a change agent
If life is about positive change
Then you lived yours like a champ
Imperfect and fallible being human
You stretched yourself like a true ironman

Death be not proud
Of Lee it will be said
He was the master of his fate
He was the captain of his soul

Sipho Mncwabe
Associate Regional Manager, Agency Franchise Division

Our TV ad is awesome!

When I saw our new ad on TV, I made my entire household sit still and watch it. It gives one a warm and fuzzy feeling to be associated, let alone employed, by a company who does great things. My daughter often says, ‘Mommy ‘Mommy, when I grow up I’m going to work at Old Mutual – just like you.’ Well done Old Mutual, continue stamping that foot print!

Fazlin Joseph
Policy Accounting, Mutualpark

WIN A PROLINE ANDROID TABLET WORTH R2 000!

The best letter wins a Proline Android tablet worth R2 000. Letters may be shortened.

This is your space so if you feel strongly about something, or have a useful suggestion to share, email us at amicus@oldmutual.com
Even though it was a challenging year with macroeconomic and political headwinds, OMEM delivered a solid set of results and we made good progress towards our independent future.

**OUR FINANCIAL PERFORMANCE**

**RETURN ON EQUITY** (on a fully diluted IFRS basis)

**LIFE SALES** (on an APE basis)

**GROSS WRITTEN PREMIUM** (short-term insurance)

**Funds Under Management**

**Net Client Cash Flow**

**ADJUSTED OPERATING PROFIT** (pre-tax)

**OUR BUSINESS HIGHLIGHTS**

- Our Integrated Financial Services (IFS) strategy is progressing well in SA, Zimbabwe and Kenya, accounting for 28% of Mass Foundation Cluster (MFC) life APE sales in SA.
- The integration of the investment teams of African Infrastructure Investment Managers (AIIM) and the IDEAS Fund has positioned Old Mutual Investment Group to be a leading alternative investments business in Africa.
- Mutual & Federal (M&F) is in advanced discussions with Atradius, a global leader in trade credit insurance, which will be brought in as a strategic partner in Credit Guarantee Insurance Corporation (CGIC) and will position M&F to lead trade credit insurance on the African continent.
- The enhanced deal signed with ETI in West Africa has resulted in synergies in sales through Ecobank branches in Ghana.
- Latin America reported excellent profit growth of 29% while in Asia, India’s strong profit growth was offset by a loss in China.
- Although Value of New Business (VNB) decreased by 9% to R2.2 billion, we maintained a strong PVNBP margin of 3.2%.
- Our risk culture is healthy and we will continue to promote better risk management.
- Group collaboration with Nedbank and M&F has resulted in cumulative synergy benefits of R759m versus a plan of R544m. This means we are on track to achieve the R1bn target by the end of 2017.

IAIN WILLIAMSON, Finance Director and Interim CEO, says:

“I thank all Mutualites for your hard work as well as your deep commitment to all our stakeholders, particularly our customers. There are signs that 2017 will see the start of an economic turnaround and I am confident that as a team we are very well positioned and equipped to make the most of the opportunities. Going forward we will continue to strengthen our focus on promoting the value of advice and driving financial inclusion and wellbeing through financial education programmes, as well as enhancing the overall customer experience. We will also continue to invest in socioeconomic development projects that benefit society.”

**Our impact on our customers and society**

- **R76m** towards education, upliftment, bursaries and scholarships
- **R942m** invested in sustainable agriculture
- **R59bn** invested in infrastructure
- **R27m** towards financial education
- **R21bn** invested in affordable housing
- **R10bn** risk and protection claims paid across OMEM
- **R39m** towards skills and community development
- **R20bn** invested in renewable energy
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**2017: WHAT LIES AHEAD?**

**WHAT DO WE NEED TO DO?**

- **INNOVATE.**
- **COLLABORATE.**
- **EXCEL.**

We present a quick summary of OMEM’s business priorities for 2017 to 2019, as outlined by our Exco and senior leadership at December’s Business Planning conference.

**HOW WILL WE PREPARE OMEM AS A STAND-ALONE ENTITY?**

1. **STRENGTHEN** SA business units and drive cost efficiencies
2. **DELIVER** a portfolio of high return, cash generating businesses with strong growth potential
3. **MAINTAIN** a market competitive capital position to sustain growth
4. **FORTIFY** our risk management framework
5. **REVIEW** our operating model to drive efficiencies and alignment to the portfolio and governance model
6. **FOCUS** on capital allocation and value creation

**WHAT ARE OUR TOP STRATEGIC PRIORITIES?**

1. **EXECUTE** on our Managed Separation strategy
2. **ACHIEVE** profitable growth and market share gains in South Africa
3. **IMPLEMENT** and achieve M&E turnaround
4. **EXECUTE** on our East Africa strategy
5. **CONTINUE** improvement in OMIG investment performance

**WHAT'S THE KEY TO SURVIVING AND THRIVING IN A RAPIDLY CHANGING WORLD?**

“We will achieve superior results by being more agile and collaborative, and by adapting quickly. As Charles Darwin said: “It is not the strongest of species that survives, nor the most intelligent, but the one most responsive to change.”

*IAIN WILLIAMSON*
Finance Director and Interim CEO

**WHAT'S OMSA'S GAME PLAN?**

“Our game plan is directed at creating a superior customer experience. We will win by collaborating on, among others, delivering an integrated financial services model and focusing on future-fit distribution.”

*DAVE MACREADY*
CEO, Old Mutual South Africa

**HOW WILL WE SUCCEED IN THE REST OF AFRICA?**

“What will make us win on the African continent is our ability to leverage the growth opportunities as well as our strategic partnerships.”

*JONAS MUSHOSHO*
Recently appointed CEO of Rest of Africa

*ZOMUNODA CHIZURA*
Regional CEO, West Africa
What are our key business challenges?

- Volatile global markets
- Uncertain local markets
- Regulatory and reputational issues
- Disruption by competitors
- Execution issues

'Some of these risks (for example, the volatility of global markets) are beyond our control, while others (execution issues like managing claims and improving customer experience) can be mitigated through a commitment to excellence and a focus on efficient delivery and ongoing improvement and innovation.'

RICHARD TREAGUS
Risk and Actuarial Director

What is our Responsible Business approach?

'We will continue to strengthen Old Mutual's relationships with a broad spectrum of stakeholders, including trade unions and other civil society organisations, the FSB, National Treasury and the Reserve Bank. We believe it's critical for business, government and labour to work together to build a more inclusive economy and country. The golden thread through all this is being a responsible business in all that we do.'

JOEL BAEPI
Director of Governance, Regulatory and Corporate Affairs

What is the focus of the OMSA Transformation (OMSAT) programme?

‘OMSA Transformation is dealing with the risk of unsupported technology that underpins key parts of our SA business by end 2020. While addressing this risk we are using the opportunity to relaunch our retail, protection, savings and income propositions to gain competitive advantage, and improve our customer experience.’

ROSE KEANLY
Chief Operating Officer, OMEM

What’s the LatAm plan?

‘In Colombia we continue to shift our focus from pensions to an integrated wealth/asset management platform, while in Mexico it’s on growing onshore sales via AIVA, optimising our Retail Mass business and expanding into wealth management. Driving distribution efficiencies is the priority in India.’

DAVID BUENFIL
MD: Old Mutual LatAm and Asia

What is the M&F plan?

‘We will be working more closely with Old Mutual on improving profitability, growing iWYZE, building a specialty programme and delivering a world-class claims service.’

RAIMUND SNYDERS
CEO Mutual & Federal

Why our purpose and people are at the centre of our strategy

‘To enhance and achieve business performance, we are focused on aligning our purpose, vision, values, culture, brand and leadership behaviours required for a listed world.’

ANISHA ARCHARY
HR Director
It was a sad day when Ralph Mupita, CEO of Old Mutual Emerging Markets (OMEM), announced at the end of 2016 that he would be leaving Old Mutual after 17 years. In mid-December, the OMEM exco grouped arranged a surprise farewell at the OMEM’s senior leadership annual business planning session. His official farewell, in early March, hosted many heartfelt speeches from OMEM board members, exco and staff.

Ralph has described his years at Old Mutual as some of the most exciting and rewarding of his life. He also indicated that he felt immensely privileged and honoured to have played a role in the growth and strong performance of our iconic business. He concluded by wishing Mutualites luck with the many mountains left to climb.

In his farewell note to all employees, Ralph wished the Old Mutual family well for the future and expressing his heartfelt thanks to all.

“I’m leaving with many good memories, deep friendships made and a profound sense of the contribution that the business can make to build societies that are more inclusive, prosperous and sustainable. Ultimately we aim to leave the business in a better shape than we inherited – to create a legacy for future generations ahead.”

Ralph joins MTN as Chief Financial Officer in April 2017.

The Old Mutual Global Equity Fund has won the Raging Bull award for Best (SA-Domiciled) Global Equity General Fund five years in a row. What’s more, the fund is currently a top quartile performer over 1 to 21-year investment periods and since inception. Another good reason you should invest where the fund managers invest.

Speak to an Old Mutual Financial Adviser or your broker about investing alongside our fund managers or call 0860 INVEST (468378).

www.oldmutualinvest.com/asinvested
Today’s the day. Get great financial advice. That’s the tagline of our new brand campaign and it’s doing a great job of positioning us as the leader in giving customers great advice.

The campaign can be seen on TV, radio and billboards across the country and the goal is to inspire people to stop procrastinating and to take action today by partnering with Old Mutual to get the financial advice they need to realise their dreams and goals.

“Our advice proposition should never be taken lightly and we believe that the right financial advice, given at the right time has the power to truly change lives.”

DAVE MACREADY
Chief Executive of Old Mutual South Africa

The campaign marks the start of a journey to reposition Old Mutual to middle market South African customers and to connect with them in a more emotionally engaging way.

Phase one of the campaign launched in December 2016 with a digital focus as well as outdoor advertising in airports in Johannesburg and Cape Town and selected Uber vehicles in these two cities.

This laid the foundation for the new TV ad that launched on national television on 22 January 2017. The ad can be seen on a host of channels, including M-Net, e.tv, SABC 1, SABC2 and SABC3, SuperSport 3 and 4.

It’s being supported by billboard and radio adverts on Metro FM, 5 FM, Highveld Stereo 94.7 FM, KFM, Kaya FM 95.9, Jacaranda FM, East Coast Radio, Heart 104.9 FM and Gagasi FM.

The campaign ran from 22 January to 5 March and will be back again in May, July and August, giving the Old Mutual brand a consistent presence in the market throughout the year.

“Our advice proposition should never be taken lightly and we believe that the right financial advice, given at the right time has the power to truly change lives.”

DAVE MACREADY
Chief Executive of Old Mutual South Africa

To get great financial advice, speak to an Old Mutual financial adviser, call 0860 60 60 60 or visit oldmutual.co.za
Every January the world’s most pressing issues are discussed by world leaders and influencers at the World Economic Forum (WEF) in Davos, Switzerland. Iain Williamson, OMEM Finance Director and Interim CEO, summed up his key impressions.

The theme of the forum this year was Responsive and Responsible Leadership. Discussions were dominated by the profound and ongoing impact of tech developments, automation and digitisation (the “Fourth Industrial Revolution”).

Not surprisingly, the risks and implications of geopolitical upheavals such as Brexit and the election of Donald Trump were widely debated too.

Iain’s personal highlights included:

- President Xi Jinping’s speech (see opposite)
- Participating in a lively panel on financial security hosted by Mercer
- A panel debate on inclusive growth challenges in emerging markets; our Finance Minister, as a panellist, did us proud
- The technology demonstrations - the pace of advancement is staggering. I was particularly impressed by Microsoft’s mixed reality technology, which has obvious immediate applications in education
- A panel discussion on “Accelerating Performance”, which really brought home the need for speedy execution of well prioritised strategic actions above all else
- Fascinating discussions on fake news and ethical issues in technology (we can now 3D print human organs!)

INEQUALITY
A key challenge for both governments and business is how to reform the capitalist model to make it more inclusive and sustainable.

Many of the current global risks and uncertainties, including the rise of populism, have been caused by extreme inequality and social injustice.

Oxfam International reported that 1 in 3 people live in poverty, and eight men own the same wealth as the 3.6 billion people who make up the poorest half of humanity. Oxfam called for an “economy for the 99%”, a human economy that benefits everyone, not just the privileged few.

CYBER SECURITY
The downsides of cyber technology and an increasingly connected world is that it has created a lucrative new ‘battlefield’ for sophisticated criminals. Hacking costs the world around $400 billion a year.

To combat or limit the threat, companies and organisations need appropriate tools, processes and partnerships. The businesses that succeed in the future will be those that have successfully balanced the managing of risks and opportunities offered by digital.

It was good to note that in this area - as well as in responsible business - we are on par or ahead of many of our global peers.

ARTIFICIAL INTELLIGENCE (AI)
The ‘Fourth Industrial Revolution’ and the rapid replacement of people by machines will dramatically impact job security, education policies and skills development.

As Jeff Radebe, Minister in the Presidency for Planning, Monitoring and Evaluation, highlighted: 62% of the children who are starting school this year will one day be in jobs that don’t yet exist.

Shifting workplace needs is an issue that needs urgent attention, particularly in a country like South Africa that already has an alarmingly high unemployment rate. To survive, individuals and organisations will need to make continuous learning and adapting a way of life.

GLOBALISATION vs NATIONALISM
With protectionist and nationalist forces on the rise in the West, Xi Jinping, President of the People’s Republic of China, warned that globalisation is not the root of the world’s woes and no one will win from a trade war.

He believes the emerging migration pressures can only be alleviated by building up trade corridors across the globe.

China is expected to be one of the most important contributors to global growth over the next two decades.

KEY MESSAGE FROM DAVOS
To counter the dangers of growing populism and the backlash against globalisation, leaders need to work together to bring about inclusive growth.
Companies that succeed have one thing in common – Great Customer Service!

The cost of keeping an existing customer is around 10% of the cost of acquiring a new one. A robust retention strategy leads to increased customer profitability, with the added benefit that long-term customers are more likely to refer your business to others, are more likely to purchase other products from you and, if they’re completely happy with the service they’re getting, they won’t think about switching to a competitor.

Stefan Steffen heads up Old Mutual’s Customer Retention Unit and says, ‘Old Mutual is in every way committed to a great customer experience, from our product development areas to our distribution teams and customer service employees. Our objective across the end-to-end value chain is to deliver on our customer service promise. But, we also realise that service naturally degrades over time and that we need to look at ways to re-energise our employees and revisit how we show the ‘care’ we have for our customers.’

Stefan Steffen
Head: Old Mutual Customer Retention Unit

Customer Service, under Heloise van der Mescht’s leadership, launched Service Matters in October 2016. The initiative aims to change our service game and re-establish a culture of service excellence and continuous improvement. A multi-pronged approach was adopted. All customer service employees, both at Mutualpark and in the branches, will be part of a modular learning programme, facilitated by our leaders. This starts with a 1-day workshop to introduce employees to Service Matters and to create the platform for change. Since the initiative was launched, more than 424 employees across the cluster have attended the workshop.

‘Great service matters because our customers matter! To deliver a truly exceptional service experience, we have to work as a team, reviewing how we engage with our customers to identify whether there is something more we could be doing to really WOW them!’ concludes Steffen.

6 KEY BEHAVIOURS TO HELP US REALLY WOW OUR CUSTOMERS

- Friendly
- Professional
- Empathetic
- Prompt
- Accurate
- Honest
Walking into an Old Mutual Retail Branch has become a rewarding and satisfying customer experience, according to the steady flow of glowing customer letters received.

Thanks to the successful collaboration of the OMEM Capability Cluster, Old Mutual Finance, Retail Mass and Personal Finance, our branches now have one of the highest Net Promoter Scores (NPS) in the business.

NPS measures customer loyalty and how likely they are to recommend our company to others. In just 12 months, the branch score has risen from 50 in January 2016, to 61 in December 2016. This is the highest NPS score Old Mutual has achieved and augurs well for the future.

Customer satisfaction is known to be the key determinant of customer loyalty.

The Old Mutual retail branches are a one-stop shop for customer service, banking, insurance, investments, funeral cover and savings products. The current network of 295 branches services over 200 000 customers per month and have signed on more than 250 000 Money Accounts to date. The plan is to open an additional 30 retail branches this year to increase Old Mutual’s presence in SA.
1. How would you describe your childhood?
I had a great childhood growing up in Diepkloof. It was very multicultural, as fellow Sowetans will know. At home we spoke Setswana, Sesotho and Sepedi. In pre-primary school I was taught in isiZulu and had to learn English to enrol at the primary school.

2. What interesting thing do most people not know about you?
I participated in a couple of TV shows as a teen which resulted in my first trip overseas to shoot a game show in London!

3. What was your first job?
Office administration in my father’s office as a data capturer. My first full time job was as an analyst at the investment bank J.P. Morgan.

4. What did you study?
I studied a Bachelor of Business Science honours degree, majoring in Actuarial Science and Finance, a post graduate diploma in Actuarial Science and the fellowship exams for the actuarial profession. I have attended many other leadership and short courses relevant to my job and career, and some related to my creative side, such as digital photography and shoemaking.

5. When and why did you join Old Mutual?
I joined Old Mutual in April 2010 to learn more about what actuaries do in a traditional life insurance setting.

6. What are Old Mutual’s greatest challenges?
Alignment. We could be even more successful if we all aligned to the strategy and applied it to everything we did and all facets of the business. Also, we are very humble (generally a good thing), but many people don’t know about the great things we do in our communities or our innovative solutions, like financial education programmes. On the Money, the Financial Wellbeing Programme and Moneyversity, or the Old Mutual Money Account and money management tools like 22seven.

7. What are Old Mutual’s greatest strengths?
Our people, the brand (although it could be stronger in key places like Gauteng), how we are a responsible business and the role we play in society by changing people’s lives with advice and solutions that enable positive futures.

8. What is Personal Finance’s innovation plan?
It is rooted in embedding a culture of innovation and showing everyone in PF that they have the ability to innovate, whatever they are doing. Innovations will also come out of initiatives led by Stanley Gabriel in our team, in collaboration across PF, the broader OMSA business and the Group Strategy team, as well as our participation in the StartupBootcamp initiatives. Our goals are:
• Serving our customers better
• Stakeholder and shareholder impact
• De-risking our business with a focus on efficiencies
• Making our business more socio economically sustainable
• Remaining a Top Employer and trusted brand in our markets

9. Which famous people would you have over for dinner?
David Higgs the chef (I’d hope he wouldn’t mind cooking); President Akinwumi Adeosun of the African Development Bank; Jack Ma, CEO and Chairman of Alibaba; Indra Nooyi, CEO of PepsiCo; and Christine Lagarde, MD of the International Monetary Fund. I’d add Thomas Sankara, late former President of Burkina Faso, if he were still living.

10. What favourite dish would you cook for them?
Samp, oxtail and veggies. Butternut and sage gnocchi for the vegetarians.

11. What’s your biggest indulgence?
Travelling around South Africa and abroad.

12. How do you handle stress?
By getting perspective on whatever is stressing me out, and treating myself to a massage.

13. 5 things you can’t live without?
In no particular order – my phone to keep in touch with friends, family and work, a great book to read, moisturiser, water and faith.

14. Where’s your happy place (other than home)?
Being in the bush (as long as there are no bush walks).

15. Favourite music?
I have an eclectic range, but generally House music. I’m also a sucker for music from the 80s and 90s. One of my favourite songs at the moment is Now or Never by Sankomota.

16. Best book ever?
A tie between The Alchemist by Paulo Coelho, A Grain of Wheat by Ngugi wa Thiong’o, and We Should All Be Feminists by Chimamanda Ngozi Adichie.

17. Favourite apps?
Instagram, Twitter, Solitaire, Kayak and Pinterest. Also Where Chefs Eat if I’m travelling through the US, Europe and parts of Asia – I wish more locations could be added for Africa!
The Music Run™ by Old Mutual took place at Riversands Farm Village in Midrand and 3,000 participants ran, danced and partied their way through five music zones in the world’s loudest 5km running course, known as ‘The Sound Track’. Runners controlled the playlists along the route by voting for their favourite songs in the build-up to the event. On the day over 120 speakers pumped out the most popular songs across five music themed zones – pop, rock, old school, hip hop and dance. The run ended with a music festival featuring DJ Euphonik, live bands, dancers, laser lights, LED screens and chill out zones.

‘The Music Run is encouraging people to live an active and healthy lifestyle that’s fun and sociable. It represents a new generation of fun run events, where participants can actively shape and share in the experience. Combining music and running in an immersive and social way is immensely energising and uplifting for everyone who takes part. We are very excited to bring it to South Africa.’

KAREN THOMAS, Head of Brand: Old Mutual Emerging Markets

The Music Run™ was first held in Kuala Lumpur, Malaysia in 2014. The concept has already been experienced by more than 100,000 participants across 12 events and nine countries from Singapore to Hamburg. In 2016 The Music Run™ expanded to the Middle East and Africa.
Old Mutual recently teamed up with Partners for Possibility (PfP), an innovative programme that pairs senior business managers with school principals from under-resourced schools.

Ten Mutualites from various leadership levels will coach and mentor a school principal for one year, helping the principal tackle challenges and improving their management and leadership skills.

Old Mutual is proposing to commit R2 million to Partners for Possibility (PfP) for 2016 – 2017 and the programme will also become part of our staff volunteerism offering.

What is Partners for Possibility (PfP)?
A creative solution to South Africa’s education crisis - a co-learning partnership between school principals and business leaders in the business, government and social sector, empowering principals to become change leaders in their schools and communities.

It provides South Africans from different backgrounds and environments the opportunity to form productive connections across professional and cultural divides.

The current focus is on urban schools in the Western Cape and Gauteng.

Building on education focus
As a responsible business, Old Mutual is committed to positively impacting education in South Africa.
Projects include the R350 million Old Mutual Education Flagship Programme, which focuses on improving maths and science results, mostly in rural high schools. We also support a range of early childhood development projects and offer tertiary bursaries and scholarships.

Through its support of these education initiatives, Old Mutual intends to help build a stronger, better, inclusive South Africa, a South Africa empowered to grow its economy and significantly reduce poverty, unemployment and inequality.

Community connections
Ten Mutualites from various leadership levels will coach and mentor a school principal for one year, helping the principal tackle challenges and improving their management and leadership skills.

Old Mutual is proposing to commit R2 million to Partners for Possibility (PfP) for 2016 – 2017 and the programme will also become part of our staff volunteerism offering.

The partnership with PfP will help us to increase the positive impact we make in local communities through skills and knowledge transfer, and building lasting bonds.
We in turn gain deeper insights into the daily challenges facing SA educators and underprivileged communities as we support principals and schools and mobilise the surrounding communities.

DID YOU KNOW?
• R76 million – Old Mutual’s total investment in various education initiatives in 2016
• The greatest spend was R44,2 million in the Education Flagship Project, followed by R20 million on bursaries and scholarships (Accounting Bursaries, Actuarial bursaries, Imfundo and Education Trust)
• The Old Mutual Foundation also contributed significantly towards education through donations and staff volunteerism programmes
• The other notable investments are the contribution by OMIG boutiques such as Futuregrowth and the OMIG Green Hands Foundation

THE GREAT CONNECTORS
Building and maintaining key relationships with, for example, government, other businesses, labour and the communities we serve, is the job of our Corporate Affairs department under the leadership of Joel Baepi, Director of Governance, Regulatory & Corporate Affairs.

The Corporate Affairs team includes four areas: Stakeholder Relations, Transformation and our two community investment arms: Masisizane and the Old Mutual Foundation.

Stakeholder Relations
Responsible for managing relations between Old Mutual South Africa and top stakeholders, including driving collaboration and efficiency through the Provincial Management Boards.

Transformation
The focus is on supporting socio-economic transformation in South Africa, and ensuring that Old Mutual is fully aligned to BBBEE codes.

Masisizane
Set up as a non-profit funding company to provide loan financing and support to SMEs.

The Old Mutual Foundation
Our social investment arm invests in Enterprise Development, Skills Capacity Development, Education, Vulnerable Communities and Staff Volunteerism.

The partnership with PfP was arranged by the Old Mutual Foundation.
Conventional wisdom suggests that you should use a windfall such as an annual bonus to settle your debt. This may sound very sensible but if you just keep using your bonus to settle your debt, you will always be paying for the past and never start accumulating wealth for the future.

Too often, we use a windfall to settle credit card or store card debt, and then start the cycle all over again the very next month by overspending and going back into debt. Think about it. What happened to your last bonus? Can you even account for it or show a real benefit today?

When it comes to accumulating wealth, time really is money. That’s because compound interest (the interest you earn on interest) makes your money grow exponentially over time. For example, if your investment of R10 000 has an annual return of 10%, your money doubles to R20 000 after seven years, if you keep reinvesting your interest. And seven years later, it will be R40 000. This is what is meant by exponential growth. The longer your money is invested, the harder it is working for you. Another reason to save is to create a buffer against falling back into debt. Many South Africans do not have emergency savings, so when we unexpectedly need cash, we need to borrow it, getting into debt again. If you deposit some of your bonus in an emergency fund, you will avoid the debt cycle.

SO THIS YEAR, CONSIDER A DUAL STRATEGY:

REDUCE DEBT BUT ALSO ACCUMULATE WEALTH.

PAY OFF ALL DEBT AND START AN INVESTMENT PLAN

If you use your bonus to settle your debt in full, at least ensure that you stay debt-free and use the opportunity to start saving. Put the portion that used to go into monthly debt repayments into a tax-free savings plan.

Example: If after paying off your debt, you have an extra R500 a month to invest, you could put this into a tax-free saving account and accumulate nearly R100 000 in just 10 years!*

This projection is based on regular payments into one fund only, but you can allocate your payments into multiple funds, and also make lump sum payments to your plan.

* This projection is based on the investment strategy of the Old Mutual Balanced Fund. These amounts are not guaranteed.

SPLIT YOUR BONUS: PAY OFF SOME DEBT AND INVEST THE REST

Use a portion of your bonus to pay off some debt and use the rest to start your emergency fund or grow your retirement savings.

Example: Use 50% of your bonus to settle debt and 50% to start an emergency fund. By reducing your debt, you decrease the monthly debt repayments you owe, but be wise and continue paying the same instalments. This will enable you to settle the debts sooner.

So if you were spending R1 000 a month on debt repayments and then reduced your instalment to R500 by paying in a lump sum, consider keeping up the R1 000 payment. The extra R500 per month will go straight to settling the capital owed. Once your debt is fully settled, use the money that was servicing that debt to accelerate the investment contributions that you started with the other half of your bonus.

Use Your Bonus to Create Wealth

If you receive a bonus at the end of March, don’t be tempted to blow it, but don’t think all of it has to disappear into paying off your debt either!
This regular column by the Reward Centre of Excellence will help you stay up to date with the benefits that you enjoy as a Mutualite!

The Old Mutual Association of Personal Assistants (OMAPA) has introduced the very first online training course for OMAPA members.

‘P’art of doing great things includes up-skilling our Professional Assistants,” says Carmen Cara, Chairperson of OMAPA. “This course is a definite game changer for all the Personal Assistants who would like to have a formal qualification.

I would like to encourage all managers to support their PAs who want to enroll for this course. It will enhance their skills and make a great contribution to their scorecard as well as Old Mutual’s BBBEE Skills Development scorecard.’

The qualification

The course is run by Kairos Training College and is SETA accredited. It’s equivalent to an NQF Level 4 (Matric Certificate) and will earn PAs 150 credits, which can be used towards a generic Business Management Course.

Course length

You have one year to complete the course, but you work at your own pace so you could complete it much sooner.

Subjects

- Project Management
- Decision Making & Problem Solving
- Marketing & Branding
- Leadership
- Finance Concepts
- Budget Basics
- Financial Statements
- Human Resources
- Basic Labour Law
- Strategic Planning
- Negotiation Skills
- Quality Management

PLUS an optional free computer training course on MS Word, PowerPoint and Excel.

Contact

For more info contact Carmen Cara on ccara@oldmutual.com

Closing date for registration: 24 March 2017

Induction: 31 March 2017

Join OMAPA today!

For just R950, payable from your cost centre, you get access to regular OMAPA events and network opportunities, Wize Wednesday – OMAPA’s monthly newsletter containing valuable information on various business and personal aspects and access to the new online training course!
ACROSS
7  Affectionate name for Nelson Mandela (6)
8  Coastal city in KZN (6)
9  Underweight (4)
10 Fracturing (8)
11 Wiener, for example (7)
12 Asian subcontinent (5)
13 Traditional weapon (5)
14 From overseas (7)
15 Helen Zille was its mayor (8)
16Wiener, for example (7)
17 Obtains (4)
18 Consuming food (6)
19 Painless sores (5)
20 Business that serves other businesses (6)
21 Writing implement (6)
22 Look after (4)

DOWN
1  Cleanse (4)
2  ...Castle, Drakensberg resort (6)
3  Refuse (7)
4  Totted up (5)
5  Requested earnestly (8)
6  Damaged (6)
7  Sweating (8)
8  Requested earnestly (8)
9  Established (7)
10  Overweight (4)
11  Half of a quarter (6)
12  Painful sores (5)
13  Business that serves other businesses (6)
14  Obtains (4)
15  Consuming food (6)
16  Painless sores (5)
17  Wiener, for example (7)
18  Traditional weapon (5)
19  From overseas (7)
20  Helen Zille was its mayor (8)
21  Writing implement (6)
22  Look after (4)

Unscramble the letters to make words that celebrate Summer!

CIE ECRAM
NMGISWIM
DUNSE
DILOHAY
SWURENOLF
SCESNTDAL
HTAE
URFINGS
OVERL

ANAGRAM

Numbers 1 to 9 must be placed into the grid so that each row and column contains only one of each number.

HOW TO WIN:
Send an email with the words ‘Giveaway Drone’ in the subject line, to amicus@oldmutual.com. Include your name, staff code and contact number. The competition is open to current Old Mutual employees and contractors in South Africa only. It excludes those who have won an Amicus competition in the last six months. Entries close on Friday, 28 April 2017. ONLY ONE ENTRY PER PERSON.

Congratulations to the Dec 2016 winner of the Samsung S7 & Gear VR headset: Yvette Oliver (Bloem)

GAMES

WIN!
AN AWESOME DRONE WORTH R13 000!

Get instant gratification by checking your answers on page 37!
What's your department been up to recently? Please send full details and attach one or two very clear and sharp photos to amicus@oldmutual.com.

MAKING A CHRISTMAS WISH COME TRUE
One of the KFM Christmas Wish winners, sponsored by Old Mutual Finance, was Mark Fritz. Mark was nominated by his niece Candice Oliver, who wrote to KFM about Mark’s priceless gift—a kidney which he donated to her 13 years ago. She was able to see her children grow up which was a gift Candice says she could never repay. Mark since suffered three strokes and is unable to work and sells wood and firelighters from home for an income. Old Mutual Finance opened a Money Account with R30 000 for Mark, to cover the many expenses that have accumulated.

Submitted by Jayshal Pillay

PHOTO BOOTH FUN WITH MFC
The Mass Foundation Cluster (MFC) Sales Conference took place at Emperors Palace in Johannesburg in January. Managers from MFC’s sales and support areas celebrated the hard work in 2016 while planning for the year ahead. The Cybersecurity Improvement Programme hosted a photo booth giving delegates the opportunity to capture memories of the conference by posing for fun photos with ‘phishing’ props.

Submitted by Gilvan Keer

NEW SCHOOL FOR GAUTENG
Old Mutual Investment Group’s Schools and Education Investment Impact Fund of South Africa (Schools Fund), opened Crystal Park Prestige College in Benoni, Johannesburg recently. The Schools Fund is invested in improving education in South Africa.

Submitted by Old Mutual Investment Group

SOLUTION DELIVERY IS ON THE INSIDE TRACK
Four IT employees celebrated the start of Solution Delivery’s Inside Track development programme at a breakfast with Conrad Blignaut, Head of Solution Delivery. The new 12-month intensive programme provides high-potential employees with the opportunity to fast-track their careers.

Submitted by Mandy Currin

From left: Rishab Goonoa, Nomfundo Sibara, Conrad Blignaut, Nandi Njongo and Mali Ndyoko

CUSTOMER SERVICES IS DOING GREAT THINGS
Various areas in Customer Services recently helped the National Student Financial Aid Scheme (NSFAS) process a backlog of 100 000 applications for the 2017 academic year. These areas processed applications in their down time to assist in getting financial aid to the many students in great need of it.

Submitted by Mandy Currin

Sizwe Ntsanana, chairman of the NSFAS Board, thanked the Mutualites who helped the NSFAS handle the crisis.
SWAZILAND SALES CONFERENCE

Retail Mass Market Swaziland recently held their annual sales conference at the Esibayeni Lodge in Matsapha, Swaziland. This year’s theme was ‘Thuthuka 2017’, which means progressing in 2017.

Submitted by Celiwe Dlamini

KITTED OUT FOR 2017

Mass Foundation Cluster DS Leasing arranged a Christmas lunch for children at Kiddies Day Care Centre in Atteridgeville Extension, Pretoria and presented each child with a gift containing school shoes and a school bag. The team also assisted the teachers for the day and did some cooking and gift wrapping.

Submitted by Pride Smalane

SOLAR FUTURE

During February students between the ages of 14 and 17 years, from various schools in the Western Cape, visited Mutualpark to learn more about our Solar Project. The students are busy with solar projects at school and were intrigued by the installation and interested in the discussions. They were encouraged to see the importance of pursuing maths and science as subjects.

Submitted by Melanie Schacht

PREPPING FOR NO.1

In anticipation of the move to No.1 Mutual Place, the new OMEM head office, at the end of 2017 the future tenants were invited to a series of lunchtime Thought Leadership talks. The first in the series took place in January.

Submitted by Central Communications

SHOEBOXES OF LOVE

Teams from the Capability Cluster branches across the country put together 111 Shoeboxes of love for children and pensioners. It was amazing to see the giving spirit shared by employees and their commitment to changing lives, one shoebox at a time!

Submitted by Nadia Francis

Ice cream, swimming, dunes, holiday, sunflower, watermelon, sandcastle, heat, surfing, love
FOR THE LOVE OF CATS
Volunteers from OWEM GFR, FinResC’s Strategy and Change team and Old Mutual Wealth, helped to clean out equipment and redo the floor at Raise ’n Rescue, an organisation completely run by volunteers who rescue cats and kittens and educate pet owners.
Submitted by Inge Louw

From left: Nazemma Isaacs, Sean Gargan, Zakiya Ismail, Madeli Endrich (Director of Raise ’n Rescue), Inge Louw and Shaakira Dalvie.

FUN IN THE SUN
The Contracts and Sourcing Team from Capability Cluster tackled some gardening at Huis Zonnekus, an old age home in Milnerton, Cape Town. They also worked in the herb garden and planted new plants and flowers.
Submitted by Roxanna Cloete

LENDING A HAND
Old Mutual Direct Financial Advice collected and delivered groceries to the Victory Outreach Men’s Recovery Home in Mitchells Plain, Cape Town. The home is for people suffering from drug and alcohol addiction and the team also spent time with the residents.
Submitted by Carmelita Staggie

ALL WRAPPED UP
Old Mutual Wealth’s finance team supported the Friends of Valkenberg Christmas Gifting Project by wrapping gifts for the patients. Friends of Valkenberg are a Cape Town based organisation working together with Valkenberg Psychiatric Hospital to aid in the recovery of mentally ill patients.
Submitted by Shalane van Rooi

PARTY TIME
28 employees from different departments in Old Mutual Emerging Markets visited the Holy Cross Child and Youth Centre. They organised a Christmas party with lots of activities for the kids to enjoy.
Submitted by Ziyanda Sam-sam

DOUGLAS MURRAY GETS A MAKEOVER
Douglas Murray Old Age Home in Retreat received a makeover just in time for Christmas thanks to the Customer Solutions team. Painting walls (inside and out) fixing windows and hanging some new curtains are just some of what they accomplished.
Submitted by Rynhardt Agulhas

PAMPERING CHOC’S
Mass Foundation Cluster (MFC) Learning Academy chose CHOC Childhood Cancer Foundation South Africa as their Care and Share project. CHOC have three houses around the Western Cape that host children diagnosed with cancer, and their parents, who travel 50km or more to come for treatment. The teams held a pamper session for the moms, staff and nurses of the Tygerberg Lodge, Plumstead and Bergvliet houses and scrubbed the entrance wall and painted the CHOC sign and jungle gym.
Submitted by Ayshah de Roos

BAGGING IT
Mass Foundation Cluster’s Human Resources team, together with the Kussaalefu Group, purchased bags for 200 children at Yomelela Primary School in Khayelitsha Site B. After the bag handover they had sandwiches and juice together and entertained them with games and face painting.
Submitted by Razana Karbary
TODAY’S THE DAY
GET GREAT ADVICE
TODAY’S THE DAY

The #GOGREEN campaign, developed by Wildlands and supported by Old Mutual, is set to change the face of waste management at endurance events around the country. Waste materials will be collected along the OMTOM route and be upcycled into ‘green desks’ for learners at underprivileged schools. The Wildlands Conservation Trust is the beneficiary charity of the Old Mutual Wild Series and is also one of the 2017 Old Mutual Two Oceans Marathon race charities.

SUPPORT #GOGREEN

The #GOGREEN campaign, developed by Wildlands and supported by Old Mutual, is set to change the face of waste management at endurance events around the country. Waste materials will be collected along the OMTOM route and be upcycled into ‘green desks’ for learners at underprivileged schools. The Wildlands Conservation Trust is the beneficiary charity of the Old Mutual Wild Series and is also one of the 2017 Old Mutual Two Oceans Marathon race charities.

RUN FOR MORE THAN YOURSELF this year and raise funds for #GOGREEN. Visit morethanyourself.co.za and become a fundraiser or support an existing fundraiser and challenge family and friends to support this cause!