

# Our people

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## Our purpose

At MMI, we exist to enable businesses and people from all walks of life to achieve their financial goals and life aspirations. We are one team united by a shared purpose and a genuine desire to make a difference for our clients while generating sustainable profits.

## Our culture

We strive to build a culture of performance that is based upon the values that define the way we work.

Our values of accountability, integrity, teamwork, diversity, innovation and excellence are brought to life in how we interact with our clients, colleagues and the communities in which we operate. We aim to have a positive impact on the communities we serve and meet their needs by leveraging the vast set of skills that our employees have to offer through our MMI Volunteers platform.

For MMI's people, we endeavour to create an environment where they feel valued and appreciated. Our comprehensive employee value proposition (EVP) focuses on their financial, emotional and physical needs, and creates an environment where employees can grow and develop as individuals and in teams.

As part of the EVP, our employees can participate in the offerings and benefits across MMI, to enable them to achieve their financial goals and life aspirations, through solutions such as the Multiply wellness and reward programme. Where applicable, we offer reduced rates and discounts, further contributing to the financial goals and aspirations of our employees and their families.

## MMI's Human Capital focus

We are a strategic partner to business in delivering on MMI's strategy, by offering people solutions that are relevant to achieving business results. Our focus for the next financial year is to:

- Enable a high performance MMI culture through engaged and committed employees that are fully empowered to deliver in their segments.
- Increase shareholder value through our people, ensuring we create a sustainable organisation that is fit for the future.
- Adapt our organisation for the needs of the incoming millennial generation and so better reflect the communities we serve.
- Embrace future ways of working through increased digitisation.

## Talent development

Investing in our people's growth and development is pivotal to MMI's success. In the 2017 financial

year, expenditure on skills development for learning programmes (specified in the Learning Programme Matrix) for African individuals as a percentage of leviable amount (payroll amount) amounted to R153 million. Through our formally accredited programmes (registered on the South African Qualifications Framework and aligned to the National Qualification Framework), we have trained 294 black (African, Coloured and Indian) employees.

As part of our commitment to developing the skills of South African youth and supporting B-BBEE, a further 10 082 black employees have been trained in occupationally-directed informal programmes in roles such as administrative marketing/sales, compliance, technical, management and leadership, among others. We also invested in learnerships through 573 internships for black learners, of which 247 were employed learnerships and the balance of 326 being unemployed learnerships.

MMI continues to attract, upskill, retain and empower employees to reflect the workforce of the future. As of 30 June 2018, 73% of new employees were under the age of 35. As a percentage of total employees, females represent 62% of our total workforce.

## Innovation through diversity

Innovation is only truly experienced by clients when they can interact with us in more seamless ways through intuitive technologies and user-friendly ways of work. With deep product and client insight, MMI's people are continuously improving our services through an agile approach to fast-track the release of innovative offerings into the marketplace. MMI has been building people capability through talent acquisition and development in the fields of data science, big data, analytics, design thinking and agile to prepare and futureproof the organisation and enable the required capabilities to deliver on our strategic mandate.

Our culture provides the foundation for all our innovation efforts. We are increasing our focus on innovation and the behaviours that advance innovation, and our Human Capital team works closely with senior leaders to create an environment where everyone has the freedom to innovate.

Our learnerships, bursaries, internships, work integrated learning, in-house informal training and enterprise development programmes all encourage collaboration among diverse groups across MMI. This helps our business to keep up with global trends and remain relevant to our clients, brokers and suppliers. As a learning organisation, our structures and common purpose encourage collaboration, knowledge-sharing and teamwork – with innovation and interdependence as the key ingredients that make our business work.

Number of employees		30.6.2018	30.6.2017	30.6.2016
<b>Indoor staff</b>		<b>9 350</b>	9 199	10 077
	South Africa	8 099	7 984	8 782
	International	1 251	1 215	1 295
<b>Field staff</b>		<b>7 585</b>	8 031	7 483
	Momentum Retail	1 038	1 130	1 111
	Metropolitan Retail	4 535	5 395	4 804
	International	2 012	1 506	1 568
<b>Total</b>		<b>16 935</b>	17 230	17 560