

Our people

Our purpose

Our people are ambassadors of our Financial Wellness purpose and operationalising our client-centric strategy, key to achieving our success.

Our culture

We believe that our Financial Wellness purpose and values-driven culture is our true source of sustainable competitive advantage for our company, and it is the unique combination of our culture and our people that differentiate us in the market.

MMI operates within a values-based culture that defines the way we work, which we call the MMI Way. The MMI Way is based on our values of accountability, integrity, teamwork, diversity, innovation and excellence, with each value brought to life through defined behaviours. These behaviours support our interdependent and collaborative operating model, and guide the way we interact and make a difference in the lives of our employees, clients and the communities in which we operate. Through our MMI Volunteers platform, we strive to meet the needs of various communities by leveraging the vast set of skills that our employees have to offer, to have a positive impact and affect the lives of the communities we serve.

We endeavour to create an environment wherein our employees feel valued and appreciated. We offer developmental opportunities that inspire employees to advance their careers. In line with MMI's purpose, we consistently look at ways to enable the Financial Wellness of our employees and their families.

As part of our Employee Value Proposition (EVP), our employees can participate in the offerings and benefits across MMI, such as advancing and unlocking their total Financial Wellness through the Multiply wellness and reward programme. Where applicable, we offer reduced rates and discounts to our employees, so contributing to the Financial Wellness of our employees and their families. Our comprehensive EVP covers the financial, emotional and physical needs of our employees, supports their career and growth aspirations, and embraces their family and community involvement.

Focus

MMI's Human Capital team is a 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:

- Enhance business performance through our world class Performance Excellence.
- Optimise organisational effectiveness for efficiency, agility and innovation.
- Develop dynamic outperformance-driven leaders who create an enabling culture for our people to thrive.

Talent

Investing in our people's growth and development is pivotal to our success. In 2016, we spent R150 million on skills development. Through our formally accredited programmes that align to the National Qualification Framework, we have trained 529 black (African, Coloured and Indian) employees. A further 10 845 black employees have been trained in occupationally-directed informal programmes, which are designed for staff and include (but are not limited to) roles such as administrative marketing/sales, compliance, technical, management and leadership. We also invested in learnerships for 835 black learners; 655 of these learners were employed learnerships, with the balance of 180 learners being unemployment learnerships. These are some of the imperatives that show our commitment to achieving B-BBEE.

MMI's orientation towards excellence in the workplace is a strategic focus area. In building our skills base, we have increased scarce and critical skills in the actuarial job category by a further 23% over previous years. As part of the ambition to promote MMI as an employer of young dynamic actuaries, MMI is a main sponsor of the 2017 Actuarial Society Convention. This provides MMI with an exciting opportunity to showcase the unique culture of MMI and the areas of work where actuarial skills are needed.

To support our ongoing success, MMI continues to attract, upskill, retain and empower employees to reflect the workforce of the future. As of 31 March 2017, 73% of new employees were under the age of 35, and in 2016, the number of student actuaries increased by 81%; this reflects our drive to attract and retain young talent. Also, as a percentage of total employees, females represent 64% of our employed staff complement, which demonstrates our success in driving greater representation of females in the workplace. We stand by the principle that continuous and inter-generational learning across the group encourages respect for diversity and creates an enabling environment for innovation to take theme.

Innovation through diversity

MMI has a deep understanding that a diversity of perspectives supports a greater understanding of our clients, their needs and aspirations. Global trends indicate that to meet the critical skills required in the future, organisations will need to emphasise cross-cultural competencies and the role of social intelligence to create a culture of innovation. Also, organisations that want to match the rate of innovation and technology advancements will need these competencies to help manage relationships, and create agile organisations, virtual collaborations and trans-disciplinary approaches to thrive in a new world of work. Consequently, we encourage our diverse employee segments and supply chain programmes to innovate in the way they work, and design and deliver solutions.

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 environment work.

The Human Capital team takes joint accountability for driving business success, and for developing the talent of our people, brokers and suppliers. In 2018, we will strive to achieve excellence in everything we do to realise MMI's purpose of enhancing the lifetime Financial Wellness of people, their communities and their businesses.

Number of employees	30.06.2017	Restated 30.06.2016
Indoor staff	9 199	10 077
Segments		
Momentum Retail	1 233	1 360
Metropolitan Retail	923	1 215
Corporate and Public Sector	987	1 021
International	1 215	1 295
Centres of Excellence		
Investments and Savings Solutions	520	511
Legacy Solutions	224	211
Life Insurance Solutions	473	487
Health Solutions	2 333	2 591
Short-term Insurance Solutions	283	283
Multiply	128	149
Group services divisions	880	954
Field staff	8 031	7 483
Momentum Retail	1 130	1 111
Metropolitan Retail	5 395	4 804
International	1 506	1 568
Total	17 230	17 560