



2016

ANNUAL REPORT

“The Sustainability of our company rests on three key pillars - Business Resilience, Shared Value and our Environmental Impact.”



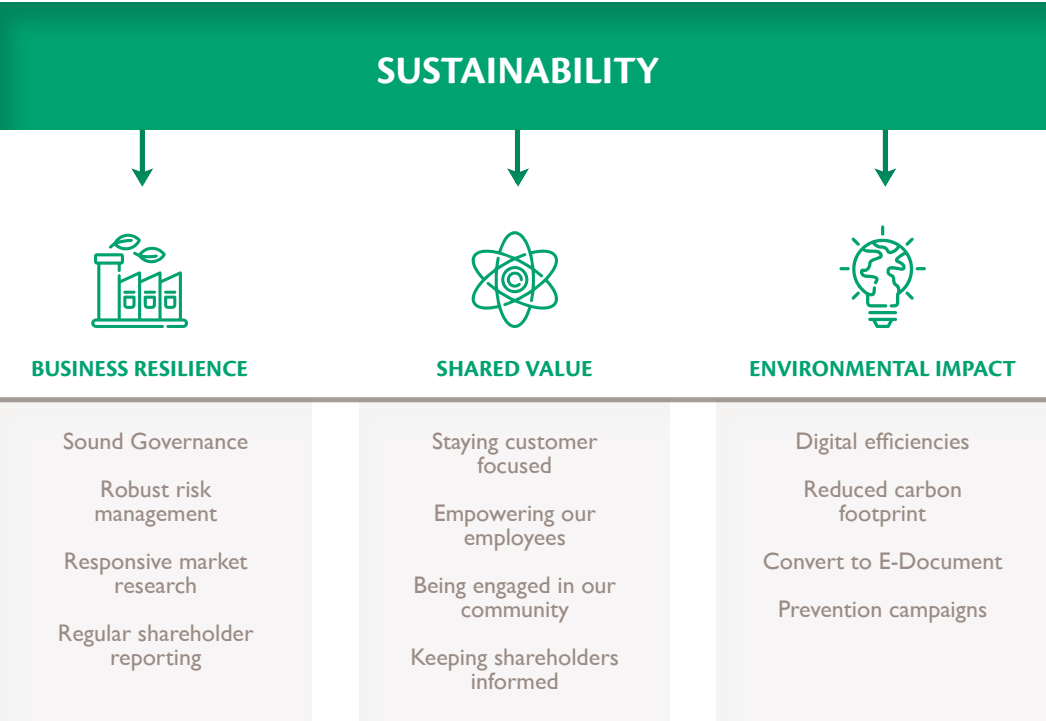
SUSTAINABILITY REPORT



SUSTAINABILITY – Investing in tomorrow

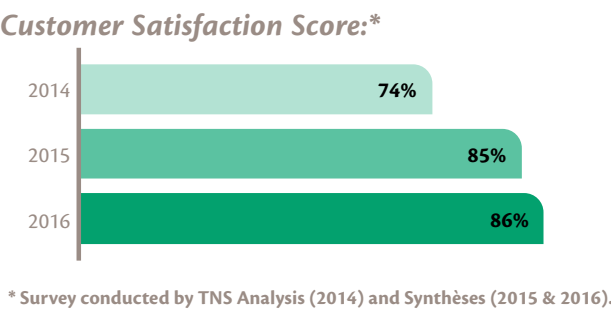
Sustainability has been one of the central tenets of the Mauritius Union Group’s **Ambition 2017** strategy, launched at the beginning of 2015. The Group is well placed to understand the inherent and residual risks businesses and all its stakeholders face in the short, medium and long term. Ultimately the Sustainability of our business rests on three key pillars:

We have recognised the importance of each of these pillars and have incorporated **measurable actions into our company strategies**, business development plans, staff initiatives, marketing campaigns, corporate social responsibility programmes and the value we deliver our shareholders. Our Sustainability Report complements the various aspects of our business resilience covered in the previous sections of this Annual Report, notably our **Management Review, Corporate Governance Report and Risk Management Report**.



INVESTING IN OUR CUSTOMERS

A central pillar of the principle of **Shared Value** is a concerted focus on our customers and the daily interactions our teams have with them. A number of initiatives in 2016 have reinforced this vision, ensuring that our clients are treated: in a fair and respectful manner; that they have clear access to information and suitable advice; that the products and services offered meet their requirements and that they have good levels of service once they have subscribed to one of policies. **The aim is to accompany our clients at each stage of their insurance journey.**



Values: we are committed to investing in customer initiatives that improve our **efficiency, transparency, and levels of service**, whilst reducing waste and driving our digital conversion.

Actions

- **CARE:** Our major customer initiative in 2016 reinforced a number of our founding principles. Our entire Mauritian staff complement, led by our CEO and Executive Committee, underwent three hours of customer awareness and skills training. We adopted a Customer Charter, whose cardinal points will guide all our interactions with our customers and stakeholders: **Competent, Attentive, Respectful and Efficient.**
- **Health Portal:** The launch of our client health portal was an important step towards the digitalisation of our processes. This new client-driven tool allows clients to view their policies, benefits, claims history and limits. Clients are also able to make claims, track their progress and pay any outstanding balances online. We aim to deliver greater client convenience, whilst reducing printed paperwork.

- **E-Document:** In May we launched E-Document, designed to simplify the lives of our customers by proposing a paperless documentation system. No more piles of insurance documents and correspondence. By going digital, we are also partnering with our customers to help the planet by cutting down on paper consumption and unnecessary waste.
- **Client Checklist:** In order to control the quality of our service, we have begun implementing a series of checklists that ensure clients are being given good levels of guidance, information and explanations when they are finalising their policies. This ensures better client understanding, more transparency and enhanced trust.

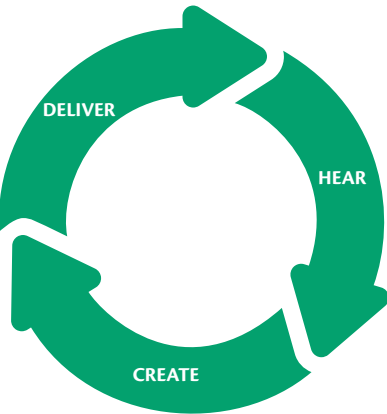


INVESTING IN OUR COMMUNITY

Our Corporate social Investment activities were marked by increased uncertainty following significant changes to government legislation and their global CSR strategy. Reduced budgets meant added pressure on our teams to maintain adequate levels of support to the programmes we are already committed to. However, a source of great satisfaction that been the **high level of staff engagement in our CSR initiatives**. The hard work and efforts of our coordinating team and volunteers ensured we achieved our goals. Finally we note an **important diversification of our CSR focus**, to include more educational and environmental projects.

Values: Fondation Mauritius Union Limited is committed towards bringing a positive change in the lives of the less privileged members of the society. We believe that besides the financial contributions, the successful implementation of our CSR strategy lies with the engagement of our employees towards making the Group CSR initiatives a success.

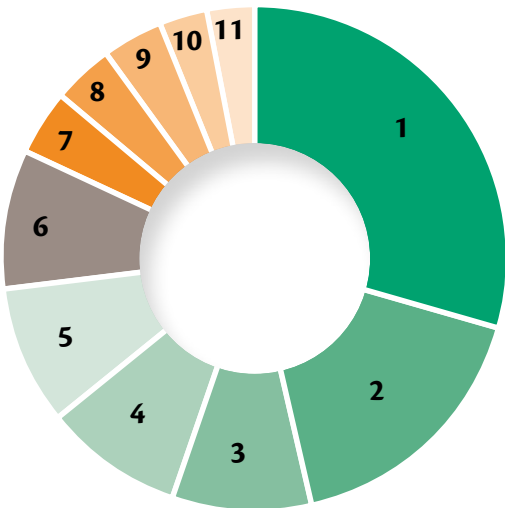
ACTIONS : The initiatives of the **Fondation Mauritius Union** in 2016 were based on the three-phase process: hear, create and deliver.



This year's actions were mainly focused on education and the welfare & development of children, as we believe that education is a stepping stone towards poverty alleviation. Some of our main actions during the year were:

- **Sponsoring of 'ABAIM':** part of our initiatives to help promote arts and culture in Mauritius, the Foundation financed the cost of production and distribution of a handbook on how to play the ravann, with an accompanying DVD version.
- **Remedial classes and empowerment programme** at Bethlehem Rose-Belle. Our continuous support has assisted the beneficiaries in Bethlehem to enjoy a better standard of living and even to secure employment within the group in 2016.
- **Distribution of school materials, food and gifts** to those in need through our Employee Participative Support Programme. Around 300 needy children received school materials and some 65 vulnerable families received food items and gifts during the festive season.

Investment: For the year 2016, donations amounted to Rs. 1,159,342, an increase of 16.6 % compared to 2015.



Name of NGOs	% Distribution
1 At�lier Sa Nou Vize under "Mouvement Forces Vives" Quartier EDC Rose Belle (N/1317)	30%
2 Fondation Own Project	17%
3 Les amis de Serge Constantin	9%
4 Civic Action Team	9%
5 Association D'Alphab�tisation de Fatima	9%
6 ABAIM -Association pour le bien �tre des Aveugles � L'�le Maurice	9%
7 Tidiams	4%
8 Physically Handicapped Welfare Association (PHWA)	4%
9 Etoile du Berger	4%
10 Sa Nou Vize	3%
11 Pedostop	3%

INVESTING IN OUR STAFF

All the HR projects and initiatives aimed at training and empowering our staff, enabling them to deliver greater shared value. We aim to attract and retain the very best talent, whilst providing our teams with a sound organisational structure, **career opportunities** and the possibility of **developing their skills and experience**. We are seeing the fruits of our investment through the improvement in our employee engagement scores (survey conducted by AON Hewitt).

Employee Engagement



Values: An important aspect of our training in 2016 centred on our clients and the way our teams interact with them, through our CARE initiative. The CARE values underpin our global company **values of integrity, honesty, respect and acting responsibly**. We strive for greater professionalism and excellence in our everyday interactions, in order to deliver ever greater value for all our stakeholders.

Actions

- **MUA Studies Allocation Scheme:** In an effort to recognise the merits of our employees and to inspire them to a dynamic and challenging career progression within the organisation, MUA contributes towards the studies of its employees.
- **Training Programmes:** Viewed as a long-term investment, emphasis is laid on providing continuous development and skills enhancement training programmes to employees across departments. The main focus is to ensure that the employees are adequately equipped with the skills and competencies needed to take the Group to greater heights. A number of employees were sent for training outside Mauritius, including South Africa, South Korea, Switzerland and the UK.

- **Employee Welfare Activity:** The Employee Welfare Team came up with several activities during the year all focus towards employee welfare. Some of the activities organised by team were: Free eye check-up, cancer screening, Green Cross Medical Test, Tai Chi classes, Employee Welfare Night, celebration of Independence Day to name a few. Regular meetings were also organised with management to discuss the employee concerns and come up with effective solutions all focused towards the wellbeing of the staff.

Investment

The Human Resources department spent over Rs 7.4m towards employees and their welfare in 2016. Around **69% of the amount spent was geared towards employee training and development programs** which will in turn help towards achieving the company's long term goals and sustainability.

RESULTS:

- For the year 2016, the company sponsored the tertiary education and professional training of 50 employees;
- As we focused on continuous improvement, a greater number of employees were able to attend trainings this year. **A total of 5793 hours of training was completed during the year, involving 892 participants.**

As at December 2016, we had 432 persons working for us full-time. A sign of the good health of the working environment of the organisation, **116 of our staff members (26%) have stayed loyal to us for over 10 years** and are the living ambassadors of our brand.

INVESTING IN OUR ENVIRONMENT

Island nations are perhaps most conscious of the direct impact of global warming and poor environmental management on our planet and the daily lives of our communities.

Values: We take our role as a responsible insurer and citizen very seriously. In our interconnected world, the value we create and most importantly the savings we achieve will be felt by our staff, clients, shareholders and the communities in which we operate.

Actions: We are acutely aware of the responsibility we have to invest judiciously, manage our resources carefully and reduce the impact we collectively have on the environment. To this end a number of initiatives are on-going across the Group to reduce our overall carbon footprint namely:

Results: The measures taken over 2016 to curb all excessive and wasteful consumption of paper, fuel and energy have helped towards lowering our carbon footprint during the year. This can be illustrated in the table below:

Paper Consumption

- Close monitoring on monthly deliveries
- Tendering process every 2 years so as to benefit from bulk discount
- A second level of negotiation was made with our suppliers

Fuel Consumption

- Fuel ceiling was implemented
- Made use of personalised and magnetic shell card

Electricity Consumption

- Replacement of halogen bulbs by LED ones
- Switch off of A/C earlier and switch off lights when not in use
- Replacement of power factor

	Paper Consumption		Fuel Consumption		Electricity Consumption	
	Types of Paper	No. of Sheets	No. of Vehicles	No. of Litres	No. of KWh	Total Cost (Rs)
2015	10	3,974,570	78	146,679	1,375,561	10,731,625
2016	10	3,438,750	84	140,253	1,115,764	9,746,650
2016 v/s 2015	0%	-13%	8%	-4%	-19%	-9%

THE WAY FORWARD

The principles that drive an organisation’s Sustainability touch every aspect of the value chain and its stakeholders, both internal and external. As our planet and our communities face ever increasing challenges, we appreciate the example we must set and the role we need to play in Mauritius, the Indian Ocean region and in our East African markets. As we prepare the way for our next 3-year strategy, we acknowledge the work that lies ahead to integrate more sustainability initiatives into more aspects of our business. It is inevitably a process of continuous improvement, remaining flexible in our approach and open to new solutions adapted to fast evolving environmental concerns. We are confident that as a responsible corporate citizen, Mauritius Union Group will be able to contribute positively to the sustainable development of our society and its people, through sound, responsible and ethical business principles and practices.



Paper Consumption
Reduced by
13%



Fuel Consumption
Reduced by
4%



Electricity Consumption
Reduced by
9%



COMMUNITY



CUSTOMERS & STAKEHOLDERS





EVENTS & SPONSORSHIP



STAFF





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