

HUMAN CAPITAL



Human Capital is defined as people's skills and experience, and their capacity and motivations to innovate including their:

- › alignment with and support of the organization's governance framework and ethical values such as its recognition of human rights
- › ability to understand and implement an organization's strategy
- › loyalties and motivations for improving processes, goods and services, including their ability to lead and collaborate

Reference: <https://integratedreporting.org/wp-content/uploads/2013/03/IR-Background-Paper-Capitals.pdf>



IT IS A FACT THAT WHEN MANAGEMENT IS CONCERNED ABOUT EACH EMPLOYEE AS A WHOLE PERSON, THE LATTER IS MORE PRODUCTIVE, MORE SATISFIED, MORE FULFILLED. AT AFRASIA, EMPLOYEE EXPERIENCE (EX) DRIVES CUSTOMER EXPERIENCE (CX).

SALINEE ELLAPAH

Private Banker, AfrAsia Bank Limited
Employee



Our employees are among our most valuable stakeholders. They play a key role in service innovation and value creation. At AfrAsia Bank Limited, we continue to take positive steps towards becoming the “Employer of Choice”.

Our Human Resource Profile

TOTAL HEADCOUNT

368

(BANK EMPLOYEES ONLY)



Contractual Long term	Contractual Short Term	Part Time	Permanent
30	18	1	319

Types of contracts at AfrAsia Bank

HUMAN CAPITAL (CONTINUED)

Attract

Our HR department's chief role is to attract and retain top talent, but also the right talent. We must ensure that our workforce is high-performing, productive, and engaged, so they can provide an exceptional banking experience to our customers.

Recruitment process

We have established a sound recruitment process, designed to ensure we target and acquire the right talent. Our process includes:

- › A minimum of two interviews with the candidate
- › Selection criteria clearly communicated to candidates
- › Culture & Values Assessment
- › Feedback provided to all candidates shortlisted for the job
- › Other evaluation tools such as personality profiling and competency assessments for certain roles

Remuneration

Remuneration plays an essential role in attracting top-talent. At AfrAsia Bank Limited, we provide competitive remuneration and a variety of financial and non-financial benefits for our people.

311 
INTERVIEWS CONDUCTED

100 
FY17-18
TOTAL NUMBER OF NEW
HIRES (INCLUDING FTE
AND TRAINEES)

100%

EMPLOYEES ATTENDED AT
LEAST 1 TRAINING

78

TRAINING SESSIONS
DURING THE YEAR

Develop

Employee Development is critical to moving forward. We have implemented various initiatives to incite our employees to learn, thrive, and succeed.

A strict Training and Development policy is in place, ensuring that our employees develop their skills and potential. Both formal and informal trainings are available at the Bank, including:

- › Attending local, regional, and international conferences, seminars and/or training events
- › Internal Skills Sharing
- › Job Shadowing & Study Visits

HUMAN CAPITAL (CONTINUED)

Investment in staff training

FY16-17	FY17-18
>MUR 0.8m	>MUR 11m

80%

INCREASE IN
TOTAL HOURS
OF TRAINING


Total hours training

FY16-17	FY17-18
>3,600	>6,500

AVERAGE TRAINING HOURS PER EMPLOYEE

18 

AVERAGE TRAINING HOURS PER MALE EMPLOYEES

19 

AVERAGE TRAINING HOURS PER FEMALE EMPLOYEES

18 

In addition to providing technical skills training in direct correlation with the employee's job, the Bank also provides them with the opportunity to partake in Soft Skills training programs. These include Awareness workshops, Vision, Mission, and Living the Values.

Yearly Assessment

Our managers carry out a comprehensive performance review twice a year. Our performance management system ensures we align our employees, resources, and systems to meet strategic objectives. It also enables us to take corrective action, identify training needs, prepare people for promotion. The appraisal takes into consideration quantitative and qualitative objectives. Good performance is rewarded while underperformance triggers action to meet development needs.

Retain

AfrAsia Bank Limited has implemented various programs to retain talent:

01. MONETARY REWARDS

Special bonuses are paid to high-performing staff at the discretion of the Bank.

TURNOVER FY17-18

9.5% (down from 17% in the last financial year)



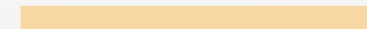
02. INTERNAL PROMOTION

AfrAsia Bank Limited believes in giving preference to internal candidates for career opportunities. We advertise vacancies internally and everyone is encouraged to apply.



10%

OF OUR EMPLOYEES WERE PROMOTED IN THE FY17-18



HUMAN CAPITAL (CONTINUED)

03. INTERNAL MOBILITY

Employees may transfer to a different department to move forward with their careers, maintain productivity and remain engaged.



04. STAFF BENEFITS

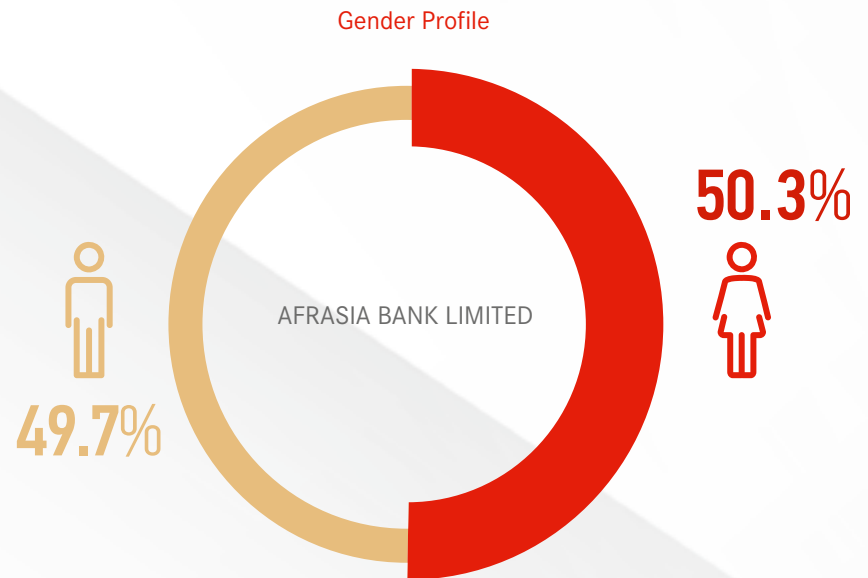
Various schemes are available to our permanent and contractual staff, including: Fully-paid Medical Scheme, Fully-paid Pension Scheme*, IBL cards*, AfrAsia Achiever Awards (AAA) Programme, Fitness schemes.

(Note: * concerns only permanent staff)

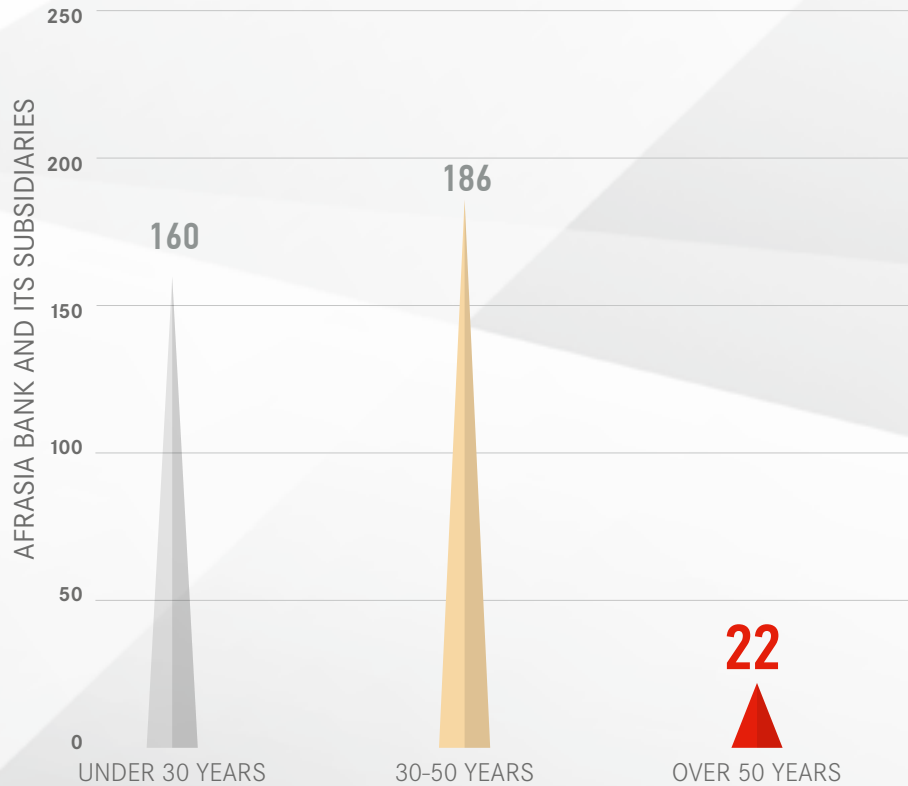


05. DIVERSITY

AfrAsia Bank Limited embraces an inclusive, supportive, merit-based culture that celebrates diversity and takes pride in being an Equal Opportunity Employer. In line with our Equality Policy, we are committed to ensuring that no single person is discriminated based on their age, caste, colour, creed, ethnic origin, impairment, marital status, place of origin, political opinion, race, sex or sexual orientation during recruitment, training, promotion, and access to benefits. Selection, promotion and recognition are based on merit alone.



Age Profile



06. HEALTH & SAFETY



AfrAsia Bank is committed to providing a safe and healthy environment for all its employees. We have a robust safety management system set up with a “Safety & Health Committee” made up of employer and employee representatives. The Committee meets every two months; its main objectives are:

- › To ensure the Bank complies with the occupational Health & Safety laws;
- › To ensure our Health & Safety program deals with safety and health-related issues that occur within the Bank; and
- › To assist with hazard identification, evaluation and control measures.

The Committee also caters to the ergonomic needs of our employees by providing backrests, footrests, and laptop supports upon request.

6



HEALTH & SAFETY
COMMITTEE MEETING
FY17-18

3



ACCIDENTS
AT WORK FY17-18

HUMAN CAPITAL (CONTINUED)

07. WORK-LIFE BALANCE

The well-being of our employees is a corporate responsibility, and a key element of our enterprise's talent strategy. AfrAsia Bank Limited ensures that its employees fulfil their potential and achieve Work/Life Balance through several initiatives:

- > flexible working contracts
- > sabbaticals/career breaks (3-12 months)
- > study leave (days off or longer term career breaks)
- > providing the necessary equipment to support out of office working e.g. working from home
- > fitness/wellness programmes in the office and after hours
- > by increasing the number of local leaves



100%



EMPLOYEES ARE ENTITLED TO PARENTAL LEAVES

TOTAL NUMBER OF EMPLOYEES WHO TOOK PARENTAL LEAVE, BY GENDER.

2



5



TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK IN THE REPORTING PERIOD AFTER PARENTAL LEAVE ENDED, BY GENDER.

2



4*



86%



EMPLOYEES RETURNED TO WORK AFTER PARENTAL LEAVE ENDED*

*ONE EMPLOYEE IS STILL ON MATERNITY LEAVE

Digital HR

HR is undergoing a true digital disruption that is transforming the way, we deliver solutions to employees. Our HR department is integrating analytics, data, Cloud technologies, and various tools that redefine the employee experience. We have adopted HCM Cloud to drive digital transformation, automatisaton, and risk minimization.

HCM cloud is interactive and user-friendly, enabling our HR department to collaborate via an online platform.

The project was implemented in 2 phases:

Phase 1 - Core HR, Absence Management, and Performance Management

Phase 2 - Recruitment, Learning and Development, Talent and Compensation, and Benefits Management

The first phase of this project started in September 2017 and training sessions were organized for employees as from February 2018.

STAFF WELFARE

>MUR 3.9m

TEAM-BUILDING

>MUR 4.1m