

INDIVIDUAL AND COLLECTIVE WELL-BEING

UNGC Principles 1, 2, 3, 4, 5



The Group's success is attributed, *inter alia*, to teamwork and integrity as well as the experience and skills of its people. It has always focused on meeting the expectations of its people and its customers, in addition to helping the community at large. MCB Group is consistently engaged in its Corporate Sustainability Programme in the following areas:

- Employee development and engagement
- Workforce diversity and inclusion
- Human rights and labour
- Financial literacy
- Community support

Human Capital Management

The main focus of the Human Resources (HR) Strategic Business Unit (SBU) of the Group is to uphold its talent management and employee experience to promote it as an Employer of Choice. The HR team strives in strengthening the organisation's leadership, talent and capabilities to help its business lines and support functions deliver

on their respective promises to the relevant stakeholders. HR has a dedicated and committed team to identify and act in response to the challenges the Group faces with regards to its human capital management whilst initiating proactive actions in anticipation of future challenges.

Challenge	Response
<p>Talent management Attracting and retaining talents in a context of heightened competition</p>	<ul style="list-style-type: none"> • Increased visibility on social media. • Strengthening of the Strategic Talent Acquisition function to identify and attract potential talents. • Regular assessment and benchmarking of remuneration package. • Development of a Talent Management Programme.
<p>Shortage of skills locally and the need to source talents from abroad</p>	<ul style="list-style-type: none"> • Broadening of the network of talent acquisition partners locally and in the region for sourcing of potential candidates. • Building a talent pipeline both internally and externally.
<p>Employee mobility across the Group</p>	<ul style="list-style-type: none"> • Development of a mobility programme to facilitate business development/continuity and capability development, while maximising employee experience.
<p>Availability and readiness of talents for succession in critical positions.</p>	<ul style="list-style-type: none"> • Implementation of a succession planning initiative.
<p>Predicting future talents requirements in this era of client sophistication and rapid technological change.</p>	<ul style="list-style-type: none"> • Setting-up of a strategic workforce planning function and strengthening of the Human Resources' information system and data analytics capabilities through Oracle Fusion and HR-IT squad.
<p>Employee engagement To uphold engagement level in a multi-generational workforce.</p>	<ul style="list-style-type: none"> • Assessment and improvement of managerial practices through a culture audit. • Conducting a mini Trust Index audit to gauge employee engagement and benchmark MCB against the criteria of Great Place to Work. • Initiatives around key employee experience expectations to consolidate the employees' trust. • Enhancing the performance management system.
<p>Operational efficiency Increasing operational efficiency in a context of growing work volume.</p>	<ul style="list-style-type: none"> • Implementation of a self-service and mobile-enabled Oracle Fusion system to enhance employee experience and operational efficiency.

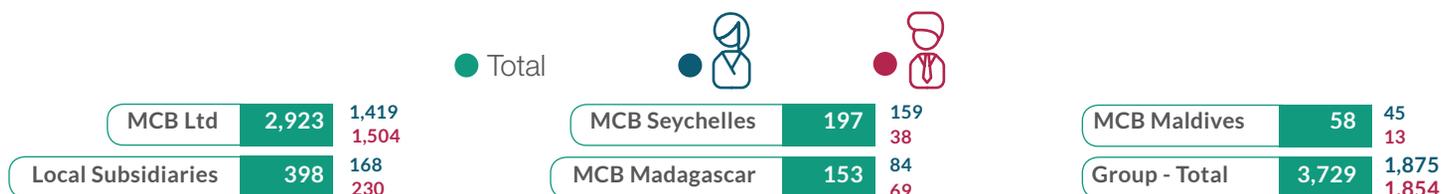
INDIVIDUAL AND COLLECTIVE WELL-BEING (CONTINUED)

MCB has been continuously working on various initiatives and measures to address these challenges. Some key measures implemented during the year were:

- A Strategic Talent Acquisition initiative has been successfully implemented.
- Successful completion of phase one of the operational efficiency initiative with the implementation of the new Human Resources Management System, Oracle Fusion on cloud.
- Launching of the Leadership development programme with a focus on the Leadership Brand statement depicting the desired leadership behaviours.
- The crafting of the Talent Management Programme has been completed and deployment will start at the beginning of financial year 2021.
- A review of the performance management system supported by a Competency Framework has been completed, which will be implemented during financial year 2021. This will enhance employee development and rewarding performance system.

MCB Group's Employees

HEADCOUNT BY THE GROUP'S ENTITIES



MCB Group - Headcount distribution

AGE DISTRIBUTION



- 32% < 30 years
- 57% 30 - 50 years
- 11% > 50 years

LENGTH OF SERVICE



- 25% < 3 years
- 15% 3 - 5 years
- 14% 6 - 10 years
- 46% > 10 years

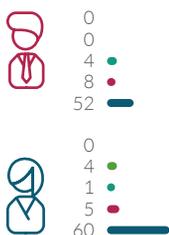
GENERATION TYPE



- 5% Baby Boomers
- 26% Gen X
- 59% Gen Y / Millennials
- 10% Gen Z

EMPLOYMENT CONTRACT

Fixed term



Permanent



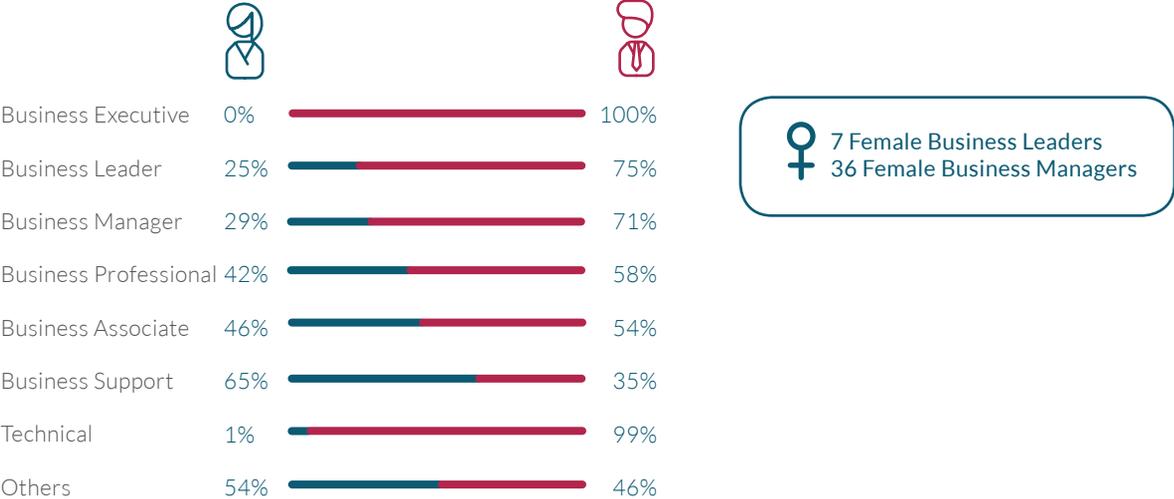
● MCB Maldives ● MCB Madagascar ● MCB Seychelles ● Local Subsidiaries ● MCB Ltd

Workforce Diversity and Inclusion

Our workforce reflects the diversity of our multicultural population. The Group has an Equal Opportunity Policy in place since 2013. This policy dictates that, all employees be given full opportunity to use their talents, skills, experience and competence. It also enumerates that employees feel respected and valued regardless of their status, that is, age, caste, colour, creed, ethnic origin, impairment, marital status, place of origin, political opinion, race, sex or sexual orientation. In 2019, we made a commitment for at least **40% women to be appointed at middle and senior management level by 2026 at MCB Ltd**. This includes women at Business Manager, Business Leader and Business Executive levels. A gender working group has been set-up to execute the identified courses of action in alignment with the ‘Success Beyond Numbers’ strategic priorities.

Target: At least 40% women to be appointed at middle and senior management level by 2026 at MCB Ltd
Progress: For the year ending 30 June 2020, we had 27% women representing middle and senior management level

MCB LTD - WORKFORCE DIVERSITY BY JOB BAND



Engaging our Employees

During the financial year 2019-2020, HR SBU conducted an engagement survey administered by 'Great Place to Work', as part of the HR Transformation Programme. The Mini Trust Index 2019, which had a 59% participation rate, has shown that pride, respect and camaraderie had a relatively higher scores among all index values. Besides, the culture audit conducted in 2019 has shown some key strengths namely the presence of a multicultural and diverse workforce, a culture of excellence at MCB, the implementation of initiatives regarding employee well-being, and employee development. MCB scored highest in three areas when benchmarked with international best workplaces: rewarding employees, development of employees and sharing with community. There were also a few areas for improvement such as listening, balancing and caring, which are currently being addressed by the HR team together with the Heads of SBUs through objectives set for the year, KPIs and initiatives. Some of the scheduled actions are: creating open communication platforms within the organisation, designing and implementing new Employee Onboarding Experience, encouraging Managers to give recognition to employees not necessarily related to rewards, and lastly creating a feedback culture.

Great Place To Work®

MINI TRUST INDEX 2019



RESPECT



PRIDE



CAMARADERIE

CULTURE AUDIT 2019

- **SHARING (REWARDS)**
- **DEVELOPING**
- **SHARING (COMMUNITY)**

Talent Management

Talent management for the Group means to identify, develop and retain competent and engaged people to sustain the current and future success of the company. This means having the right skills and right values with access to the right opportunities, exposure, stretch and development in order to reach their potential in their current and future roles. We have several programmes and initiatives to ensure effective talent management.

	Turnover rate	Retention rate	Hire rate
MCB Ltd	3.6%	96.8%	11.7%
MCB Group	5.5%	95.1%	13.1%

The design and deployment of adapted training and developmental actions is intended to support the development of a multi-skilled and future-ready workforce while bolstering our leadership and organisational capabilities. The continuous development of every MCB talent to acquire the required level of competencies to excel in his/her role is a key organisational objective that is cascaded throughout its businesses and functions. Our training strategy, which is in line with the organisational strategy and priorities aims to promote a culture of learning across the Group through a series of development options.

Key programmes implemented to upgrade employee skills were:

- Development of a Talent Management Programme – 'Grow!'
- Upskilling and professionalisation of employees of the Risk SBU by assisting them to improve critical thinking, including identification of development areas and implementing solutions for each employee.
- Setting up of a Digital Academy.
- Promoting online learning during the COVID-19 pandemic.

There have been several key training provided to our employees during the year:

- As part of the development and deployment of the Competency Framework, the HR team and representatives of all Business Units and functions across the Group have been trained on the profiling of roles. Psychometric training was also part of that programme.
- Change Management for Managers sessions have also been held to prepare managers to handle change, considering the scale of transformation efforts across the Group.
- Agile - to promote agile ways of learning across the organisation.
- Information Technology – virtualisation platforms and IT System Security.
- Regulatory – AML/CFT, first-aid, fire safety, workplace violence, Workers Rights Act 2019.
- Technical – Chartered Institute for Securities & Investment, updates on International Financial Reporting Standards, taxation, Oil & Gas fundamentals, and treasury.
- Soft skills – leadership, emotional intelligence, presentation/communication skill, team and individual engagement.

MCB GROUP

336 training courses attended by employees
 Rs 71.2 million invested in training (net of HRDC refund)

8.8 average training hours per employee



9.2 hours



8.4 hours

Well-Being at Work

We recognise the importance of providing adequate measures to ensure the well-being of our employees. This relates to promoting a quality, healthy and safe working environment. MCB has set up a Wellness Team to devise and implement initiatives in this regard. We also have a flexi-time policy where employees of Business Units can apply to work on their preferred work schedule arrangement. The COVID-19 pandemic has additionally contributed to the promotion of this flexible arrangement, whereby around 50% of our workforce are currently able to work from home.

In our quest to further enhance the well-being of our employees, some initiatives implemented during the year were:

- Opening of an Infirmary at our main offices.
- Hosting a Christmas party for the children of our employees based on the 'Lokal is Beautiful' concept.
- Collaborating with a healthcare provider to offer medical services to all employees including remote medical assistance during office hours, onsite consultation and visit for unforeseen cases.
- Provision of a support unit comprising an in-house Psychologist and Wellness Coordinators during the the pandemic's national lockdown in order to help employees cope with daily challenges.
- An Office Discovery Survey was conducted with employees after the lockdown to gather feedback on their work from home experience and on the way they see the future of the workplace in addition to brainstorming sessions done across the Bank. This will help to recreate a more meaningful workplace by being more agile and resilient.
- Providing social leaves to our employees for CSR activities.

The Group is committed to provide a healthy and safe work environment for its employees, visitors and service providers, as stipulated in its Occupational Health and Safety Policy. Risk assessment of the workplace together with regular onsite inspection help to identify safety and health hazards and take preventive actions. A major action of the year has been the renewal of fire certificates for all MCB buildings according to the new Mauritius Fire and Rescue Service Regulations 2018. MCB recorded nine accidents with 264 lost workdays with, slip and fall as the main cause of most accidents.

MCB Group - Average hours of training per employee by job band	
Business Executive	3.0
Business Leader	6.5
Business Manager	11.6
Business Professional	17.3
Business Associate	12.6
Business Support	12.9
Technical	6.5

Our health and safety team has deployed measures regarding the COVID-19 pandemic and has ensured that the premises of the organisation comply with the mandatory sanitary protocol of the authorities in order to prevent the spread of the virus and protect our employees. Besides, around 1,000 COVID-19 rapid tests were performed on our frontline employees at Group Level.



Number of injuries :

- **7** female
- **2** male



Injury leaves :

- **236** days Female
- **28** days Male

Remuneration

Our employees are remunerated in alignment with the prevailing market conditions. The Group regularly benchmarks its remuneration practices to ensure that the packages remain motivating and competitive. The remuneration is based on many factors namely applicable regulations, performance of employees and meritocracy. Some of our remuneration benefits include annual performance bonus linked to the Group's financial results, subscription to the Group Employee Share Option Scheme, pension cover, and medical coverage for all employees and their dependents, financial products at preferential rates, subsidised canteen and club house.



Rs 44,006 average monthly basic salary at MCB in Mauritius (For bands ranging from Technical to Manager)

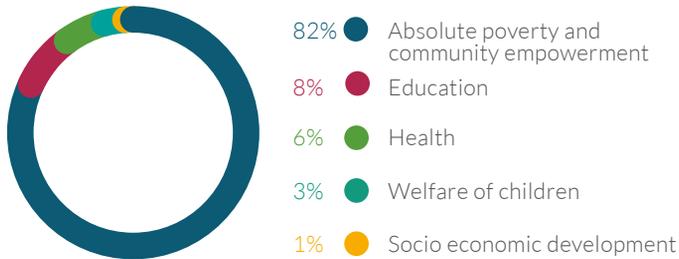
Rs 33,777 national average monthly salary and

Rs 53,557 for Finance and Insurance activities in Mauritius*

* Survey of employment and earnings in large establishments March 2020, Statistics Mauritius.

MCB Forward Foundation

Our Corporate Social Responsibility (CSR) programme is coordinated through the MCB Forward Foundation (MCBFF), which aims to promote social well-being, empower people and reduce inequalities. According to the Government policy, companies are required to contribute 75% of the 2% of chargeable income to the Mauritius Revenue Authority, which then passes this amount to the National Social Inclusion Foundation (NSIF) for redistributing to NGOs and projects. Following an amendment in the Income Tax Act 1995, the Group was, for the period under review, authorised by the NSIF to retain an additional 25% of its earmarked CSR fund to cater for the implementation of programmes initiated prior to 1 January 2019. An amount of Rs 44.4 million was spent by the MCB Forward Foundation on 19 projects, of which 10 are ongoing. The project categories are: poverty and community empowerment, education, socioeconomic development, health, welfare of children and social leave by MCB employees. In line with our Corporate Sustainability Programme, MCBFF continued to support projects promoting social inclusion.



In an endeavour to increase the engagement of employees in CSR activities, the MCBFF in collaboration with Marketing and Communication SBU coordinated the implementation of the MCB Social Leave programme. Our 385 employees have dedicated 2,126 hours to six NGOs in various activities.

SOCIAL LEAVE PROGRAMME

Participation of 385 employees for 2,126 hours

- Ebony Forest : Weeding and planting
- Leonard Cheshire Home: Entertaining the elders
- Mauritian Wildlife Foundation: Cleaning up of islets, weeding and potting
- Plankton Recycling: Recycling of bottles
- SOS Village Beau-Bassin: Painting of housing units
- Union Park Women Association

Due to the COVID-19 pandemic, MCBFF has put on hold several initiatives and projects that were scheduled for 2020. We have nevertheless sponsored and helped many people during the national lockdown period by providing resources that amounted to around Rs 1.97 million.

- 113 food packs were distributed to MCB Football Academy families in the regions of Pailles, Poste de Flacq, St Hilaire and Camp Levieux.
- 357 food packs were distributed to NGOs around the island in collaboration with Small Step Matters.
- Tablets were provided to ten children with special needs to enable them to remain connected to their school activities.
- Personal development programme and therapeutic workshops were organised during the lockdown period for children of the MCB Football Academy who had psychological and psychiatric issues in order to help them cope and continue with their online therapy sessions.
- One hundred customised face shields and four infrared thermometers were donated to the Association des Parents de Déficients Auditifs.



Through the Social Leave programme, 385 of our employees have dedicated 2,126 hours to six NGOs including Ebony Forest and the Mauritian Wildlife Foundation.



MARIAM GOPAUL, FORMER HEAD OF THE OBSERVATOIRE DES DROITS DES ENFANTS (ODEROI)

Mauritius has experienced booming prosperity and aspires to become a high-income economy. Social development however, has not followed the same trend. Mauritius has signed and ratified the UN Convention on the Rights of the Child in the early 90s. Yet, 30 years later, the child's right to protection is not safeguarded in our laws. Many children are at risk within their own family environment where they experience the collateral effects of domestic violence, substance abuse, sexual exploitation and poverty.

The MCB Football Academy (MCB FA) provides children with the opportunity to practice a healthy activity rather than leave them to roam the streets after school hours; they learn to be part of a team and develop team skills. By abiding to set rules and regulations, children acquire a sense of discipline and of responsibility.

Corporates such as the MCB Group could help further by setting up a youth portal to provide a structured platform for youth dialogue and inputs in matters that would help shape their future. Through the portal, they would be put in contact with role models and mentors (corporate staff, award winners and scholars), who could play an important role in inspiring them, help them build their confidence and self-esteem. This in turn would help them develop their creative thinking and problem-solving skills."

LOOKING AHEAD

HUMAN CAPITAL MANAGEMENT

- During 2020-2021, we will focus on the implementation of the Talent Management Programme - Grow!, and the revamped Performance Management System.
- We will continue to stay close to our employees and care for them during this pandemic, as we understand the ongoing challenges and uncertainties.
- We will foster the well-being of our people by providing them with assistance on health, wellness, financial aspects, flexible working arrangement, and facilities for a doctor's visit at their residences.
- Continuous staff surveys including the Trust Index exercise that will gauge the engagement level of our employees will be held.
- Training programmes will be available on online platforms with dedicated learning journeys within the Talent Management programme.
- Health and safety – we will continue to enforce compliance with sanitary protocol relating to the COVID-19 pandemic.

CORPORATE SOCIAL RESPONSIBILITY

MCB Group will continue to create positive social impacts on the country through its CSR arm, MCB Forward Foundation with the aim of, building a more inclusive society. Several initiatives will require rescheduling for 2021, but remain dependent on the evolution of the COVID-19 pandemic.