

HUMAN RESOURCE

Human Resource HR governance

Following the sale of the Cim Global cluster, the Group HR function has moved from being a Shared Services Unit to becoming embedded in the business. The HR Team of Cim Finance has been restructured under three strategic functions namely Learning and Development, Talent Acquisition and Safety and Health. The HR needs of the head office are managed by an HR Coordinator in collaboration with the HR team of Cim Finance. The HR processes described below cover mainly Cim Finance's HR functions as the cluster employs the majority of the Group's employees.

Actions have focused on putting in place measures to update HR governance, including risk management, as well as policy and programme governance within the Cim Finance cluster in the first stage. 2017-2018 will be an instrumental year in finalising HR policies and procedures, programmes, practices, and outcomes, through clearly defined roles, responsibilities, and accountabilities for the Group.

HR partnered with management and all business collaborators to ensure a continued focus on bringing the company's values and beliefs to life through a long-term vision for the HR function. Continuing that partnership will also be key to implementing the significant changes announced under Strategy 2017-2018.

In 2016-17, our HR activities were in line with the following priorities for sustainable organisational performance:

- Building leadership capabilities and developing future leaders;
- Fostering an environment that supports sustainable performance and promoting continual professional and personal development for all employees; and
- Strengthening the role of HR as a control/support function to mitigate risks.

Leadership

In line with the Group's culture to invest in people's development, the talent management initiative 'Leaders Programme 3.0 (FLP 3.0)' was launched in 2016 at Cim Finance in view of building and leveraging key leadership skills while at the same time setting the foundation for Cim Finance to continue to focus on building a new leadership mind-set that rewards innovation, experimentation, learning and customer-centric design thinking.

Moreover, in 2017 Cim Finance embraced a rebranding strategy, where a new purpose, promise and guiding principles were launched across the company. The journey started with engaging Cim Finance's employees in this exercise, at all levels of the organisation, through intensive and collaborative workshops, training sessions and activities to promote a winning culture. Our objective is that our brand stories and guiding principles are not just highly visible but also embedded.

Performance management and development review

The performance management and development review model has been reviewed with the aim of promoting a more flexible, agile and transparent approach in line with the new guiding principles and mission of the company. We have been placing an increasing emphasis on managing and developing employee performance holistically and regularly giving feedback and taking appropriate actions.

The next step, as part of the HR agenda, will be to implement an integrated and digital performance management and development system from an employee perspective, encompassing Competency Framework Design, Succession Planning, Learning and Development, Rewards and Recognition initiatives.

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Learning and development

In mid-2017, a well-defined training needs analysis exercise was successfully conducted at Cim Finance. Internal and external training and certified courses are being conducted and initiated to bridge competency gaps and to cater for each step in the career path. Our objective is also to improve the quality and output of learning and development with a full-time Learning and Development ('L&D') Manager on-board, thereby providing a full-fledged support to all levels of employees to achieve their operational results.

We started by enrolling members of the management team in the Project Leadership Certification programme where the objective was to support them in developing their leadership styles to work more effectively in specific project situations.

The HR agenda for the financial year 2018 and beyond comprises of developing Leadership Fundamentals programmes, focusing on leading people, understanding business and market forces and managing change at all levels, to help those with high potential, from Team Leaders up to Senior Managers, to grow in their roles.

There has been a greater focus on regulatory issues and compliance in 2017 across Cim Finance. In light of this, our learning and development goals were to strengthen employees' understanding and adherence to the company's, but also the local jurisdiction's, requirements on conduct and living the corporate values, through delivering intensive and mandatory training courses about the company's Code of Conduct.

Furthermore in the area of learning and development and in an effort to develop young people and promote the attractiveness of Cim Finance as a preferred employer, Cim Finance partnered with the African Leadership University in the GTES programme to train 25 fresh graduates. A wide range of online learning opportunities and a new L&D infrastructure would be implemented to encourage employees to find new career paths, identifying possible mentors and mastering new technologies.

Talent acquisition

In late 2017, we launched a new talent acquisition strategy whereby our objective is to build a digital employment brand which is highly visible, attractive and compelling for candidates to find us through Facebook and LinkedIn. Cim Finance also participates in campus recruitment campaigns, career fairs and student fairs.

With a new Talent Acquisition Manager on board, we will also continue to leverage the skills and experience already available within the organisation, while bringing in the necessary capabilities that will help us position Cim Finance for long term sustainable performance.

Our hiring strategy is also to ensure a steady pipeline of junior talent, including permanent hires and interns, and investment in this area will continue. The Cim Finance Graduate Programme allows graduates to be introduced to different aspects of the Cim Finance's business and culture, and trained in relevant technical skills, and are later afforded an opportunity to embrace a career with us.

Compensation

We believe that compensation management needs to be sustainable in the long term. To be efficient in our people agenda and to give due importance to aligning pay with the market, we participated in 2 remuneration benchmarking exercises. In the light of the results which are expected in late 2017, we wish to develop, attract, and reward employees efficiently and to align our reward system, whether it is fixed or variable pay and whether financial or non-financial, to the evolving requirements.

Employee Engagement

Integrated and Continuous Engagement

For the year 2016, engagement reached 73% at Cim Finance further to the Aon Hewitt survey and the improvement drivers are being addressed through a mix of initiatives.

The Cim WeCare initiative has been revamped to promote employee Wellbeing/Welfare/Wellness, Safety & Health and Employee Engagement integrated programme.

Promoting wellness, wellbeing and fitness

At Cim we believe that a healthier workforce is more productive, and being recognised as an employer that take the health and wellbeing of employees seriously reflects positively on the brand and culture of the organisation.

As part of the Group's Employee Value Proposition for the wellbeing of our employees, we have continued our Zumba and Yoga sessions. Gym@Cim has also witnessed an increasing number of participants during the course of the year. Furthermore, eye examination and diabetes screening sessions accessible to all employees were organised. The core long-term health offering includes free of charge preventive medical examinations and advice.

Over the past months Cimple Life, our lifestyle programme, has been efficiently utilised by the employees, with the objective of promoting the wellness ideas, special offers, expert advice, great deals and discounts at the counters level.

Safety & Health

We have a legal responsibility to ensure that the workplace, across the Group, has suitable health and safety arrangements in place so that everyone who works or visits the premises is protected from harm. With a new full-time Safety and Health Officer at Cim Finance, we have been reviewing the workplace's health and safety procedures, policies and action plan, as well as conducting a risk assessment, to ensure that we are compliant with the law.

Positive work environment

We believe that employees' performance is driven by a positive work environment. We engaged ourselves as a Group in promoting a culture of recognition, inclusiveness, transparency and trust both through internal and external communication.

Loyalty recognition

In 2017, as Cim Finance celebrated its 30th anniversary, employees with at least 30 years of service were recognised to an even greater extent and were duly rewarded for their loyalty and commitment.

Cim Welfare Fund

As part of the Group initiative to promote welfare among its staff, the Cim Welfare Fund scheme was extended to 4 employees facing financial hardships and life crises during the period April to September 2017.

Cim MiStudy

In line with our guiding purpose 'Helping people uplift their lives and build better futures', Cim Finance has offered a credit facility at a preferential rate to finance University courses (including professional courses) through Cim MiStudy, for Cim Staff members and their children.

Diversity

The Group continued to promote diversity as one of the key enablers for long-term success. We aim to build teams of people with different backgrounds, education, skills and experiences to create sustainable value across the Group. This is reaffirmed by the Group's commitment towards celebrating cultural diversity by organising different events throughout the year.

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Women Empowerment at Cim (WECim)

At Cim, more than 76% of the workforce is female. We strongly believe that a holistic and integrated approach needs to be adopted in empowering women.

The WECim initiative was launched in May 2015, based on two main principles namely:

- 1) Promote an atmosphere of well-being across Cim
- 2) Enhance corporate leadership from gender initiatives

A WECim committee was constituted along these lines composed of Sheila Ujoodha - Chief Audit Executive (Chairperson), Adrian Ashton – Head of Marketing & Communications, Kevina Takoordyal – Head of Customer Accounts, Corine Racoute – Head of HR and twelve other staff members. Several measures were implemented during this financial year namely:

ACTIVITIES	DATES
Breakfast forum on 'Be Bold for Change' by the Managing Director of Dale Carnegie Training	March 2017
Lunch catered by "Ti Rayons Soleil" for sale to Cim employees	March 2017
Awareness and screening sessions for spine by "KKT Orthopedic Spine Centre"	March 2017
Fun Walk at Le Daughet	March 2017
Talks on domestic violence by the Managing Director of Gender Links	March 2017
Leadership courses on 'How to boost self-confidence' by the Managing Director of Gender Links	July 2017
Free eye screening by Patel Optics	August 2017
Free diabetes screening by Pharmacie Nouvelle Ltd	September 2017



>> Breakfast forum 'Be Bold for Change'



>> Leadership courses 'How to boost self-confidence'