

Human Resources Report

At Al Baraka Bank, we acknowledge that each and every member of our staff is regarded as a brand ambassador for our business and that staff satisfaction has a direct impact on our customer service, profitability and reputation within the banking industry locally and internationally.

The 2013 financial year proved to be a highly successful period for our human resources function.

Innovation and the introduction of technological advancements to our systems and processes has allowed for our partnering with our various business units, so enabling the achievement of a range of strategic objectives.

The human resources function at Al Baraka Bank is considered to be a key strategic enabler, geared to ensuring the acquisition, development and retention of the bank's intellectual capital.

Talent management

Al Baraka Bank boasts a dynamic workforce profile.

No less than 54% of our staff complement is made-up of women, while our average age profile is just 33 years of age.

In addition, our talent management strategy is targeted towards improving the company's overall organisational climate, thereby facilitating the development of a highly productive work environment and a business culture to which staff may feel proud to be affiliated.

Al Baraka Bank operates a lean and effective structure and therefore regards succession planning as being critical to ensuring that the bank continues operating in a totally seamless and productive manner regardless of natural attrition.

The bank's training and development and performance management strategies are, therefore, inextricably linked to the need to ensure the effective succession planning of key and skilled staff.

Talent acquisition

The creation and retention of a viable leadership pipeline and the growth and development of critical skills within the bank have always been key focus areas and apply - more than ever - as we enter the 2014 financial year. Allied to our successful and valuable succession planning activities, the bank

applies stringent recruitment and selection mechanisms, the consequences of which ensure that we employ staff members with the ability to stretch themselves, so becoming capable of success at the next business level.

The bank's graduate development programme, which has been operational since 2008, has proved to be a tremendous success and a highly strategic talent acquisition intervention.

The attraction of suitably qualified, high calibre young professionals with a passion for Islamic banking has allowed us to develop and nurture a range of talent which has shown itself to be a superb cultural fit with our organisation.

A high performance culture

During the 2013 financial year we renewed our emphasis on the delivery of sales and customer service. Our goal for 2013 - and beyond - was to put into practice a high performance culture within Al Baraka Bank and this strategy was consciously incorporated into the bank's high performance objectives for the period under review.

Accordingly, the performance development plans of all our members of staff were aligned to the bank's strategy as a means of ensuring increased profitability and a greater return on shareholder value.

Training and development

Our long-term goal is to foster a culture of continuous learning by the bank's members of staff.

Through our partnership with the Bank SETA, as a stakeholder, Al Baraka Bank has been successful in securing funding for Masters Programmes, learnerships and scarce skills development.

Employee recognition

In recognising the critical importance of our members of staff and the role they play in taking our business to new heights, the 2013 financial year heralded the successful implementation of staff recognition awards.

These were celebrated both nationally and at head office. In addition and in an Al Baraka Bank first, the review period saw the execution of a prestigious graduation ceremony for 25 employees who, in 2013, successfully completed the Bank SETA learnership qualification, namely, the National Certificate in Banking: Core Banking and Financial Services.

| | AIC* | | White | | Total | | Total |
|---|------------|------------|----------|----------|------------|------------|------------|
| | male | female | male | female | male | female | |
| Top management | 1 | - | - | - | 1 | - | 1 |
| Senior management | 3 | - | 1 | - | 4 | - | 4 |
| Professionally qualified and experienced specialists in mid-management | 27 | 9 | 2 | 2 | 29 | 11 | 40 |
| Skilled technical and academically qualified workers, junior management and supervisors | 61 | 57 | 3 | - | 64 | 57 | 121 |
| Semi-skilled and discretionary decision-making | 31 | 79 | - | - | 31 | 79 | 110 |
| Unskilled and defined decision-making | 6 | 8 | - | - | 6 | 8 | 14 |
| Total | 129 | 153 | 6 | 2 | 135 | 155 | 290 |

*AIC = African, Indian and Coloured