

# HUMAN RESOURCES REPORT

AL BARAKA BANK TODAY OPERATES AS A FULLY-FLEDGED COMMERCIAL BANK, RESULTING IN THE EVOLUTION OF THE HUMAN RESOURCES DIVISION AND IT BECOMING A FUNCTION OF PARTNERSHIP WITH THE BUSINESS.

This has been achieved through the alignment of the human resources function both in terms of core operations and the strategic objectives of the bank.

The division's strategic imperative is to improve the organisational climate within which we operate, in the belief that staff satisfaction directly influences customer service, brand reputation and - ultimately - profitability. Critically, we regard our members of staff as comprising the 'golden thread' which runs through the fabric of the organisation.

With a national staff complement of a little under 300 employees, the attraction and retention of key and critical intellectual capital is considered to be essential to maintaining our competitive edge in the market.

## Driving a high performance culture

Driving a high performance culture within the bank remains a crucial and very necessary focus area and will ultimately translate into increased and enhanced shareholder value.

The emphasis we place on sales and customer services - as key performance indicators - is reinforced through the implementation and effective management of individual performance development plans and customer service training interventions at the bank.

## Employee recognition

The 2014 review period was a time for celebrating and recognising staff performance.

Our annual employee recognition staff awards function was successfully hosted on a regional basis before culminating in a national function staged at our head office, in Durban.

In addition, a special learnership graduation ceremony was held to honour 47 members of our staff who had completed their BankSETA National Certificate in Core Banking and Financial Services and their National Certificate in Sales and Customer Relations.

Both these employee recognition functions contributed appreciably towards enhancing staff morale, thus promoting a sense of pride in being part of the bank

## Talent management

The majority of the members of our bank's staff team hold formal degree qualifications, which has the effect of shaping and moulding the company's professional and corporate business culture.

Indeed, we are fortunate to have rapidly developed an employee profile reflecting a young - the average age of our staff is 34 years - well-qualified and ambitious pool of talent.

We recognise and acknowledge that retaining such talent is a challenge. Our objective is to cultivate, nurture and manage long-

term, mutually-beneficial careers for our members of staff.

This we are striving to achieve through the creation of a leadership pipeline, encouraging real and effective succession-planning for critical scarce-skilled positions.

Given that Al Baraka Bank operates within a lean and efficient business structure, we regard successful succession-planning as a business imperative, ensuring that the bank is able to continue operating in a totally seamless and productive manner, regardless of natural attrition.

Both our training and development and performance management strategies are, therefore, inextricably linked to the need to ensure the effective succession planning for key and skilled members of staff.

## Talent acquisition

The bank prides itself on employing talented candidates who are an appropriate culture-fit to the company.

Apart from the obvious need for relevant qualifications and experience to meet the requirements of available positions within the bank, we firmly believe that it is equally important that prospective new members of staff possess and demonstrate the values of integrity, customer service excellence and a high work ethic.

We accordingly adopt and apply stringent selection methodologies in order to ensure that we are successful in employing staff members with the inherent ability to succeed and the ability and resourcefulness to move to the next level, while having the self-discipline to partner with their professional colleagues in achieving the common cause of taking the bank to new heights.

In this respect, the attraction of suitably qualified, high-calibre young graduates by way of the Al Baraka graduate programme has continued being a tremendous success story for the bank and has grown to become a useful contributor to both our succession-planning and leadership development interventions.

## Training and development

The effective and appropriate training and development of staff is the way of business today and is considered key to the future of Al Baraka Bank.

We have set about enhancing the bank's training and development structure so as to be better able to support future skills demands within the organisation.

E-learning technology, coupled with the blended learning approach, has also been thoroughly explored and is rapidly proving to be the future of continuous learning within the bank.

## HUMAN RESOURCES REPORT CONTINUED

### Workforce profile as at 31 December 2014

	AIC*		White		Total		Total
	male	female	male	female	male	female	
Top and senior executive management	3	-	1	-	4	-	4
Professionally qualified and experienced specialists in mid-management	27	10	2	2	29	12	41
Skilled technical and academically qualified workers, junior management and supervisors	60	60	4	1	64	61	125
Semi-skilled and discretionary decision-making	38	71	-	-	38	71	109
Unskilled and defined decision-making	8	9	1	-	9	9	18
<b>Total</b>	<b>136</b>	<b>150</b>	<b>8</b>	<b>3</b>	<b>144</b>	<b>153</b>	<b>297</b>

\*AIC = African, Indian and Coloured