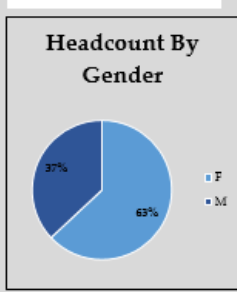
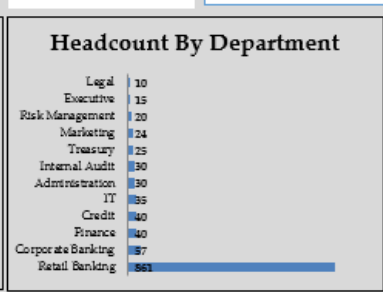


ANNUAL HUMAN RESOURCES DASHBOARD FOR THE BOARD 2020

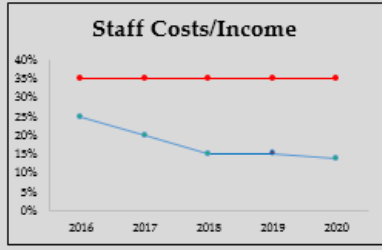
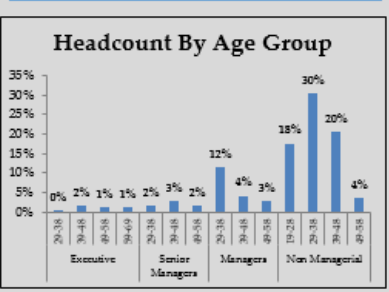
Total Wagebill \$4.57M	Total Head Count 1187	Total Locations 33	Level Executive Managers Non Managerial Senior Managers	Year 2018 2019 2020 2021	Department Marketing Retail Banking Risk Management Treasury
Total Leave Liability \$251K	Average Compa Ratio 66%	Revenue/Employee \$26K			



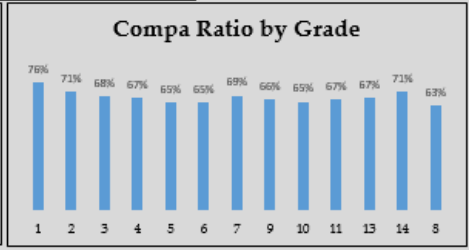
- While overall Gender distribution is 65% females and 35% Male, the majority of Executives are male forming 67% of that sub group.
- Senior Managers are also predominantly male at 71% of the Sub Group posing a gender diversity issue for the organisation.



- Retail department represents 72% of overall headcount.
- The digitisation business model will result in 60% of that group being redundant as the bank will now focus on online service delivery channels.
- Remaining employees will be retrained to equip them with digital service delivery capabilities.
- 70% of employees in retail department are in the elderly category



- Staff costs appear to have been well managed between 2016-2020 as the Staff Costs/Income Ratio has been well below the benchmark except in the year 2019.
- An analysis of compa ratio by grade however indicates that our pay policy is not competitive from Grade for some grades as their respective compa ratios are below the ideal range of 80%-120%.



- Average Compa Ratios are varying significantly by grade and level.
- At the height of inflation the bank has moved to protect critical positions and is taking a gradual approach to review compensation for other positions in the interest of sustainability of the pay structure.
- The current position on pay reviews is beginning to drive up overall staff turnover across the organisation.