

25
years

EMPLOYEES
WELCOME
HERE
EWF



**Annual Report for the 18 Months
period ended June 2017**



Table of Contents

1.0 Corporate Profile	5
2.0 Mission Statement	6
3.0 Chairman’s Message	7
4.0 General Manager’s Report.....	9
4.1 Overview	9
4.2 Financial Overview	11
4.3 Review of Activities and Achievements	11
4.4 Education Loan	12
4.5 SC/HSC Exam Fees Loan Scheme	13
4.6 Employees Welfare Loan Scheme.....	14
4.7 Employees Car Loan Scheme	15
4.8 Employees Motorcycle Loan Scheme	16
4.9 Loan for People with Disabilities Scheme.....	16
4.10 In-House Death Cover Scheme	17
4.11 Financial assistance to fire victims and to relatives of employees who died on site of work	18
4.12 Refund of Contributions.....	18
4.13 Investment Strategy	18
4.14 Comparative Investment Structure.....	19
4.15 Return on Investments.....	20
4.16 Seaview Calodyne Lifestyle Resort (Ex-Calodyne Sur Mer Hotel).....	20
5.0 The Way Forward	21
5.1 Corporate Plan 2016-2019	21
6.0 Corporate Governance	22
6.1 Formal induction and orientation of Board members.....	23
6.2 Board Performance Review	23
6.3 Director’s Development Plan	25



6.4 EWF Code of Ethics	26
6.5 Board Governance Structure	27
6.6 Board Composition for the Year 2016-2017	28
6.7 Obligations of the Board.....	29
6.8 Meetings of the Board and Conduct of Meetings.....	31
6.9 Board Committees	31
6.10 Committee Charters	33
6.11 Board Committees for Year 2016/2017	33
6.12 Member’s Profile.....	46
6.13 Meetings and Attendance.....	49
6.14 Board Members’ Remuneration	51
6.15 Executive Management	51
6.16 Related Party Transactions.....	53
6.17 Risk Management	53
7.0 Sustainability Report.....	56
8.0 Directors’ Responsibility Statement.....	57
9.0 Corporate Social Responsibility/Welfare Activities	59
9.1 Sodnac Wellness Park.....	60
9.2 St. Felix Recreational Park project	61
9.3 Seaview Calodyne Lifestyle Resort.....	62
9.4 Welfare Activities.....	63
9.5 PR Activities and Awareness Campaigns	64
10.0 HR Initiatives	65
10.1 Human Resource Planning.....	65
10.2 Recruitment of New Talents	66
10.3 Training & Development.....	66
10.3.1 In House Training	66



10.3.2 Training by Professional External Trainers	66
10.3.3 Training Abroad.....	66
10.4 Performance Appraisal	71
10.5 Welfare of Staff	72
10.6 Health and Safety	73
10.7 Employee Relations.....	73
11.0 Financial Highlights.....	74
11.1 Loan Schemes	74
11.2 Analysis of the Field of Study and Countries with respect to Education Loans granted.	77
11.3 In-house Death Cover Scheme	79
11.4 Investments.....	79
11.5 Return on Investments.....	80
11.6 Surplus & Net Worth	81



1.0 Corporate Profile

The proposal for the setting up of an Employees Welfare Fund to cater for the welfare, leisure and recreational needs of employees was retained at the Tripartite Meeting held in 1991.

The Fund was provided with a legal framework for its operations under the Finance and Audit (Employees Welfare Fund) Regulations 1991 on 9 August 1991.

The Fund operates with a seed capital made up of contributions paid by employers in respect of their employees during period 1st July 1991 to 30 June 1994. The total annual contributions represent 2.5% of the salaries of employees.

The Fund is administered by a Board made up of representatives of Employees, Employers and Government in line with the philosophy of tripartism.

The Fund became a corporate body in 1995 with the enactment of the Employees Welfare Fund Act 1995. The objects of the Fund are-

- To manage the financial and other resources of the Fund.
- To set up and operate schemes and projects for the welfare of employees and their families.
- To give loans or financial assistance to employees or their families for such purposes as may be determined by the Board.
- To do all such things as appear to be necessary and conducive to the promotion of the welfare of employees and their families in general.



2.0 Mission Statement

Our Vision

“To be the leading welfare institution for employees and their families”

Our Mission

“To be responsive to the evolving WELFARE needs of employees and their families in line with the objectives of the institution”

Our Values

- Uphold Quality of Products and Services
- Optimum Utilisation of Resources
- Accountability
- Effective Communications
- Integrity
- Innovation & Creativity
- Lifelong Learning

3.0 Chairman's Message

It is a privilege for me as Chairman of the EWF Board to present the Annual Report of the Fund for the 18 months period ended 30 June 2017.



I joined the Fund as Chairman in April 2015. Right at the start, I have noted that the EWF is a very dynamic organization with a great vision for the welfare of its members and has a promising future.

21 years have elapsed since the enactment of the Employees Welfare Fund in Mauritius. The EWF has played a significant role towards the socioeconomic development of the country particularly its members. The imprints of its contribution are visible with the number of members who have benefitted from its various products, for their welfare.

The Board is committed to develop policies and structures that maintain and enhance high standards of governance and it also plays an important role in guiding the Fund through its challenging economic environment of 2016/2017, providing clear strategic direction and ensuring that the Fund performance and standards remain at expected levels.

Indeed, the Year 2016/2017 has been a successful year. Though it operates in a highly competitive environment, the EWF has recorded a positive growth. According to statistics, a rise has been shown in its loans applications.

The year 2016 marked the 25th anniversary of the Fund. We are very proud and honoured that the Minister of Finance and Economic Development, Honourable Pravin Kumar Jugnauth, was our chief guest on this occasion for the inauguration of the new reception area of the EWF office and also. On that same occasion the Fund's new identity, the new website was launched and the Fund's Corporate Plan for years 2016-2019 were presented to the guests.

This was the biggest event for the Fund in 2016.

Also, our Vision, Mission and Values have been revisited in line with our Objectives

On the other hand, the Fund has successfully handed over the management of Seaview Calodyne Lifestyle Resort (Ex-Calodyne Sur Mer Hotel) to EGML Ltd for the next five years.



Moreover, as mentioned in the EWF Corporate Plan 2016-2019, some new projects and schemes namely the Holiday Scheme, Education Savings Scheme and Scholarship Scheme to meet the evolving need of our customers, have already been initiated.

Some of the laudable PR activities carried out by the Fund in 2016/2017 which deserve to be mentioned are: -

- (i) A blood donation organized in front of Moorgate House (EWF Building) to respond to the Blood Donors Association appeal to replenish the Blood bank stock. I seize this opportunity to thank each and every one who donated his/her blood to save a life.
- (ii) Educational Tour for Rodrigues Students – Terre Rouge Government School.
- (iii) Blood Donation at SSS M. Sangeelee.
- (iv) 3rd International Conference on recent trends on fitness – UoM.
- (v) International Day of the Elderly Person – Southern Old Association.
- (vi) International Day of the Elderly Person – N.R Community Development Association.

The Board would like to extend its gratitude to the Management and staff of EWF for their commitment, professionalism and hard work. We are confident that the Fund's strategic orientation, dedicated employees and customer-centric approach will help the Fund deliver on its target next year.

Last but not least, my many thanks go to our valued customers who rely on our essential service.

4.0 General Manager's Report

4.1 Overview

It is with great pleasure that am presenting the 22nd Annual Report of the Employees Welfare Fund for the 18 months period ended 30 June 2017 in compliance with International Public Sector Accounting Standards (IPSAS) as recommended by the Statutory Bodies (Accounts Audit) Act.

The year 2016 marks the 25th year of existence of the Fund which was created in 1991. Interestingly this year witnessed major important events for the sustainability of the Fund in the Future

This 25th anniversary was marked by the following important events in the presence of the Honorable Minister of Finance and Economic Development who was our chief guest:

- The launching of the Fund new identity and new website.
- The presentation of the Funds strategic plan for the 3 years 2016-2019.
- The inauguration of the EWF renovated office in line with the new corporate identity.

Another milestone for 2016/2017 is the completion of a research conducted by the UOM with the following objectives:

- To evaluate the visibility of the EWF, as well as the appreciation of customers with regards to the products and services the institution offers.
- To identify avenues for new products and services, based primarily on the needs of respondents at grass root level.

In addition, the study evaluates the Quality of life of Mauritians through the establishment of a Quality of Life (QoL) index, thereby allowing the EWF to measure the progress made by the country over time, and to compare Mauritius with other countries across the world as well.

The outcome of the research has been used to trigger new strategies and to set the change from Supply to Demand driven products.



This challenge has been met successfully with the implementation of the “Flex cube” banking system based on the Oracle platform. With the implementation of this system the Fund positioned itself having an IT platform which will support the forthcoming loan activities for the next five years at least.

Also, a series of activities in line with the Fund’s objectives have been earmarked to celebrate this event. A family day was organised in Rodrigues at Pointe Cotton with the collaboration of the Rodrigues Public Officers’ Welfare Council and the Rodrigues Administration. The Chief Commissioner was our main guest. Some 5,000 employees and their families actively participated in this event.

The Board and Management firmly believes that good governance is the key to success. The year 2016 witnessed the setting up of two important committees, namely the Good Governance Committee, and the Anticorruption Committee in collaboration with ICAC to strengthen our good governance culture. In the same year our Code of Ethics was also launched.

Our main objective through the strategies adopted is to increase accessibility and efficiency of the facilities being offered by the Fund to a larger number of employees through the development of new products for the wellbeing of members and revenue generation, whilst refining processes and procedures in order to improve efficiency and all in the framework of best practices.

Through innovation and changes every year, the EWF Education Loan Scheme has been and remains the main activity of the Fund in spite of many similar products that are being offered by other financial institutions which are directly competing for a share in this market. This year our ceiling for soft loan has been increased from Rs 300,000 to Rs 500,000.

The growth of the Fund is maintained positively over the years in spite of the increasing competition in the financial market and the increasing exigencies of the economic and social conditions.

The continuous positive growth of the Fund is attributable to the team spirit prevailing among the Chairman, Board of Directors, Management team and all dedicated employees of the Fund.

4.2 Financial Overview

The Fund recorded a positive growth of around 7.11% for the 18 months period 2016/2017. Surplus for the period amounted to Rs 124,389,979 million. The net worth of the Fund as at 30 June 2017 stood at Rs 2.65 billion.

	2015	2016/2017
Net Surplus (Rs)	70,542,026	124,389,979
Fund Value (Rs)	2,481,169,943	2,657,651,363

4.3 Review of Activities and Achievements

The summarized review which is presented below covers the various activities undertaken by the Fund during the year 2016/2017 in line with its objectives as per EWF Act 1995.

Loan schemes

The different loan schemes implemented since 1995 is in line with the Objective 3 of the Fund, that is,

“To give loans or financial assistance to employees or their families for such purposes as may be determined by the Board”



4.4 Education Loan

The Education Loan Scheme remains the main activity of the Fund and is also the best offer in terms of accessibility, interest rates and administrative costs. The main purpose of the loan is to finance members and their children/ward to pursue further studies.

This year major decisions have been taken to adapt the loan to the needs of our members in response to their request.

The ceiling for soft loan has been increased to Rs 500,000 and the rate of interest for loans above Rs 1M has been reduced to 7 %.

The loan has been extended to also finance the following:

- Professional Seminars and Workshops;
- Registration and Examination Fees for Professional studies (e.g., ACCA, ACA, ICOSA, etc);
- MQA Non-awarding courses; and
- Studies related equipment/accessories (e.g., laptop, photography equipment, etc)

Education Loans Scheme	
Loans	2016/2017
No of applications Received	1054
No of applications Approved	913
Amount Applied	601,430,000
Amount Approved	542,505,000
Amount Disbursed	437,935,000

The table above shows the Education Loan Scheme data for the 18 months period ended 30 June 2017.



4.5 SC/HSC Exam Fees Loan Scheme

The Examination Fees Loan Scheme was introduced in the year 2007 to help members who are not eligible for government grants and who need financial help to pay examination fees for School Certificate and Higher School Certificate. During 2016/2017, 19 members have benefitted from this facility which has enabled them to pay the exams fees of their children, for an amount of Rs 212,637.

The table below shows the S.C/H.S.C Exam Fees Loan data for the 18 months period ended 30 June 2017:

SC/HSC Exams Fees Loan	
Loans	2016/2017
No of applications Received	21
No of applications Approved	19
Amount Applied	244,935
Amount Approved	225,750
Amount Disbursed	212,637



4.6 Employees Welfare Loan Scheme

The Employees Welfare Loan Scheme was introduced in 2010 to enable all employees who cannot afford to spend a vacation with their families during their working period to benefit from a loan to finance their recreational activities and vacation to be spent either locally in hotels/resorts or overseas. The scope of the loan was extended to all activities which will enhance the living standard and wellbeing of employees.

The interest rate was reviewed to 8% in 2014 and became effective as from January 2015.

In 2017 the loan has been extended for the purchase of water filters and security systems also.

The total number of loans approved was 967 with a total disbursement of Rs 142,970,344.

The table below shows the Welfare Loan data for the 18 months period ended 30 June 2017:

Welfare Loan Scheme	
Loans	2016/2017
No of applications Received	1280
No of applications Approved	967
Amount Applied	256,306,000
Amount Approved	191,215,000
Amount Disbursed	142,970,344



4.7 Employees Car Loan Scheme

In November 2010, the EWF introduced a Car Loan Scheme which was made available to all employees of both the public and private sectors, for the purchase of motor vehicles (new and reconditioned), at an interest rate of 8.5%. In December 2013, the Car Loan Scheme was amended. Purchase of second-hand cars was possible for a maximum loan amount of Rs 300,000 with one guarantor. Moreover, applicants who do not wish to have their new or reconditioned car as guarantee could also apply for a car loan with one guarantor.

The interest rate of the scheme which was reviewed from 8.5% to 8% in year 2014 became effective as from January 2015 to be more competitive on the market. Moreover, the Scheme was amended to allow for the purchase of 2 cars per household up to a maximum of Rs1.5 million.

A total of Rs 73,858,200 was disbursed in year 2015 for 243 applications which were approved.

The table below shows the car Loan data for the 18 months period ended 30 June 2017:

Car Loan Scheme	
Loans	2016/2017
No of applications Received	294
No of applications Approved	243
Amount Applied	89,557,560
Amount Approved	71,507,200
Amount Disbursed	73,858,200

4.8 Employees Motorcycle Loan Scheme

In November 2011, a Motorcycle Loan Scheme was introduced as per the Budget Speech to help workers to have a quick and cheap means of transport for a maximum loan amount of Rs 50,000. The rate of interest is 8%, and one guarantor needed.

In 2016/2017, a total of 139 applications was approved with a total disbursement of Rs 13,898,000 as illustrated in the table below:

Motorcycle Loan Scheme	
Loans	2016/2017
No of applications Received	213
No of applications Approved	139
Amount Applied	17,595,746
Amount Approved	11,415,000
Amount Disbursed	13,898,000



4.9 Loan for People with Disabilities Scheme

The EWF Loan for People with Disabilities Scheme available to all employees and their families of both public and private sectors who suffer from a permanent disability for the financing of the following:

- The purchase of any assistive devices;
- Renovation works in respect of their disabilities; and
- Medical expenses or studies.

The scheme was enhanced in year 2015 by extending the refund period to 8 years, given that refund within 5 years was acting as a barrier due to the high monthly instalment.

In 2016, the loan was extended to finance normal cars to be used as a means of transport by the family for the disabled member.

In 2016/2017, 18 applications were received out of which 11 applications were approved for a total amount of Rs 2,650,000 as shown in the table below:

Loan for people with disabilities	
Loans	2016/2017
No of applications Received	18
No of applications Approved	11
Amount Applied	4,205,000
Amount Approved	2,545,000
Amount Disbursed	2,650,000

4.10 In-House Death Cover Scheme

The In-house Death Cover Scheme was introduced in September 2005 whereby the loan balances due by borrowers are being written off in case of the death of either the applicant during the period of refund or the beneficiary during the period of study. The maximum coverage is Rs 1M per applicant.

In 2015, the scheme which was only for education loan has been extended to the Welfare, Car and Motorcycle Loan Schemes

Since 2016 the scheme also covers applicants who become permanently disabled.

The amount collected during 2016/2017 was Rs 14,332,551 and loans totaling Rs 3.2 million have been written off. The In-house Death Cover balance as at 30 June 2017 stood at Rs 54,507,963.

The table below illustrates the In-house Death Cover for the 18 months period ended June 2017.

	2016/2017
Total No. of Clients	10,360
Premium Collected	14,332,551
Amount Written-off	3,177,470
Insurance Fund Value	54,507,963

4.11 Financial assistance to fire victims and to relatives of employees who died on site of work

Since 1993, the EWF is providing financial assistance to relatives of employees who have lost their lives on their site of work, and to victims whose houses have been completely destroyed by fire. The amount of assistance is Rs 25,000 per family.

During the year 2016/2017, 7 requests for financial assistance from EWF members whose house were completely destroyed by fire and 1 request for death on site of work were entertained. The total disbursed amount for the year 2016/2017 was Rs 200,000.

4.12 Refund of Contributions

The EWF continues to entertain applications from retired employees and makes arrangements for the refund of their contribution. As per the EWF Act 1995, full contributions made by employees who retired from July 1991 to June 1994, should be refunded to them. However, there was no such claim in the year 2016/2017.

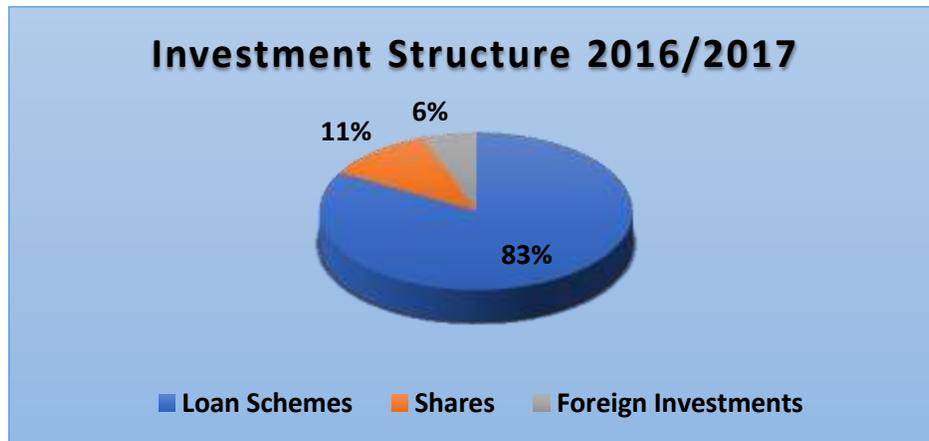
4.13 Investment Strategy

In line with the first objective of the Fund, that is,

“To manage the financial and other resources of the Fund.”,

Prudent investment strategies have been adopted so as to strike a fair balance between risk and return. Around 83% of the investment was allocated to the different loan schemes during the year and the Fund investment strategies for the rest of 17% were as follows;

- 11 % Local Equity Markets
- 6% Foreign Investments



4.14 Comparative Investment Structure

Investment Structure	2015		2016/2017	
	Rs	%	Rs	%
Loan Schemes	1,711,399,571	82%	1,787,863,288	83%
Shares	220,690,478	11%	241,039,757	11%
Foreign Investments	132,284,335	7%	120,344,457	6%
Total	2,064,374,384		2,149,247,502	

4.15 Return on Investments

As a result of the investment policy undertaken, the return on investments during the year under review amounted to Rs167.7 million as shown in the table below;

Instruments	2016/2017 (IPSAS)
<i>Loan Schemes</i>	153,614,771
<i>Foreign Investment Equity and Bonds</i>	7,098,591
<i>Equity on Local Market</i>	9,151,740
<i>Treasury Bills and Bank Deposit</i>	1,876,141
Total	167,702,294

4.16 Seaview Calodyne Lifestyle Resort (Ex-Calodyne Sur Mer Hotel)

Seaview Calodyne Lifestyle Resort which started its activities in 2002 as a *Village de Vacances* is now a three-star hotel with 82 rooms. The objective of this project was to facilitate access to hotel to Mauritians of average revenue. The packages being offered to Mauritians are the best in terms of quality and price; which explains the increasing demand by Mauritians for this product.

In 2016/2017 the hotel has been completely renovated and rebranded as “Seaview Calodyne Lifestyle Resort” to respond to the new exigencies of the Tourism Industry.

5.0 The Way Forward

5.1 Corporate Plan 2016-2019

As mentioned in the 2015 Annual Report where it was stated that “after 25 years of existence it is high time for the Fund to re-invent itself so as to face the economic and social exigencies and with a view of meeting the ever-changing demand of employees who contribute to the Fund and also aligning itself to the 2030 Vision of the Government”. The EWF launched its new corporate plan in 2016.

Consequently, the mission statement, the vision as well as the Corporate Identity of the Fund have been revisited.

STRATEGIES FOR 2016-2019

The Fund's areas of action for future growth and improved service are four pronged:

- Maximize revenue by improving existing offering;
- Launch new and innovative products to meet evolving needs;
- Ensure increased internal capability through revamped, consolidated structures and external support; and
- Environment and good governance.

Based on the above, the EWF Corporate strategies for 2016-2019 have been designed around three main pillars which will contain very specific activities as follows: -.

- Pillar 1 - Financial Innovation
- Pillar 2 - New projects
- Pillar 3 - Efficiency Improvement

A key element of the Corporate Plan is its inbuilt flexibility, which will allow the Fund to adjust its priorities and activities according to emerging or changing needs of its members.

I seize the opportunity to thank all our stakeholders specially our parent Ministry for its continuous support. My special thanks go to the Chairman, Board members and all the EWF staff for their team spirit and dedication to accompany the Fund in its journey towards improvement and development for the benefit of all its members and their families. Without their efforts and unstinting hard work, we would not be where we are today. The success and sustainable growth of the Fund is attributable to their continuous hard work and support.

6.0 Corporate Governance

Corporate Governance is the system whereby the rights of the stakeholders are protected through rules as stated in the Code. This encourages transparency and clarity of reporting. Compliance to the Code of Corporate Governance is primordial to the reputation of the Fund as it entails instilling trust in the public and potential stakeholders.

The EWF is committed to implement best practices in Corporate Governance with the ultimate objective to fully adhere to the recommendations and principles contained in the Code of Corporate Governance for Mauritius. Moreover, it complies strictly with the requirements of the Finance and Audit Act, EWF Act, Statutory Bodies (Accounts and Audit) Act and other non-statutory requirements

According to the Statutory Bodies (Accounts and Audit) Act, the Fund needs to file a report on the Code of Corporate Governance. It is a legal requirement that the Fund complies with all the provisions of the Code.

The EWF considers that the organisation has complied with the principles of the Code of Corporate Governance. Based on “apply and explain” approach, the new code of Corporate Governance for Mauritius (2016) introduced on 13 February 2017 shall be applied from 1st July 2017 onwards.

6.1 Formal Induction and Orientation of Board Members

On appointment to the Board and/or Committees, members receive a comprehensive information pack from the Secretary of the Board and an induction program is organised to introduce the newly appointed members to the Fund's activities.

All members have access to the Board Secretary and General Manager to discuss issues or to obtain information on specific areas or items to be considered at Board meetings or any other area they consider appropriate.

Furthermore, the members have unrestricted access to the records of the Fund. The Board and its Committees also have the authority to secure the attendance at meetings of third parties with relevant experience and expertise as and when required.

6.2 Board Performance Review

The Board of the EWF had its third Board evaluation at the beginning of 2017. However, as this Board has been newly constituted since the last two years, for most of the directors it was the first time they have ever been evaluated. The exercise was carried out by Mrs. Kim Andersen from MIOD.

The evaluation process comprised four main parts:

i) Documentation Audit

All relevant documents pertaining to the Board were reviewed and audited against the benchmark of the old Code for Corporate Governance and the new Code for Corporate Governance in Mauritius which was legally enforced on the 1st July 2017 and by which the Board of the EWF shall be bound.

ii) Self-Assessment Questionnaire

Each member was asked to complete a questionnaire about his/her individual contribution as member and about key issues that had been highlighted during the documentation review. The assessment was tailored to suit the EWF and its status as a state- owned enterprise.

iii) One on One Interviews

After the completion of the questionnaires, each member was scheduled with a one-to-one interview with the Evaluator. The interview was confidential.

iv) Report and Recommendations

After gathering all the data available, the Evaluator has mined (Is this the correct word)? PI check) the date, assessed the performance of the Board and issued findings and recommendations in this report.

The report was first presented to the Chairman and thereafter tabled for open discussion in the Board meeting.

Findings

The report first gave the feedback from the members in their assessments. The source of the feedback was anonymous to ensure that the spotlight remains on the issues for development and not any individual member or group of members. The questionnaire reflected the **average** of the ten responses and the comments were anonymous and verbatim.

The Board used the feedback as a catalyst for deep discussions about further development and improvement.

It was recommended among others, that a Corporate Governance Committee be set up and that Board focuses on increasing its skills knowledge and expertise in order to ensure future and sustained success. In this connection, a Directors' Development Plan will soon be implemented for the Board.

6.3 Director's Development Plan

The Board members participated in the following trainings/seminars/conferences: -

Participation of Board Members in Training/Seminar/Workshop/Conference for the period January 2016 to June 2017			
SN	Period Held	Training/Course/Seminar/Workshop/Conference	Participants
1	Apr-16	Introduction to Visual Gram	Mr Shersingh Mourat Mr Ganesse Gunputh Mr Pregassen Mounien Mrs Danielle Wong
2	May-16	Timeless Leadership	Mr Khemil Gobin
3	Jun-16	"Skills Mismatch, Development and Employability"	Mr Shersingh Moorat
4	Nov-16	Code of Ethics	All Board Members
5	Nov -16	Corporate Plan and New identity	All Board Members
6	Jan-17	Public Sector Anti-Corruption Framework (PSACF)	All Board Members
7	Feb-17	Initiative for Gender Diversity in Leadership	Mrs Danielle WONG
8	Jun-17	Understanding the New Code of Corporate Governance	All Board Members

6.4 EWF Code of Ethics

The EWF Code of Ethics was launched in December 2016. The services of the MIOD were enlisted to develop the Code of Ethics.

The introduction of the code of ethics stems from two points of origin. The first is our inherent belief that we strongly believe that we exist to serve the people of Mauritius and the second is our desire to perform that service in a way that is fair, right and just. This code is based on our core values which are at the heart of all we do.

The purpose of the code of ethics is to provide guidance to our staff on how to act in a manner consistent with our values and set the standard we expect from all our staff and Board members. The code is based on five key guiding principles as follows: -

1. Leadership by example

At the EWF we aspire to be the leader in all that we do.

2. Respect

We commit to being respectful in all we do. We will treat our members, our clients and our stakeholders with respect regardless of race, creed, sexual orientation, religion or status.

3. Honesty

Understanding the resources that we work with are not our own, we seek to inspire trust and belief in the EWF by conducting all our business in an honest manner.

4. Responsibility

We will endeavour to be responsible in the way we treat people, the country and the resources at our disposal.

5. Integrity

We view this as the cornerstone of all that we do. We aspire to act with integrity in every way and in every business activity. We do not accept any gift or reward that would cause the EWF to come into disrepute; all procurement processes and tenders follow our policy guidelines and all our financial transactions are completed in line with global best practices. We choose to behave ethically even if no one is looking, knowing that each individual member of the EWF is a shining light for the whole organisation.

6.5 Board Governance Structure

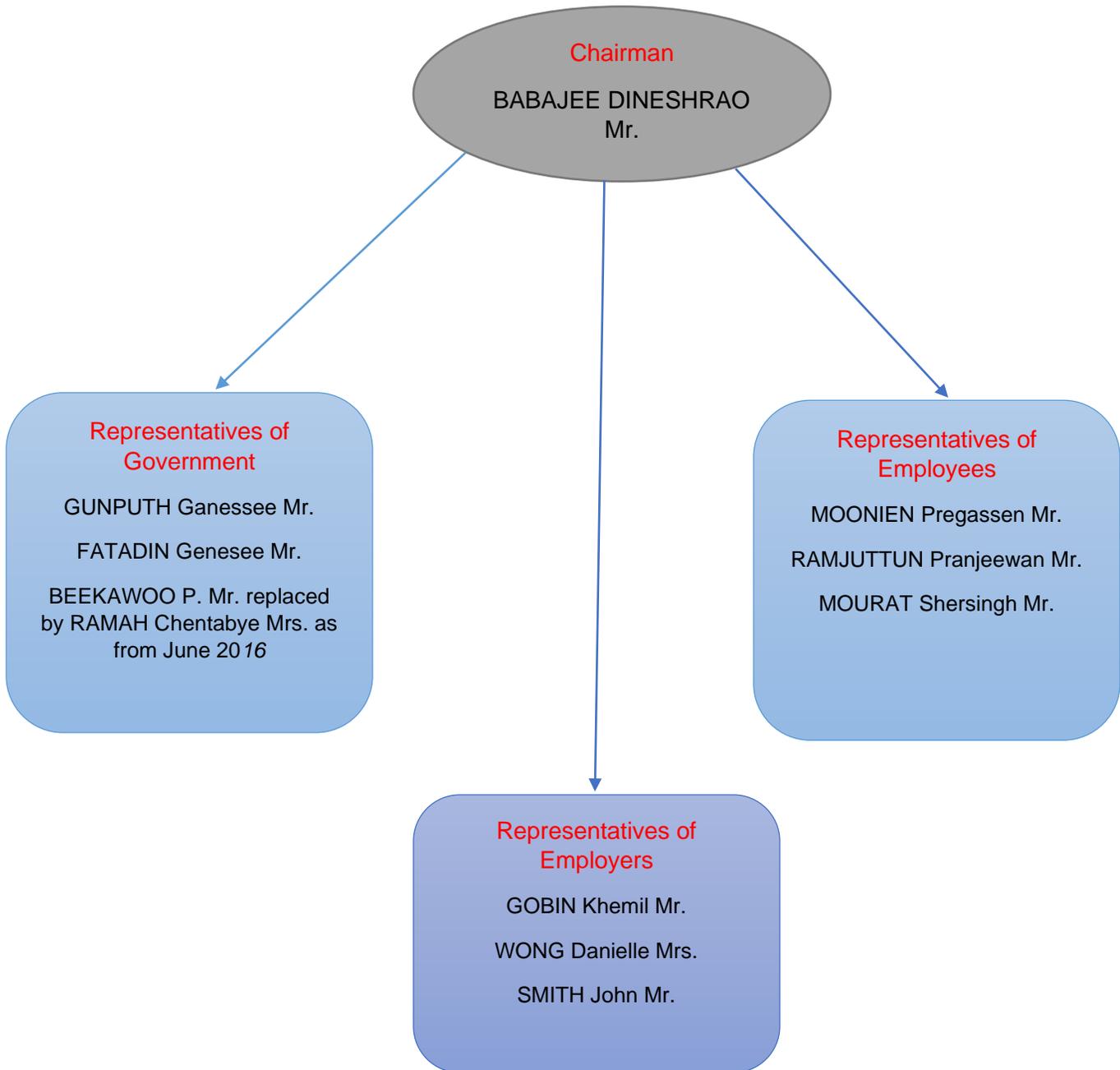
The EWF Act 1995 makes provision for the Fund to be administered and managed by a Board. The Act requires a tripartite philosophy in its management setting.

According to the EWF Act 1995, the Board shall consist of

- A Chairman appointed by the Minister after consultation with representatives of employees and employers;
- 3 representatives of Government;
- 3 representatives of Employees appointed by the Minister after consultation with Trade Unions; and
- 3 representatives of Employers appointed by the Minister after consultation with the Mauritius Employers Federation.

The Members of the Board shall hold office for a period of 2 years and are eligible for re-appointment.

6.6 Board Composition for the Year 2016-2017

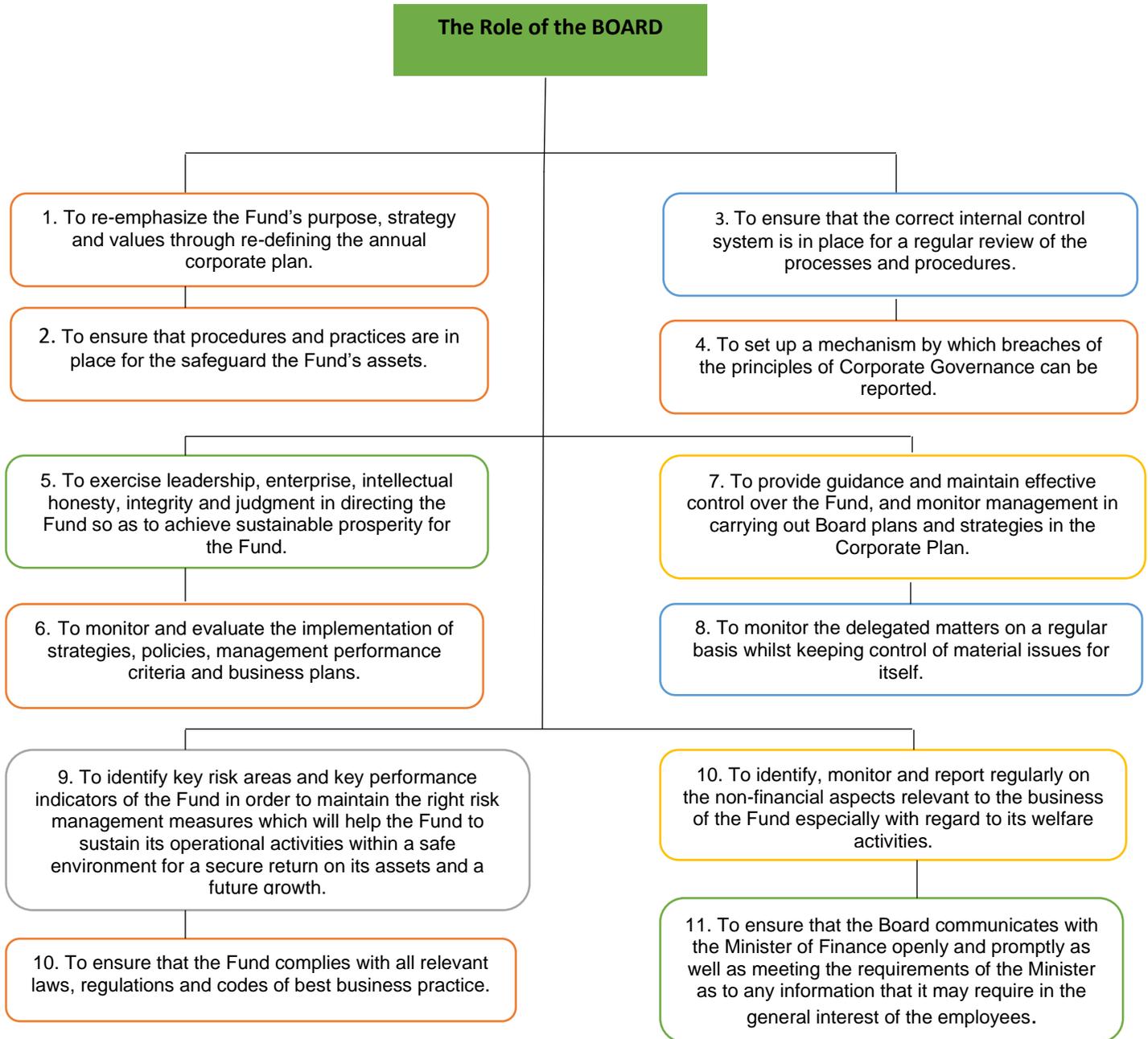




6.7 Obligations of the Board

According to the EWF Act 1995, the Board has the power to do all such things that are advantageous for the objects of the Fund. It has the power to delegate, manage, direct and supervise the affairs of the Fund.

The Board is responsible for the exercise of power and authority and accountable for the performance and affairs of the Fund. The responsibilities of the Board are elaborated below



6.8 Meetings of the Board and Conduct of Meetings

The Board meetings are a fundamental component of governance processes. Each Board meeting is critical as it is the main opportunity to fulfill its functions and responsibilities as listed above.

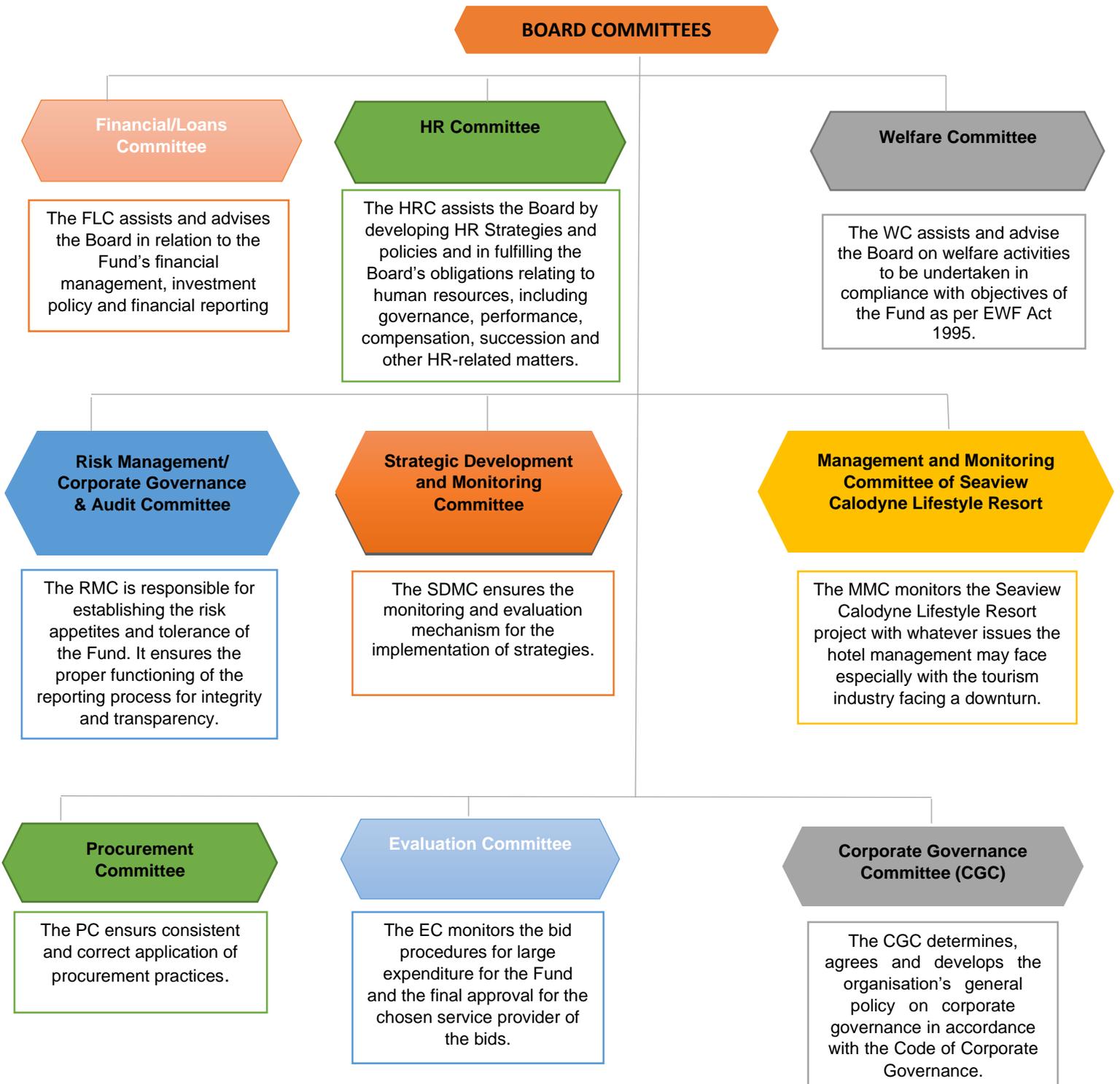
According to the Fund's Act, the Board shall meet at least once monthly at such time and place as the Chairman may consider appropriate. The quorum shall be 5 members including at least one representative each from the Government, employers and employees.

In addition, the Board meets whenever necessary between scheduled meetings to discuss urgent issues arising.

6.9 Board Committees

To help the Board discharge its functions in a responsible and accountable manner, the Board's Committees as described below have been set up to ensure close monitoring of the Fund's operations and compliance with established regulatory guidelines.

The composition of the Committees is in line with the tripartite philosophy as far as possible, depending on competences required and availability of members. The Board of Directors are illustrated below:



6.10 Committee Charters

Each Committee has its Terms of Reference which clearly articulate its responsibilities. Calendars of meetings are fixed in advance for 12 months at the beginning of each year. The Terms of Reference of all Committees are reviewed annually to ensure that they comply with best practices in the relevant areas. Attributes of all Committees have been clearly defined in line with the Code of Corporate Governance.

6.11 Board Committees for Year 2016/2017

i) Finance and Loans Committee (FLC)

Terms of Reference

- Propose financial objectives, priorities, outputs and performance indicators which agree with the Fund's aims, policy and management objectives.
- Ensure that plans and adequate systems are in place to achieve these objectives effectively, efficiently and economically.
- Advise the Board on financial procedures of the Fund where necessary.
- Ensure that there are clearly defined and transparent procedures for expenditure
- Monitor of cash flows of the Fund on a monthly basis and advise on cash flow policies.
- Review the annual Financial Statement of the Fund and recommend their acceptance to the Board.
- Continuously review the investment policy of the Fund and advise the Board accordingly after consultation with Fund Managers.
- Analyse and review short term, long term local and foreign investment in collaboration with an appointed Fund Managers.
- Analyse, review and recommend policies and procedures relating to investment and financial management, and compliance with applicable laws and regulations.
- Ensure budget tracking and reporting standards as are appropriate to the needs of the committee and the Board.
- Analyse and review the annual budget and make specific recommendations to the Board on its adoption, including where desirable, comments on expense levels, revenue structures, fees and charges, adequacy of proposed funding levels of programs, and adequacy of provision for reserves.

- Develop and recommend long range financial objectives of the Fund and undertake a review, at least annually, of those long-range financial objectives of the Fund and their ability to sustain the Fund and the accomplishment of its stated mission and programs.
- Report to the Board annually on such objectives, including recommendations for revision as appropriate.
- Give covering approval for loan applications that comply with all policies, procedures and terms approved by the Board. Applications which depart from matters of principle should seek Board approval.
- Advise on policies and procedures for debtors monitoring and control.
- Propose procedures and modalities for Education Loan as regards to loan quantum, disbursement and recovery which square with the Fund's aims, policy and management objectives.
- Ensure that adequate systems are in place to manage the education loans and In-House Death Cover effectively, efficiently and economically.

Meeting

The Committee meets on a monthly basis except in specific circumstances.

Composition

Mr. J. Smith - Chairperson

Mrs C. Ramah – Member

Mr. S. Moorat – Member

Mr. F. Fatadin – Member

In attendance

General Manager + Deputy General Manager

The chairperson + 2 members constitute a quorum for the holding of the meeting.

The services of an external resource person may be required for advice as and when needed.

ii) Human Resource Committee (HRC)

Terms of Reference

1. To review and propose Human Resources strategies (HR planning, succession planning, employee's engagement, performance management, reward and recognition, employee relations, training, talent management, recruiting and retention, HR service delivery, organisational productivity improvement etc.)
2. To recommend to the Board, and annually implement, an appropriate evaluation process for the Board, the Board Chairman, its Committees and Members
3. To undertake such Corporate Governance initiatives as may be necessary or desirable to contribute to the success of the organisation and to recommend to the Board any reports on Corporate Governance that may be required or considered advisable
4. To approve the Fund's general policy on staff remuneration as per the PRB recommendations.
5. To ensure effective and sustain human resource development of the Fund
6. To review major changes in the organisational structure and staffing structure requirements as proposed by the General Manager for the efficient management of the Fund and make proposals to the Board
7. To review and approve any relevant criteria to measure the performance of staff in fulfilling their functions and responsibilities.
8. To update and review the HR Action Plan
9. To examine and advise on any other relevant HR issues.
10. To monitor the HR annual budget.

Composition

Mr. K. Gobin - Chairperson

Mr. J. Smith – Member

Mr. G. Gunpath – Member

Mr. P. Moonien – Member

3 members shall constitute the quorum.

In Attendance

The General Manager

The Administrative Manager (Secretary of Committee)



Frequency of Meetings

The HR Committee normally meets once every two months or as and when required.

iii) Strategic Development and Monitoring Committee (SDMC)

Terms of Reference of the Committee

1. To approve and monitor the 'strategic plan' and report to the Board on subsequent progress and monitoring.
2. To provide annual progress reports and work-plans to Board members, where applicable, with a six-monthly update. (This is in addition to specific project reports and any exception reporting.)
3. Where necessary, revised targets will be identified prior to the end of timeframe.

Meetings

The Committee meets at least four times during the financial year. Additional meetings are held as and when required.

Composition

The SDMC comprises of the Board Chairperson, Chairpersons of all subcommittees and 2 representatives Employees.

Mrs D. Wong - Chairperson of the SDMC and of SCLRMC

Mr. K. Gobin – Chairperson of the HR Committee

Mr. J. Smith – Chairperson of the Finance Committee

Mrs C. Ramah – Chairperson of the Procurement Committee

Mr. F. Fatadin – Chairperson of the Welfare Committee

In attendance

Management team.

iii) Welfare Committee

Terms of Reference of the Committee

1. To approve strategic plans for welfare activities at national level on a yearly basis to be implemented by EWF.
2. To ensure that all welfare activities proposed are in line with the Mission of the EWF that is '*to be responsive to the evolving needs of employees and their families*'.



3. To guide EWF in identifying the evolving welfare needs of employees and their families.
4. To advise and ensure that appropriate structure is set up for the operation of welfare schemes and projects identified.
5. To ensure that there is proper awareness and promotion of the various schemes made for the benefit of employees and their families.
6. To ensure that control mechanism is in place to safeguard all the assets of the Fund.

Meeting

The Committee meets once every two months except in special circumstances.

Composition

- Mr. F. Fatadin, Chairperson
- Mrs D. Wong, Member
- Mr. P. Moonien, Member
- Mr. A. Sitanna, General Manager (in attendance)
- Mr. J. Dahoo, Project Manager & Secretary to the Committee

The chairperson + 1 member constitute a quorum for the holding of the meeting.

iv) Audit and Risk Management Committee

Terms of Reference

1. the functioning of the internal control system: compliance with rules and regulations (watch out for weaknesses leading to fraudulent activities)
2. the functioning of the Internal Audit Unit/Section: compliance with good governance practice (watch out for conflict of interests)
3. the risk areas of the company's operations to be covered in the scope of the internal and external audits;
4. the reliability and accuracy of the financial information provided to management and other users of financial information (watch out for erroneous financial reporting);
5. any accounting for audit concerns identified as a result of the internal or external audits;
6. legal and judiciary requirements;
7. Mechanism for measurement of performance;
8. principle of value for money;
9. its advisory role (it has no executive role)

10. being available for int/ext auditors
11. review accounting policies
12. review systems of internal control
13. agree agenda of work of internal audit department
14. receive results of internal audit work
15. review independence of external audit firm

Meetings

The Committee meets on a quarterly basis except in special circumstances.

Composition

Mrs D. Wong – Chairperson

Mr. P. Moonien – Member

Mr. G. Gunpath – Member

Mr. F. Fatadin – Member

In attendance

Administrative Manager/Secretary to the Committee

The chairperson + 2 members constitute a quorum for the holding of the meeting.

Note:

General Manager + Deputy General Manager may attend whenever their presence is needed.

v) Management and Monitoring of Seaview Calodyne Lifestyle Resort Committee (MMC)

Terms of Reference

1. Assist and advise the Board in relation to the management affairs of the hotel
2. Ensure that the operating standard is maintained
3. Ensure the implementation of quality standards such as HACCP and ISO and also to tag the hotel as a green resort
4. Ensure that all control mechanisms for the safeguard and security of the complex and all its assets are adequately observed and maintained;
5. Carry out regular on-site audit to substantiate findings as reported by the General Manager or by any other third-party regarding maintenance of all assets;



6. Establish liaison between two Committees (MMC and HMC); and take stock of any unresolved issues and to report to the Board accordingly.

Meetings

The Committee meets on a quarterly basis except in special circumstances.

Composition

Mrs D. Wong – Chairperson

Mr. K. Gobin – Member

Mr. G. Gunpath – Member

Mr. S. Moorat – Member

Mr. J. Smith – Member

Mr. P. Ramjuttun – Member

The General Manager and the Project Manager who acts as Secretary to the Committee are in attendance.

The Chairperson of the Board may attend the meetings, if he/she so desires.

The Chairperson + 3 members shall constitute a quorum for the holding of the meeting.

vi) Procurement Committee (PC)

Terms of Reference

1. Formulate and ensure that proper procurement procedures and principles are followed for the procurement of goods, services and works;
2. Examine requests for the procurement of goods, services and works and decide on the procurement methods to be used in each case;
3. Vet bidding documents and notices;
4. Open bids received;
5. Examine and evaluate bids;
6. Set up bids evaluation committee, as may be required;
7. Oversee the examination and evaluation of bids and make proper recommendations to the Board for the award of tender/contract;
8. Review and make appropriate recommendations to the Board on applications received for variations, addenda or amendments to any on-going contracts;
9. Recommend, where appropriate, the implementation of measures to improve the operation of the annual procurement planning and process; and

10. Formulate appropriate policies relating to procurement.

Composition

Mrs C. Ramah – Chairperson

Mr. P. Ramjuttun – Member

Mr. P. Moonien – Member

Mr. F. Fatadin - Member

Mr. K. Gobin - Member

Meetings

The Committee meets as and when needed.

The PC may co-opt other officers or persons with the necessary technical/financial expertise where the nature of a procurement so warrants.

vii) Evaluation Committee

Terms of Reference

1. examine the bids in order to determine whether they are complete and in accordance with the bidding documents;
2. ascertain whether -
 - (i) they are properly signed; and
 - (ii) the documents required to establish their legal validity and the required security have been furnished.
3. Where a prequalification procedure is applicable, a bid received from an entity other than a pre-qualified bidder shall be rejected.
4. Where a bid discloses an arithmetical error, the error shall be corrected and the bidder notified.
5. Where there is a discrepancy between figures and words, the amount in words shall prevail, and the mistake shall be corrected and the bidder notified.
6. Where a bidder refuses to accept a correction made his bid shall be rejected and the bid security forfeited.



7. Where there is a minor deviation in any bid that did not warrant rejection of the bid at an earlier stage, such minor variation shall be quantified in monetary terms, as far as possible.
8. Every bid shall be evaluated according to the criteria and methodology set out in the bidding documents and the evaluated cost of each bid shall be compared with the evaluated cost of other bids to determine the lowest evaluated bid.
9. Where a prequalification procedure is applicable, the qualifications of the lowest evaluated bidder shall be verified anew to take account of any change since the original prequalification.

Meeting

The Committee meets as and when required.

Composition

Mrs D. Wong – Chairperson

Mr. S. Moorat – Member

Mr. G. Gunpath – Member

- 1 external person with appropriate technical competencies may be co-opted when needed

In attendance

The Management as needed.

viii) Corporate Governance Committee

Terms of Reference

- i) To determine, agree and develop the organisation's general policy on corporate governance in accordance with the applicable Code of Corporate Governance;
- ii) To make recommendations to the Board on all corporate governance provisions to be adopted so that the board remains effective and complies with prevailing corporate governance principles;
- iii) To ensure that the reporting requirements with regard to corporate governance, whether in the annual report or on an ongoing basis, are in accordance with the principles of the applicable Code of Corporate Governance;



- iv) To examine and vet the Corporate Governance Report to be published in the organisation's annual report;
- v) To ensure that disclosures are made in the annual report in compliance with the disclosure provisions in the Code of Corporate Governance;
- vi) To monitor and follow up on the implementation of the report on Board Evaluation; and
- vii) To make recommendations and monitor the Directors' Development Plan.

Meetings

Meetings of the Committee are held as the Committee deems appropriate. However, the Committee should meet at least once each year.

General

The Board ensures that the Committee has access to professional advice both inside and outside the Fund in order for it to perform its duties.

Composition of the Committee

Mr. K. Gobin	Chairman of the Committee
Mrs C. Ramah	Member
Mr. P. Moonien	Member
Mr. D. Babajee	Chairman of the Board

In Attendance

Mr. A. R. Sitanna	General Manager
Mrs. M. Ramiah	Administrative Manager and Secretary to the Committee

ix) Anti-Corruption Committee (ACC)

Terms of Reference

- Formulation of an Anti-Corruption Policy.
- Development of a Corruption Prevention Plan.
- Development and implementation of Corruption Risk Management (CRM) plan.
- Overseeing and coordinating implementation of corruption prevention strategies.
- Implementation of recommendations proposed by the ICAC in Corruption Prevention Reviews.
- Advise management on corruption prevention issues with respect to new projects and policies on which the organization is embarking.



- Building and sustaining an ethical culture to promote integrity of staff within the organisation.
- Interact with other ACCs to share corruption prevention experiences.
- Report achievements through the Chief Executive of the Ministry/Organisation to the Director General of the ICAC twice yearly.

Composition

Representatives of EWF

Mr. D. Babajee	Board Chairman and Chairman of the Committee
Mr. A. R. Sitanna	General Manager
Mr. A. Nawaz	Deputy General Manager
Mrs. M. Ramiah	Administrative Manager
Mr. J. Dahoo	Project Manager
Mrs. A. Sagum	Technical Officer (Loans)

Representatives of ICAC

Mrs. K. Seegolun
Miss N. Maghooa

Frequency of Meetings

The ACC meets on a regular basis, preferable every month or as decided by the Chairperson.

ix) Hotel Management Committee (HMC)

Terms of Reference

- Exchange views on the general performance of the Hotel, competition and tourism trends and prospects in the country
- Decide on actions to be taken for improvement and upgrading of the Hotel infrastructure and other assets as may be required
- Take decisions for actions as may be necessary in order for the Hotel to meet its obligations towards all its customers and also for the EWF to meet its obligations as a provider of welfare benefits to its own members and Mauritian clients;



Employees Welfare Fund

- Take decisions for the upgrading, improvement of facilities and services as may be required so that the Hotel is consistently maintained at its approved star category and in keeping with standards in similar hotels within its competitor set;
- Adopt a common and firm policy on complimentary and/or discounted stay and dining at the Hotel, or alternatively to agree on a fixed annual quota for free and/or discounted room-night accommodation (on bed and breakfast basis only) in favour of members of the EWF Board, staff and their guests. All requests for such free and/or discounted facilities within the agreed quota should be made strictly through, and after approval by the General Manager of the EWF in consultation with EGML; and
- Take cognizance of the Hotel performances based on the forecast submitted by EGML as per attached Business Plan in respect of room occupancy, ADR, RevPAR, GOP and profitability amongst others. For this purpose, a monthly report to be submitted in advance by EGML to the General Manager of EWF for report drafting to be discussed at the Committee level and to be subsequently submitted to the Board of EWF

a) Meetings

The committee shall meet on a monthly basis or at such frequency as the Committee may deem necessary at the seat of the Hotel.

b) Composition

The composition of the Committee shall comprise of:

- Three representatives of EWF (GM + 2 Board Members)
- Two representatives of EGML
- One Independent and experienced hospitality/tourism management specialist (as and when required)

Board Meetings

The Chairman and the General Manager, in collaboration with the Board's Secretary, agree on the Board Meeting agenda to ensure adequate coverage of key issues during the year. Board papers are now uploaded in the dropbox at least five days before the meetings, except in special circumstances, so that the members may accede to the documents on their tablets.

Board members are expected to attend each Board meeting and every meeting of the Committees of which they are members, unless there are exceptional circumstances that prevent them from doing so.

The methods through which the Board exercises its powers and discharges its responsibilities are set out in the Terms of Reference and the EWF Act 1995 governing the Fund which provides, among others, for the following:

- the requirement that the Chairman of the Board must be appointed by the Minister;
- the creation of Committees;
- a corporate code of conduct addressing, inter alia, issues relating to conflicts of interests;
- the establishment of strategic objectives;
- the existence of clear lines of responsibility and accountability throughout the Fund;
- Board performance evaluation; and
- the timely communication of the financial results and position to the Minister.

6.12 Member's Profile

The members' profile is detailed below:

Mr. Dineshraj Babajee

Mr. D. Babajee has been appointed as Chairman of the Fund in April 2015. He worked as Medical representative from July 2001 to December 2015 in several firms such as the FTM Ltd, Unicorn Trading, Aventis Laboratory and Sanofi Aventis. He has been appointed as the General Manager of Rose Belle Sugar Estate with effect from January 2016.

Mr. Fatadin Fatadin

Mr. Fatadin is the Deputy Commissioner at the Ministry of Social Security National Solidarity, Senior Citizens Welfare and Reform Institution. He worked in the Ministry since 07 January 1974. He is a Member of the National Pensions Fund Board, National Savings Fund Board, National Solidarity Fund Board, Human Resource Knowledge and Arts Development Fund Board, Vice Chairperson of the Technical Commission on Employment Policies & Unemployment Benefit (International Social Security Association-ISSA). Mr. Fatadin also chairs the Welfare Committee of the Fund since June 2015.

Mr. Prakash Beekawoo

Mr. Prakash Beekawoo joined the Civil Service in 1984 in the Prison Department of Mauritius as Prisons Officer and moved to the Public Service Commission as Clerical Officer in 1985. He left the Public Service Commission in 1989 to join the Ministry of Housing and Lands as Executive Officer and moved to the Ministry of Arts and Culture, Ministry of Health, Ministry of Industry, Commerce and Cooperatives and Prime Minister's Office as Assistant Secretary since 1992 to 2008. In 2008 to 2014 he was assigned duties as Principal Assistant Secretary in the Prime Minister's Office. In 2015 he was designated as Acting Deputy Permanent Secretary in the Ministry of Finance. Mr. Beekawoo chairs the Procurement Committee since February 2015.

Mr. Ganesse Gunpath

Mr. Gunpath is employed as Teacher/Senior Teacher at the Ministry of Education since 1990. He started his career in 1986 as Educator in Presidency College and Private SMF in 1987 in the Mauritius Police Force. He left the police force in 1988 to join the Ministry of Education as Trainee Teacher.

Mrs Chentabye Ramah

Mrs Chentabye Ramah joined the Ministry of Finance in March 1979 as Clerical Officer. She was appointed as Executive Officer in October 1992. In December 2001 Mrs Ramah joined the grade of Assistant Secretary and was posted at the Ministry of Arts and Culture. Mrs Ramah is the Deputy Permanent Secretary at the Ministry of Finance since May 2016.

Mr. Khemil Gobin

Mr. Khemil Gobin is a Management/Development Professional and Practitioner and has extensive experience at senior management/corporate level.

He now leads his own consulting practice, The Edge Consulting which is active both locally and in the region.

He has been closely associated with many organisations, professional bodies and tertiary institutions in the capacity of Chairperson, Council/Board Director and Senate Member and is currently the Chairperson of the Human Resource and Welfare Committee of the Fund.

Mrs Danielle Wong Ng

Mrs Wong was the Director of the Mauritius Export Association as from 1980. She was entrusted by the Economic Commission for Africa (UNECA) and Overseas Development Agency to perform a number of studies in African countries. She was also Member of the world EPZ Association, Flagstaff, USA from 1988- 90.

She was a Member of the American Society for Quality and World Quality Council since 1996. She was a key resource to MEPZA winning the National Unity Award, was re-elected as Chairman of the Port Users Council of Mauritius. She was closely linked with the emergence of the export sector as a pillar of the economy.

Mr. John Smith

Mr. Smith is employed as Group Human Resources Manager at Mauritius Oil Refineries Ltd since April 2004. He started his career in the tourism sector as Tour Operator and joined the Constance S.E in 1990 as Assistant to Personnel Manager/PRO.



Mr. Pranjeewan Ramjuttun

Mr. Ramjuttun is the General Secretary and Full-time Negotiator of General Trade Unions Federation, Executive member of National Trade Union Confederation, Executive member of Southern Africa Farm Worker Network (based in Johannesburg), Member of National Pension Appeal Tribunal, Member of the National Remuneration Board, Workers Educator since 1990, Trainer – Alternative to Neo-Liberalism in Southern Africa (ANSA).

Mr. Pregassen Moonien

Mr. Moonien is presently employed by the State Land Development Company as Agricultural Worker. He is the President of the “Plantation Workers’ Union” and Treasurer of the “Mauritius Labour Congress”

Mr. Shersingh Mourat

Mr. Mourat is posted as Technical Assistant / Senior Technical Assistant at the Mauritius Cane Industry Extension and Training Unit since 1995 to date.

Since 2007 he is the Treasurer of the Federation of Parastatal Bodies and other Unions.

6.13 Meetings and Attendance

The table below shows the number of Board and Committees meetings held for the period January 2016 to June 2017:

Committees	Total No. of Meetings
Board	18
Special Board Meeting	2
Finance & Loans Committee	18
HR Committee	8
Special HR Committee	1
Welfare Committee	1
Management and Monitoring Committee of CSM/Seaview Calodyne Lifestyle Resort	9
Procurement Committee	5
Audit and Risk Management Committee	2
Evaluation Committee	6
Strategic Development and Monitoring Committee (SDMC)	6
Research on well-being: Steering Committee	1

The Table below shows the overall attendance of members to Board and Board Committees for period January 2016 to June 2017 in respect to the number of meetings held.

Members	Board	Committees								
		FLC	HRC	WC	PC	ARC	MMC	EC	RWSC	SDMC
BABAJEE, D	18									
FATADIN F.	17	13		1	1			4		6
BEEKAWOO P.	3	2			3					
GUNPUTH, G	16	2	7			2	7	5		
RAMAH, Mrs C.	13	10			2					2
GOBIN K.	14	1	8		3		4		1	5
WONG D. Mrs	16			1		2	8	5		4
SMITH J.	15	17	3				5	5		5
RAMJUTTUN P.	18				5		8			4
MOONIEN P.	17		7	1	1	2				6
MOORAT S.	18	18					7	6	1	

6.14 Board Members' Remuneration

As per the EWF Act 1995, the Board members' remuneration is decided by the Ministry of Finance and Economic Development for the meetings and function at the Fund. For the 18 months period ended Mourad 30 June 2017, the members earn Board fees and benefits of a total of Rs 4,337,000.

6.15 Executive Management

The Fund is set up by an Act of Parliament and managed by the Board as above. It is established outside the Central Government and is involved in commercial, economic, service oriented social activities requiring a large degree of autonomy and freedom from bureaucratic interference. Its affairs are subject to the scrutiny of Parliament and the parent Ministry. The daily operations of the Fund have been delegated to a General Manager who is the Chief Executive Officer and a Deputy General Manager.

Profile of the Senior Management

Mr. Appalsamy Reddi Sitanna – General Manager

Mr. Sitanna is a Fellow Member of the Association of the Chartered Certified Accountant with a Master of Science in Finance, University of Mauritius. He is also a certified PLC. He is a member of the Mauritius Institute of Directors (MIOD), Mauritius Institute of Management (MIM) and Mauritius Management Association (MMA).

Before joining the position as Internal Resource Controller at the Mauritius Broadcasting Corporation in 2001, Mr. Sitanna served in various positions in the public and private sector. He was appointed as Manager/Accountant for the Employees Welfare Fund as from 2005 and promoted to the function of General Manager of the Fund as from December 2007.

Mr. Ashok Nawaz - Deputy General Manager

Mr. Nawaz is a Fellow Member of the Association of Chartered Certified Accountant with a Master in Science in Finance, University of Mauritius.



He started his career in August 1995 in the private sector as Account Clerk, worked as Co-operative Officer from Jan 2000 to 2004 at the Ministry of Co-operatives and Accountant for the Irrigation Authority from February 2004 to June 2005 and became the Internal Auditor of the same entity as from July 2005.

He was appointed as Accounts Manager as from 2007 for the Fund and has been promoted to the function of Deputy General Manager of EWF as from January 2013.

Mr. Nawaz is a member of the Mauritius Institute of Directors.

Mrs Anne Marylyn Ramiah – Administrative Manager and Board Secretary

Mrs Ramiah has a Bachelor of Arts Degree in Business Management from the University of Sunderland and is a member of the Mauritius Institute of Directors. From 1978 to 1986, she worked at the Prime Minister's Office.

From 1986 to 2003, she was Executive/Higher Executive Officer at the Ministry of Finance. She has been seconded to the Employees' Welfare Fund since August 1991. In November 2003, she was permanently transferred to the Employees Welfare Fund as Administrative Secretary of the Fund with main responsibilities as Board Secretary. Further on, she has been assigned duties of Administrative Manager since August 2013.

Mr. Jayesingh Dahoo - Project Manager

Mr. Dahoo has a Bachelor of Science in Social Work, University of Mauritius which he completed in 1998. Later he completed his first Master of Science in Public Sector Management (2004) and his second Master of Science in Corporate Governance & CSR, both at the University of Technology, Mauritius.

He worked at the Ministry of Social Security, National Solidarity and Reform Institutions as Social Security Officer from January 1999 to March 1999. He then joined the Social Welfare Division in the same Ministry as Social Welfare Officer and in March 2001 he was appointed to the post.



From September 2001 to June 2003, he worked as Enterprise/Community Development Officer for the International Fund for Agricultural Development (IFAD) – Rural Diversification/Poverty Alleviation Programme under the aegis of the Ministry of Women’s Rights, Child Development and Family Welfare.

From July 2003 to October 2005, he worked as Officer - Community Relations at the Independent Commission against Corruption in the Corruption Prevention and Education Division. He also worked as Probation Officer for the Commission of Probation and Aftercare Service under the aegis of the Ministry of Social Security, National Solidarity and Reform Institutions from October 2005 to December 2005.

From January 2006 to March 2009, he worked at the Lois Lagesse Trust Fund – School for the Blind as General Manager. From April 2009 to May 2010, he worked as Project Manager for the National Computer Board under the Ministry of Information and Communication Technology on the Community Empowerment Program which was financed by the UNDP and Microsoft.

He is presently the Project Manager at the EWF.

6.16 Related Party Transactions

Related party transactions are considered as individuals, parties or entities that could influence the Fund directly or indirectly in making financial and operating decisions. During the period January 2016 to June 2017, the related parties transactions entered into by the Fund are as described into the notes to the financial statements.

6.17 Risk Management

The Committee that oversees risk matters is the Risk Management Committee. The latter defines the risk management policies of the Fund with regard to the welfare projects, investments and loans and receivables. The Fund maintains a conservative approach to investment policy with most of its investments in listed local equities. With regard to the loans and receivables portfolio management, the Fund has well established loan policies regarding the different types of loans which restrict the credit risk exposure of the Fund.

Following the resignation of the Internal Auditor, the Board decided to outsource the services. After a tender exercise, the services of Moore Stephen were retained for the provision of Internal Audit and Risk Management services for a period of one year.

The activities of the Fund expose it to the following types of risks:

Market risk which consists of;

- price risk – the risk that the Fund faces from changes in the prices of its listed investments;
- interest rate risk – The Fund invests in bank deposits and loans out receivables at interest rates which may fluctuate as a result of a change in the repo rate and hence exposing it to interest rate risk;
- Foreign exchange risk - The Fund invests in equity shares in companies incorporated in USA and UK which are denominated in these foreign countries currencies as well as having fixed deposits in USD. It will face foreign exchange risk if there is significant change in the exchange rates from USD and UK pound sterling to the Mauritian rupee.

The Fund manages its investments portfolio by having regular reporting on the value of the investments on a monthly basis in the Finance Committee. Any decision whether to exit from an investment or to acquire new investments is done at the level of the Finance Committee. During 2016/2017, the market has not experienced any major fluctuations in terms of economic downturn or large fluctuations in foreign exchange so much so that the Fund has not faced any major market risks.

Liquidity risk- The Fund does not have significant creditors at year end other than the retirement benefits obligations and in-house death policy covers which are not due in the short term.

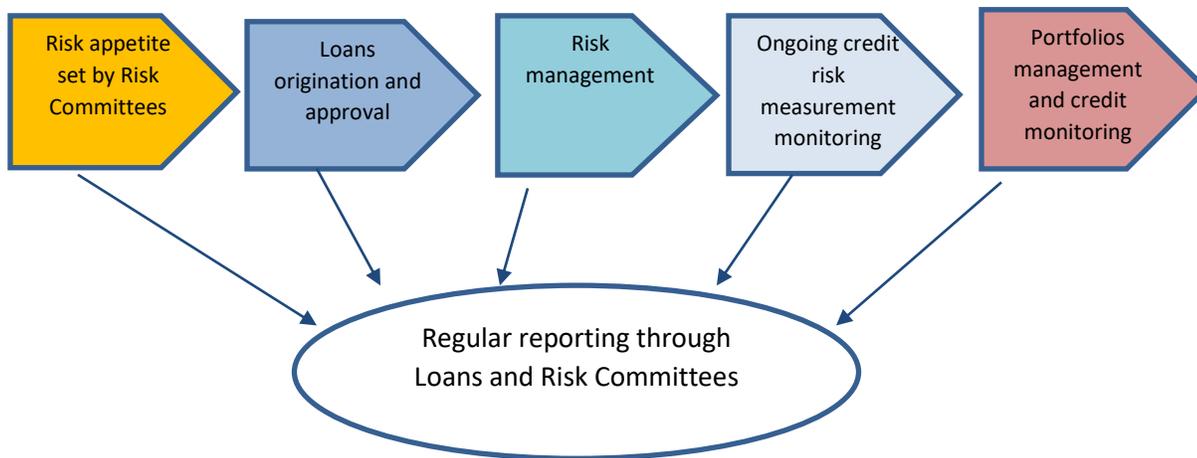
Credit risk- the risk that the Fund will face following the inability of its customers to repay back the loans installments due to the Fund.

The Risk Management Committee and Loans Committee have defined a set of Loans policies which analyses the credit worthiness of the customers before a loan is actually originated. These consist of a comprehensive risk management process which requires that all secured education loans are guaranteed with a mortgage security on property provided by the client. The process is reinforced with an independent team of the Legal Department who works on debtors monitoring on a regular basis.

Management ensures that there is segregation of duties within the Fund with an independent Internal Auditor, compliance, physical security and legal function all functioning towards risk management measures input in place.

Loans initiation is done within a well-defined process which ensures that ‘Know Your Client’ measures are complied with as well as credit worthiness of the clients assessed. Loans get disbursed only when they have been properly assessed for credit worthiness and approved at Loans/Finance Committees.

Meetings of the Loans Committee are held to ensure that the credit exposure of the loans portfolio is monitored on a regular basis. Monitoring of debtors is done on a priority basis and reminders sent.



7.0 Sustainability Report

The Employees Welfare Fund, as one of the leading institutions in the provision of specific welfare services to employees and their families, has continuously been contributing to the development of our economy in terms of welfare projects, schemes and activities.

Since 2013, sustainable use of resources has been a top priority for the EWF. The Fund has continuously been exploiting all possibilities to reduce, re-use and recycle.

Accordingly, the Fund has been endeavoring to save energy, avoid wastes and reduce carbon emissions. Controls on use of electricity, printing paper and toners have constantly been exerted. Moreover, with the implementation of the new IT-based Loan Management System (Flexcube), the Fund is targeting to become a paper-less office.

Furthermore, Health and Safety issues are rigorously being looked into so as to avoid health hazards and any sort of industrial injuries. Adequate opportunities for employee welfare are also being provided so as to ensure a safe, healthy and conducive office environment.

8.0 Directors' Responsibility Statement

(a) Financial Statements

The Directors of the Employees Welfare Fund are responsible for the integrity of the audited financial statements of the Fund and the objectivity of the other items of information presented in these statements.

The Board confirms that, in preparing the audited financial statements, it has:

- i. Selected suitable accounting policies and applied them consistently;
- ii. Made judgments and estimates that are reasonable and prudent;
- iii. Stated whether applicable accounting standards have been followed, subject to any material departures explained in the financial statements
- iv. Kept proper accounting records which disclose with reasonable accuracy at any time the financial position of the Fund;
- v. Safeguarded the assets of the Fund by maintaining internal accounting and administrative control systems and procedures; and
- vi. Taken reasonable steps for the prevention and detection of fraud and other irregularities.

(b) Going Concern Statement

On the basis of current projections, we are confident that the Fund has adequate resources to continue operating for the foreseeable future and consider that it is appropriate that the going concern basis in preparing the financial statements be adopted.

(c) Internal Control

The Board has the overall responsibility for taking such steps, as are reasonably open to them, to safeguard the assets of the Fund, to prevent and detect fraud and other irregularities.

Such systems ensure that all transactions are authorized, recorded and that any material irregularities are detected and rectified within a reasonable time-frame.



(d) Risk Management

Through the Risk Management Committee, it is ensured that the Board is made fully aware of the various issues and risks affecting the Fund operating activities. The Board is responsible for taking appropriate action to mitigate these risks using measures, policies and procedures and other type of controls that they believe are most appropriate.

(e) Donations

The Fund did not make any donations in this financial year.

Chairman

Mr D. Babajee

Board Member

9.0 Corporate Social Responsibility/Welfare Activities

Welfare Projects/Schemes/Activities

In line with one of its objectives, the Fund has been investing much resources in identifying and implementing projects and schemes to promote the welfare of employees and their families. Welfare of citizens is embedded in the EWF Act and the Fund is constantly demonstrating its commitment to contribute to the economic development while improving the quality of life of the workforce.

Consequently, the Fund has continued investing in welfare projects, namely;

- (i) The Sodnac Wellness Park at Colline Candos and
- (ii) The St. Felix Recreational Park Project

Moreover, as spelt out in the EWF Corporate Plan 2016-2019, brainstorming on some new projects and schemes namely the Holiday Scheme, Education Savings Scheme and Scholarship Scheme has already started followed by recruitment of Consultant.



9.1 Sodnac Wellness Park

Ever since its official inauguration in November 2012, the park has become the mostly utilized green space by health-conscious Mauritians in the region of Phoenix. Moreover, many NGOs often make requests for the use of the park for their activities throughout the year.

With the introduction of the outdoor gym in 2014, the park has attracted even more users and visitors.

The endemic garden with some 600 plants situated at the heart of the park is another point of attraction for nature lovers. And so are the jogging track and football ground which attract users of all age groups in the morning as well as the afternoon. Moreover, the lighting facilities recently added around part of the track has been widely appreciated by users.

People are increasingly benefitting from the assemblage of sound and peaceful green environment coupled with health promoting facilities and space for family togetherness comfortably secured by the Officers of the Special Mobile Force.

The EWF now intends to embark on the 2nd phase of the project and the main components under consideration are:

- Setting up of the medicinal corner
- Forestation including planting of tree species
- Setting up of the Children's Corner
- Lighting of the remaining part of the Jogging Track

It is to be noted that the maintenance of the park is done jointly by the EWF and the Special Mobile Force. Necessary gardening tools and equipment are also provided to the maintenance team as and when required.



Employees Welfare Fund



9.2 St. Felix Recreational Park project

Despite the willingness of all the partners in the project namely the EWF, the Beach Authority (BA) and the District Council of Savanne (DCS), the project was delayed due to technical constraints. Meanwhile the site was reviewed upon request from the DCS and the architectural layout was reviewed accordingly.

The new architectural layout has been agreed by all parties and with the help of the Project Manager/QS, a tendering exercise has already been completed. The prospective builder will soon be awarded the contract for civil works and award for wooden exercise equipment, selection of the supplier will follow.

The whole project will be implemented and the cost estimated is MUR 5M.



9.3 Seaview Calodyne Lifestyle Resort

Seaview Calodyne Lifestyle Resort which started its activities in 2002 as *Village des Vacances*, is now a three-star* hotel with 82 rooms. The main objective of this project was to democratize access to hotel facilities for Mauritians of average revenue.

Concessionary packages are offered to Mauritians and this explains the increasing demand by Mauritians for this service. As the umbrella organization caring for the welfare of Civil Servants, the Public Officers Welfare Council has been negotiating concessionary packages for its members and as at date some 10,000 members have benefitted from those packages.

Special packages are also offered to individual Mauritian clients during off-peak seasons, to corporates and groups and some 1,000 Mauritians benefit from these packages yearly.

So as to attract more Mauritians, 1-day packages and end-of-year events for corporations are also catered for.

9.4 Welfare Activities

- Sponsorships**

The Fund has sponsored the following activities:

Educational Tour for Rodrigues Students – Terre Rouge Government School (2016)

Blood Donation at SSS M. Sangeelee (2016)

3RD International Conference on recent trends on fitness – UoM (2016)

International Day of the Elderly Person – Southern Old Association (2016)

International Day of the Elderly Person – N.R Community Development Association (2016)

Sponsor a Child – NGO Sponsor a child (2017)

Blood Donation at SSS M. Sangeelee (2017)



Eligible applications for financial assistance have been entertained during the year 2016/2017 as per below:

 FINANCIAL ASSISTANCE SCHEME				
SN	YEAR	DESCRIPTION		RS
		FIRE VICTIMS	DEATH ON SITE	
1	As at June 2017	2		50,000.00
2	Year 2016	5	1	150,000.00

9.5 PR Activities and Awareness Campaigns

The EWF PR Team participated in a list of activities as per the table below. The Open Day in Rodrigues is an annual event and was organized solely by the Fund.

S/N	EVENT	MONTH
1	MITD Open Days	Feb-16
2	University of Mauritius Open Days	Feb-16
3	University of Technologies Open Day	Feb-16
4	Middlesex University Open Day	Feb-16
5	Fashion and Design Institution Open Day	Mar-16
6	MBC TV "Reportage"	Mar-16
7	Vatel Open Day	Mar-16
8	Université des Mascareignes Open Day (flyers)	Mar-16
9	The Mauritius Tamil Temples Federation Open Day (flyers)	Mar-16
10	Family Fun Day in collaboration with RRA POWC & Awareness Campaign in all Commissions	Dec-16
15	Middlesex University Open Day	Jan-17
16	Artemus Consultant Ltd Open Day	Feb-17
17	University of Technologies Open Day	Feb-17
18	HRDC Training and Education Fair	Feb-17

As part of its awareness campaign, the Fund also sponsored some advertisements in magazines as follows:

- Publication in Police Magazine 2016 – Mauritius Police Force
- Publication in Public Sector Guide 2016 – Southern Press Ltd.
- Publication in Enjeux 2016 – Southern Press Ltd.
- Publication in R.C.A Schools Magazine 2017 – Roman Catholic Education Authority, Rodrigues
- Publication in Police Magazine 2017 – Mauritius Police Force
- Publication in Public Sector Guide 2017 – Southern Press Ltd.
- Publication in Enjeux 2017 – Southern Press Ltd.
- Publication in Ebene Guide 2017 – Seven 7 Event & Marketing Co Ltd.
- Publication in Business Magazine 2017 – Business Publications Ltd.

10.0 HR Initiatives

At the Employees Welfare Fund, we strongly believe that the success of our organisation is through our people who are our main assets. We strive to build a trusting and energizing workforce by starting to recruit the best talents, developing their skills, motivating them to the foremost level and making sure that they continue to maintain their commitment towards the organization.

Accordingly, through the years 2016/2017, the Employees Welfare Fund has pursued a number of key initiatives such as: -

- i) Reviewing the organisational structure and Human Resource Planning to adapt to the new changes occurring in work systems and processes;
- ii) Recruiting a pool of new talents;
- iii) Providing a Training and Development Plan to promote the education of the staff;
- iv) Reviewing the performance appraisal mechanism;
- v) Introducing new employees' wellbeing initiatives;
- vi) Safety and Health compliance; and
- vii) Employee Relations

10.1 Human Resource Planning

The basic Human Resource Planning strategy is staffing and employee development. With the introduction of the new IT system, and the review of the work processes and compliance requirements, an exercise was carried out to assess the number and type of employees needed to accomplish the work together with their job descriptions.

10.2 Recruitment of New Talents

Once the staffing requirements identified a recruitment and selection process started. A pool of new talents to support the strategic objectives for the year 2016 and 2017 and to assist in the daily operations within our organisation and outside the organisation was recruited. 3 ICT Technicians (Roster), 2 Handy workers, 1 Office Attendant and 10 Clerical Officers were also recruited.

10.3 Training & Development

The EWF is a learning organization which encourages a culture of continual learning among employees. This is why much emphasis was laid on the training and development of our staff. Through an intensive analysis of their training needs, an appropriate development and training for the staff and managers was prepared and implemented throughout the year. To get the most out of the training, those participating in the programmes thereafter shared with other staff members whatever they' had learned.

10.3.1 In House Training

The EWF is now emphasizing on the In-House Trainings which are tailored according to the organisation and staff needs and imparted by a pool of trainers identified by the management. The trainings start from the orientation of new recruits to help them transition into a new organizational culture to refresher courses on the loans, time management, internal communication, customer care, Performance Management System, flexcube etc.

10.3.2 Training by Professional External Trainers

The staff had the opportunity to learn different disciplines with a view to enhancing their skills, capabilities and knowledge for doing their job and also to mould their thinking that leads to quality in their performance.

10.3.3 Training Abroad

The EWF with the desire to be at the forefront and to keep pace with the fast changes occurring in the world of work, has introduced facilities to have training abroad to staff so that they may innovate, improve or upgrade their skills and working approaches.



In this connection, in August 2016, the Deputy General Manager, Ashok Nawaz attended an International seminar of IPSAS in the United Kingdom for a period of 9 days and this was the first time that a staff of the EWF participated in an international training.

A list of the different training provided to our staffs & managers is given below: -

Training for the period January 2016 to June 2017 EWF Employees				
S/N	Date Held	Training Course / Seminar/ Workshop/ Conference	Participants	No of Participant
1	Jan-16	Leadership: Making a Difference	Accounting Technician	1
2		Customer Service Excellence	Management Support Officer	1
3	Jan-Mar 16	First Aid Course	Management Support Officer	1
4	Feb-16	Customer Service Excellence	Management Support Officer	1
5	Feb-16	Managing within the Law	Technical Officer	1
6	Feb- Mar 16	Customer Service Excellence	Management Support Officer	1
7	Apr-16	Introduction to Visual Gram	Management, Administrative Assistant, Accounting Technicians, Technical Officers	12
8	Apr-16	Oracle Cloud Forum	IT Support Officers	2
9	Apr-16	SAGE	Accounting Technician	1
10	Apr-16	Briefing session on Training & Placement Schemes	Technical Officer Higher Executive Officer	2
11	Apr-16	National Human Rights Commission Sensitization Programme	Accounting Technician	1
12	May-16	Timeless Leadership	Management	4
13	June 2016	"Skills Mismatch, Development and Employability"	General Manager, Project Manager, Technical Officers	5
14	June 2016	Tea Making	Handy Worker	1
15	June 2016	Mastering Telephone Skills	Receptionist	1
16	June 2016	Trust and Building Teams	IT Support Officer, Accounts Clerks, Management Support Officers	5
17	Jul-16	Leadership 2.0: Redefining Leadership	Deputy General Manager	1
18	Jul-16	Business Breakfast : Hotel for SAP	General Manager, IT Support Officer	2
19	Aug-16	IPSAS Seminars	Deputy General Manager	1

Training for the period January 2016 to June 2017 EWF Employees				
S/N	Date Held	Training Course / Seminar/ Workshop/ Conference	Participants	No of Participant
20	Sep-16	Bridging Business Continuity into ICT Disaster Recovery	Accounting Technician, ICT Technician (Roster)	2
21	Oct-16	Briefing Session on the on income Tax	Accounting Technician	1
22	Oct-16	Environmental Principles and Best Practices	Technical Officer	1
23	Oct-16	Managing Projects in the Public Sector	Technical Officer	1
24	Oct-16	Leadership and Strategic Thinking	Technical Officer	1
25	Nov-16	Code of Ethics, Presentation of Corporate plan and New identity	EWF Staff	39
26	Nov-16	Grooming Session	EWF Staff	37
27	Dec-16	Basic Communication Skills	Office Attendant	1
28	Jan-17	Public Sector Anti-Corruption Framework (PSACF)	EWF Staff	39
29	Feb-17	Switch Africa Green Project: Greening the Mauritian tourism industry	Technical Officer	1
30	Feb-17	Initiative for Gender Diversity in Leadership	Administrative Manager	1
31	Mar-17	Optimize Performance and Move Up to the Next Level	General Manager, Deputy General Manager	2
32	Mar-17	Oracle Africa Digital Day	ICT Technician (Roster)	1
33	Apr-17	SIL eGov Conference 2017	Deputy General Manager, ICT Technician (Roster)	2
34	May-17	SWITCH Africa Green Programme – National Networking Forum	Project Manager	1
35	May-17	SWITCH Africa Green Programme – National Networking Forum	Technical Officer	1
36	May-17	Online citizen portal	ICT Technician (Roster)	1
37	May-17	Transformative Financial Services	General Manager, ICT Technician (Roster)	2

Training for the period January 2016 to June 2017				
EWF Employees				
S/N	Date Held	Training Course / Seminar/ Workshop/ Conference	Participants	No of Participant
38	May-17	IPSAS: Public Sector Combinations and Presenting Financial Statements”	Accounting Technicians	2
39	May-17	Filing and Indexing	Management Support Officer	1
40	May to July 2017	First Aid Course	Management Support Officer	1
41	Jun-17	Greening the Mauritian Tourism Industry	Technical Officer	1

Inhouse Training for the period January 2016 to June 2017				
S/N	Date Held	Training Course / Seminar/ Workshop/ Conference	Participants	No of Participant
1	Feb-16	Loan Policies	Technical Officer ,Confidential Secretary, Clerical Officer	3
2	Jul-16	Training on loan signature	EWF staff	41
3	Aug-16	Training on Repayment Capacity	Administrative Manager, Accounting Technician, Technical Officer, Executive Officer, Accounts Clerks, IT Support Officers, Management Support Officers, Clerical Officers, Trainees	12
4	Aug-16	Loan Policies	Technical Officer, Management Support Officers, Clerical Officers	5
5	Jan-17	Induction Programme of Clerical Officers	Clerical Officers (Probation)	5
6	Apr-17	Training on Action Plan	Deputy General Manager, Administrative Manager, Project Manager, Administrative Assistant, Accounting Technicians , Technical Officers	8
7	Jun-17	Presenting on New PMS	Management, Administrative Assistant, Accounting Technicians, Technical Officers	10

10.4 Performance Appraisal

The Performance Management System in place since 2009 helped in the performance appraisal and evaluation of the staff.

It is more than just a form-filling exercise. It is a continuous process of

- Performance planning
- Ongoing Feedback
- Coaching and Review

Each year the staff is trained so that they may better understand the four key principles of the PMS: -

- i) Common Understanding of the Fund's priorities and goals;
- ii) Clear expectations for individual and group contributions;
- iii) Capability built through feedback and coaching; and
- iv) Commitment based on meaningful work and rewards.

Grant of the annual increment and performance bonus has been based on the rating of the performance appraisal.

A Personal Development Plan is put in place for any identified low performer with a view to assist him/her in improving his/her performance.

The PMS also allows the HR Department to analyse the training requirements of the employees and enable an appropriate training plan for the year.

10.5 Welfare of Staff

Employee welfare is a key issue that EWF is striving to address to ensure that its employees remain happy and motivated at work.

The initiatives for years 2016/2017 taken by the Staff Welfare Committee are as follows:

Period	Events from January 2017 to June 2017
All through the years	Birthday Celebration for staff + token
February 2016	Celebration of the Spring Festival
March 2016	Celebration of the Independence Day
April 2016	Celebration of Ugadi
July 2016	Celebration of Eid Ul Fitr
September 2016	A Selfie Competition followed by a Get Together
October 2016	Celebration of Diwali
December 2016	End of Year Party with the Board members and staff
December 2016	Celebration of Christmas and End of Year Lunch
January 2017	Celebration of Spring Festival
March 2017	Celebration of Independence Day
March 2017	Creation of Cultural Group
March 2017	Celebration of Ugadi
April 2017	A walk at Bras D'eau National Park followed by a BBQ on the beach

10.6 Health and Safety

Initiatives taken from January 2016 to June 2017:

- The Safety and Health Committee met each 2 months;
- The EWF Safety and Health Policy Manual was reviewed;
- Assignment of responsibility of safety and health to Mr Teeroomal Pavaday;
- A Safety and Health risk assessments conducted and an Action Plan prepared accordingly; and
- The EWF fire warden team formed and a fire drill held.

10.7 Employee Relations

Well-planned employee relations help to promote a healthy and balanced relationship between the employee and the employer. It is the key for the organization to be successful.

The Employees Welfare Fund Employees Union was registered as Trade Union on the 24th May 2016. A Procedure Agreement is being finalised to be signed by the General Manager and the President of the Union.

The spirit and intention of this Agreement is to further consolidate relations between the organisation and its employees duly represented by the Union and to provide methods and procedures to resolve by collective bargaining or joint consultation matters affecting employees within the scope of this Agreement.

11.0 Financial Highlights

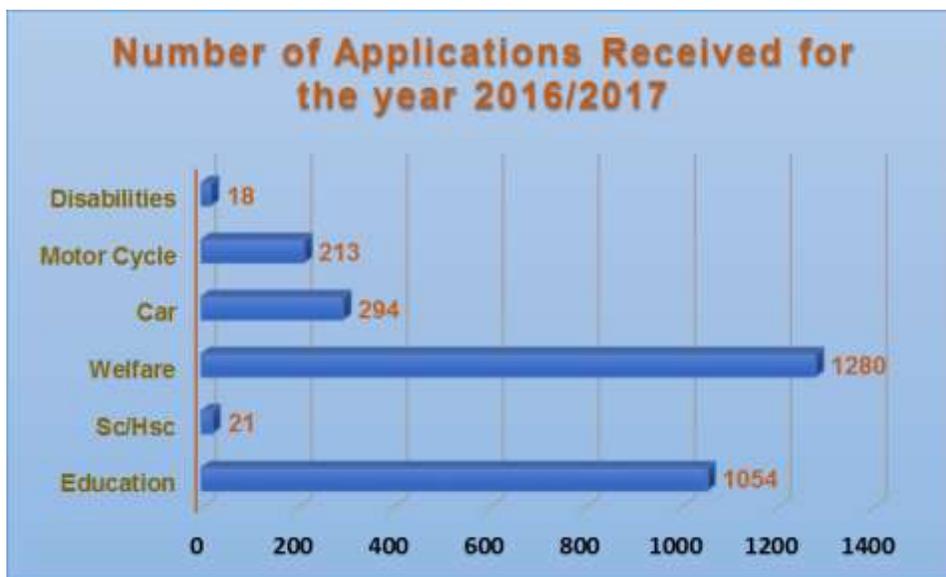
11.1 Loan Schemes

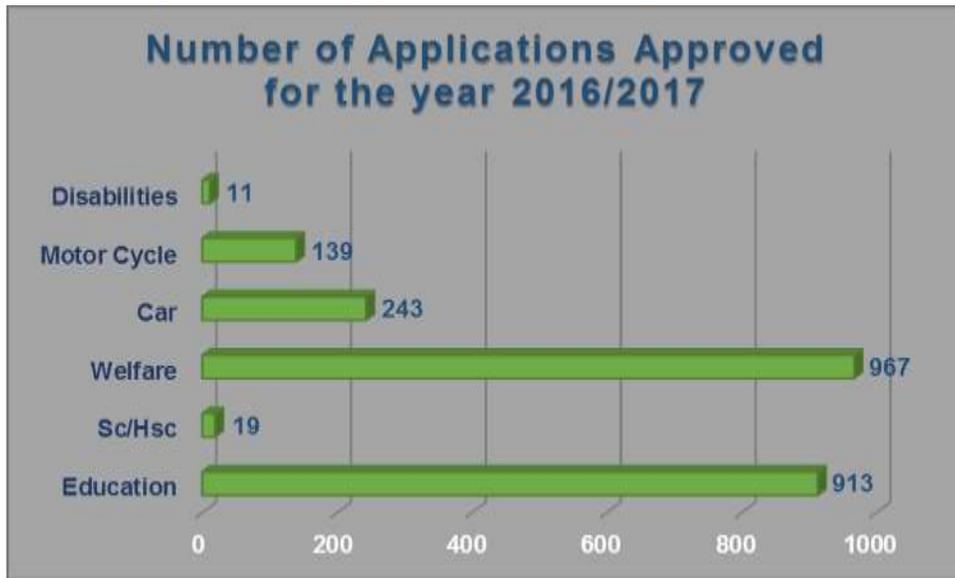
Comparative Analysis of the number of applications received and amount of loans approved and disbursed for the year 2016/2017 were as follows:

All Loans

Loans	2015	2016/2017
No. of Applications Received	1,723	2,880
No. of Applications Approved	1514	2,292
Amount Approved (Rs)	456,437,600	819,412,950
Amount Disbursed (Rs)	478,453,867	724,343,837
Amount Repaid (Rs)	375,739,684	640,547,471
Net Investment (Rs)	102,714,183	83,796,367

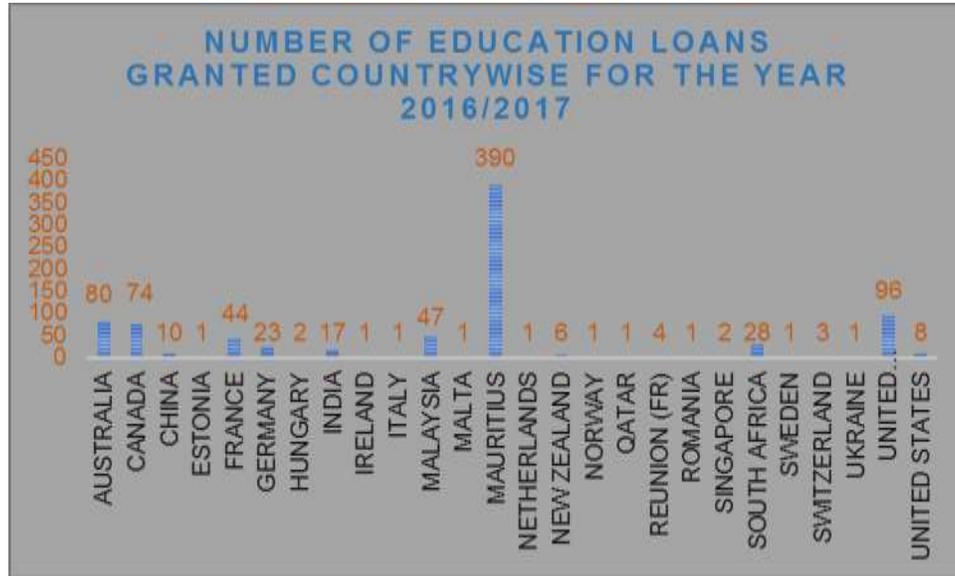
Loans for the year 2016/2017







11.2 Analysis of the Field of Study and Countries with respect to Education Loans granted.

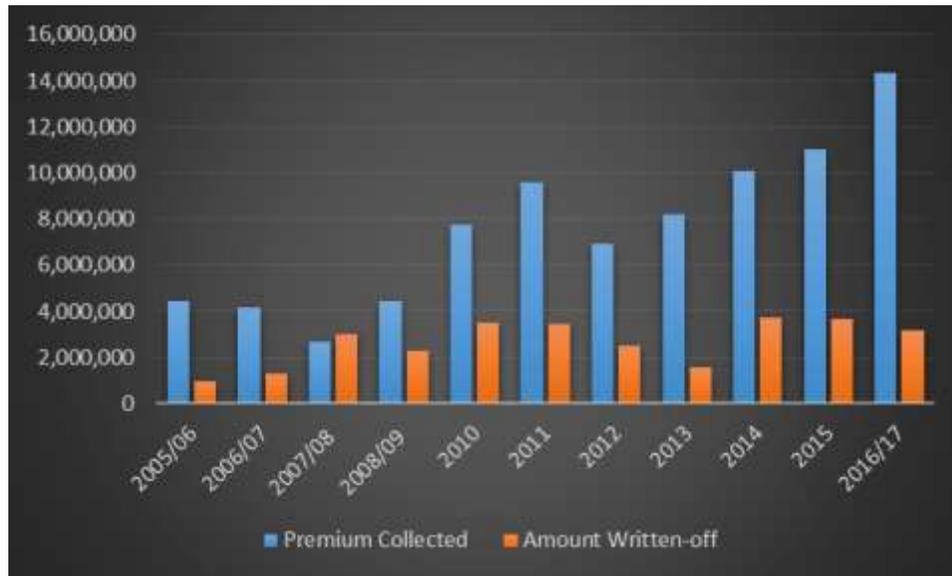


Field of Study and Countries for the year 2016/2017

	ACCOUNTING, BANKING AND FINANCE	ACTUARIAL SCIENCE	AEROSPACE AND AVIATION	BUSINESS	ECONOMICS	ENGINEERING	IT	LANGUAGE, ARTS AND COMMUNICATION	LAW	MANAGEMENT	MATHEMATICS	MEDICAL	SCIENCE	TOURISM	OTHERS	GRAND TOTAL
AUSTRALIA	5		3	5	1	9	7	3		7	1	14	2	4	19	80
CANADA	3	2	1	5	1	20	8	2	1	6	3	1	8	4	9	74
CHINA			1									9				10
ESTONIA															1	1
FRANCE				2	3	1	1	6	7	2		10	6	3	3	44
GERMANY				2		17		1				1			2	23
HUNGARY												2				2
INDIA				1		1	1	3				9		1	1	17
IRELAND							1									1
ITALY								1								1
MALAYSIA	8	1	1	5	1	9	8	2	3			2	2	1	4	47
MALTA										1						1
MAURITIUS	61	2		85	2	13	34	26	23	23	5	24	8	26	58	390
NETHERLANDS								1								1
NEW ZEALAND			1	2			1					1			1	6
NORWAY												1				1
QATAR							1									1
REUNION (FR)								1				1	1		1	4
ROMANIA												1				1
SINGAPORE				1									1			2
SOUTH AFRICA		1	4	6		2	1	1		1		3	1	1	7	28
SWEDEN						1										1
SWITZERLAND					1			1							1	3
UKRAINE												1				1
UNITED KINGDOM	13	1	4	22		4	7	4	22	2	2	7	3		5	96
UNITED STATES	2				1	1					1	1	1		1	8
GRAND TOTAL	92	7	15	136	10	78	70	52	56	42	12	88	33	40	113	844

11.3 In-house Death Cover Scheme

Trend in the In-house Death Cover Scheme since its introduction



11.4 Investments

Investments made were as follows:

Investment Structure	2016/2017	
	Rs	%
Loan Schemes	1,787,863,289	83%
Shares	241,375,114	11%
Foreign Investments	120,009,099	6%
Total	2,149,247,502	

11.5 Return on Investments

Instruments	2016/2017 (IPSAS)
<i>Loan Schemes</i>	153,614,771
<i>Foreign Investment Equity and Bonds</i>	1,105,439
<i>Equity on Local Market</i>	12,146,787
<i>Treasury Bills and Bank Deposit</i>	770,702
Total	167,637,699



11.6 Surplus & Net Worth

	IPSAS				
	2012	2013	2014	2015	2016/2017
Net Surplus(Rs)	92,475,642	88,186,958	76,943,782	70,542,026	124,389,979
Fund Value(Rs)	2,237,031,556	2,372,145,495	2,454,141,126	2,481,169,943	2,657,651,363

Financial Statements