

Table of Contents

1. Corporate Profile	4
2. Mission Statement	5
3. Chairman’s Message.....	6
4. General Manager’s Report	8
4.1 Overview	8
4.2 Financial Overview	9
4.3 Review of Activities and Achievements	9
4.4 Education Loan	9
4.5 SC/HSC Exam Fees Loan Scheme	10
4.6 Employees Welfare Loan Scheme	10
4.7 Employees Car Loan Scheme	11
4.8 Employees Motorcycle Loan Scheme	12
4.9 Loan for People with Disabilities Scheme	12
4.10 Green Loan	13
4.11 Medical Loan	13
4.12 In-House Loan Cover Scheme	14
4.13 Financial Assistance Scheme	14
4.14 Refund of Contributions	15
4.15 Investment Strategy	15
4.16 Comparative Investment Structure	16
4.17 Return on Investments	16
5.0 Corporate Plan 2016-2019	17
6.0 Corporate Governance Report.....	18
6.1 Compliance	18
6.2 Principle I: Governance Structure	18
6.2.1 Board Charter	18
6.2.2 Obligations of the Board	19
6.2.3 Role of Board Chairperson	20



6.2.4 Role of General Manager	20
6.2.5 Role of Board Secretary	20
6.2.6 Code of Ethics	21
6.2.7 The Ethics Policies and Procedures covered the following sensible areas:-	21
6.2.8 Meetings of the Board and Conduct of Meetings	21
6.2.9 Board Meetings	22
6.3 Principle 2: The Structure of the Board and its Committees	23
6.3.1 Board Composition for the Year 2018-2019	23
6.3.2 Members’s Profile	24
6.3.3 The Executive Management’s profile	25
6.3.4 Board Committees	27
6.3.5 Committee Charters	277
6.4.3 Board Committees for Year 2018/2019	400
6.7 Principle 6: Reporting with Integrity	444
6.8 Principle 7: Audit	444
7.0 Sustainability Report	46
8.0 Directors’ Responsibility Statement	47
9.0 Projects	49
9.1 Welfare Projects	49
9.1.1 Sodnac Wellness Park	49
9.1.2 St. Felix Recreational Park Project	50
9.2 Holiday Scheme	51
9.3 Sealife Resort and Spa (Ex-Calodyne Sur Mer Hotel)	Error! Bookmark not defined.
9.2 Welfare Activities	52
10. HR	55
10.1 Human Resource Planning	555
10.2 Recruitment Policy	555
10.3 Staff Training and Development	56
10.4 Employment Relations	58
10.5 Welfare of employees	58



10.6 Performance Management	58
10.7 Safety and Health Policy	59
11. Financial Highlights	60
11.1 Loan Schemes	60
11.2 Analysis of the Field of Study and Countries with respect to Education Loans granted	62
11.3 In-house Death Cover Scheme	64
11.4 Investments	64
11.5 Return on Investments	655
11.6 Surplus & Net Worth	65

1. Corporate Profile

The Employees Welfare Fund (EWF) is a public organization set up in 1991 and operates under the aegis of the Ministry of Finance and Economic Development. It caters for the welfare, leisure and recreational needs of employees and their families working in the **Public** and **Private** Sectors, in the form of loans, financial assistance and welfare projects. The Fund is administered by a Management Committee 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.

Employees from **public and private** sectors, on behalf of whom employers contribute to the **NSF (National Savings Fund)**, are members of the Fund and are thus eligible to benefit from all our schemes.

The **objectives** 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. 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

Activities of the Fund

Loan schemes

3. Chairman's Message

I am pleased to present our Annual Report for the year ended 30 June 2019.

This year, there have been some changes within EWF. What has not changed however is the unique ability of this organisation to continue to adapt to an environment that remains challenging and respond in a manner that reflects our qualities and experience.

Our main objective is to increase accessibility and efficiency of the facilities being offered by the Fund to a larger number of employees. 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 year's in spite of the increasing competition and the increasing exigencies of the economic and social conditions.

The Fund recorded a positive growth of around 2.04% for the year ended 30 June 2019. Surplus for the same period amounted to Rs 79.5 million. The net assets of the Fund as at 30 June 2019 stood at Rs 2.8 billion. As a result of the investment policy undertaken, the return on investments during the year amounted to Rs 116.1 million. We have currently 10 loan schemes and all of them are performing very well.

During the Financial Year 2018/19, the Fund has complied with the 8 Principles as set in the National Code of Corporate Governance as far as they are applicable to the organisation. The Board Charter has been approved by the Board in March 2018 where the roles and responsibilities of the Chairperson, the Board members and the General Manager and the Board Secretary are defined.

The welfare of the employees is vital for the smooth running of the organization. Certain benefits such as sponsoring a medical insurance cover to the staff have been undertaken by the EWF.

As part of its awareness campaign, the Fund also sponsored some advertisements in magazines and some other laudable activities.

Finally, I would like to offer my appreciation to all our stakeholders. To the Chief Executive Officer and our staff who continue to ably manage our organisation through a world of constant change. To our clients, for entrusting us with the responsibility. For many of you, your relationship with EWF goes as far back as 1995. I thank you all for your loyalty and your friendship. To our Board, thank you for taking decisions that seek to ensure the sustainability of our organisation. I look forward, with anticipation, to the challenges and opportunities that further change offers our organisation in the years to come.

4. General Manager's Report

4.1 Overview

It is with great pleasure that I am presenting the 24th Annual Report of the Employees Welfare Fund for the 12 months period ended 30 June 2019 in compliance with International Public Sector Accounting Standards (IPSAS) as recommended by the Statutory Bodies (Accounts Audit) Act.

The year 2018/2019 was a very challenging one as the Fund witnessed major changes in the Board of Directors. 8 new members were appointed on 24 August 2018

One of the biggest achievements is that the management team developed an inhouse online loan application system which is unique in Mauritius so far. This uniqueness would not have been possible without the collaboration of the Ministry of information and communication technology.

We are also proud that the Fund won the Gold award and was the Grand Winner (category government and parastatal) in the competition "National Productivity and Quality convention (NPQC) organized by the National Productivity Council (NPCC). Also, the project won the Gold Award at international level held in Japan, the International Convention on QC Circles organized by the Union of Japanese Scientists and Engineers.

Through innovation and changes every year, the EWF continued in its endeavor to improve the welfare of Employees and their families

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 Board of Directors, Management team and all dedicated employees of the Fund.

4.2 Financial Overview

The Fund recorded a positive growth of around 2.04% for the financial year 2018/2019. Surplus for the period amounted to Rs79 million. The net worth of the Fund as at 30 June 2019 stood at Rs 2,795,344,613 billion.

	2017/2018	2018/2019
Net Surplus (Rs)	63,204,533	79,535,921
Fund Value (Rs)	2,735,890,816	2,795,344,613

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 2018/2019 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 introduced in 1995 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.

With a view to make the Education loan more accessible and more competitive, in the Board has, in September 2018, reviewed a series of conditions as follows: -

- i) Applications can be made for close kins.
- ii) The possibility of buying off loans from other institutions.
- iii) Clients can proceed with a top up on their existing loan.
- iv) Customers can also have the possibility to recash for their existing education loan.

The table below shows the Loan data for the period ended 30 June 2019:

Education Loans Scheme	
Loans	2018/2019
No of applications Received	659
No of applications Approved	674
Amount Applied	359,270,000
Amount Approved	346,830,000
Amount Disbursed	344,900,000

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. With the government policy to finance all candidates having their first attempt only one application was received.

The table below shows the Loan data for the period ended 30 June 2019:

SC/HSC Exams Fees Loan	
Loans	2018/2019
No of applications Received	7
No of applications Approved	7
Amount Applied	81,962
Amount Approved	81,962
Amount Disbursed	81,962

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 Employees Welfare Loan Scheme was amended in September 2018 to cater for energy saving appliances. Moreover, the following changes were made to make the loan more accessible: -

- i) The possibility of buying off loans from other institutions.
- ii) Clients can proceed with a top up on their loan.
- iii) Customers will also have the possibility to recash for their existing loan.

The table below shows the Loan data for the period ended 30 June 2019:

Welfare Loan Scheme	
Loans	2018/2019
No of applications Received	431
No of applications Approved	406
Amount Applied	94,855,000
Amount Approved	87,740,000
Amount Disbursed	86,065,000

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 secondhand 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. However, the EWF finances car loans for cars of less than 10 years only.

In September 2018, the Board reduced the interest on Car Loan to 7% for buyers of Hybrid Cars (both second hand and new) in order to encourage members to opt for cars with low Co2 emission, and be environmental friendly.

The table below shows the Loan data for the period ended 30 June 2019:

Car Loan Scheme	
Loans	2018/2019
No of applications Received	136
No of applications Approved	131
Amount Applied	51,907,000
Amount Approved	49,722,600
Amount Disbursed	43,540,400

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.

The table below shows the Loan data for the period ended 30 June 2019:

Motorcycle Loan Scheme	
Loans	2018/2019
No of applications Received	142
No of applications Approved	133
Amount Applied	12,065,000
Amount Approved	10,845,000
Amount Disbursed	10,485,000

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.

The table below shows the Loan data for the period ended 30 June 2019:

Loan for people with disabilities	
Loans	2018/2019
No of applications Received	17
No of applications Approved	14
Amount Applied	4,575,000
Amount Approved	3,675,000
Amount Disbursed	3,675,000

4.10 Green Loan

The green loan was introduced in July 2017 to be in line with government initiative for sustainable development. The loan caters for the following projects:

- 1) For green house / “Hydroponic” farming
- 2) Production of green energy – photovoltaic panels
- 3) Rain water harvesting system
- 4) Purchase of solar water heaters
- 5) Purchase of energy saving domestic appliances

The maximum loan amount granted is Rs300, 000 with an interest of 7% per annum.

The table below shows the Loan data for the period ended 30 June 2019:

Green Loan	
Loans	2018/2019
No of applications Received	203
No of applications Approved	201
Amount Applied	35,700,000
Amount Approved	31,510,000
Amount Disbursed	29,890,000

4.11 Medical Loan

This loan was introduced in July 2017 with the objective to finance urgent medical intervention or treatment both locally or abroad with a maximum loan amount of Rs300, 000 at an annual interest rate of 5%.

The table below shows the Loan data for the period ended 30 June 2019:

Medical Loan	
Loans	2018/2019
No of applications Received	33
No of applications Approved	31
Amount Applied	7,925,000
Amount Approved	7,255,000
Amount Disbursed	7,505,000

4.12 In-House Loan Cover Scheme

The In-house Loan Cover Scheme (formerly known as In-House Death Cover) was introduced in September 2005 whereby the loan balances due by borrowers are being set 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 and has been renamed the In-House Loan Cover Scheme.

The Scheme was amended in October 2017 to cover a maximum of Rs2 million only per household.

The amount collected during 2018/2019 was Rs 11,333,911 and loans totaling Rs 4,982,074 have been set off. The In-house loan cover balance as at 30 June 2019 stood at Rs 68,175,976.

The table below illustrates the In-house Death Cover for the year ended June 2019.

	2018/2019
Total No. of Clients	12,176
Premium Collected	11,333,911
Amount Set off	4,982,074
Insurance Fund Value	68,175,976

4.13 Financial Assistance Scheme

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.

Eligible applications for financial assistance have been entertained during the year 2018/2019 as per below: -

FINANCIAL ASSISTANCE SCHEME			
YEAR	DESCRIPTION		Rs.
	FIRE VICTIMS	DEATH ON SITE	
July 2018- Dec 2018	4	0	100,000.00
Jan 2019- June 2019	2	0	50,000.00

4.14 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 2018/2019.

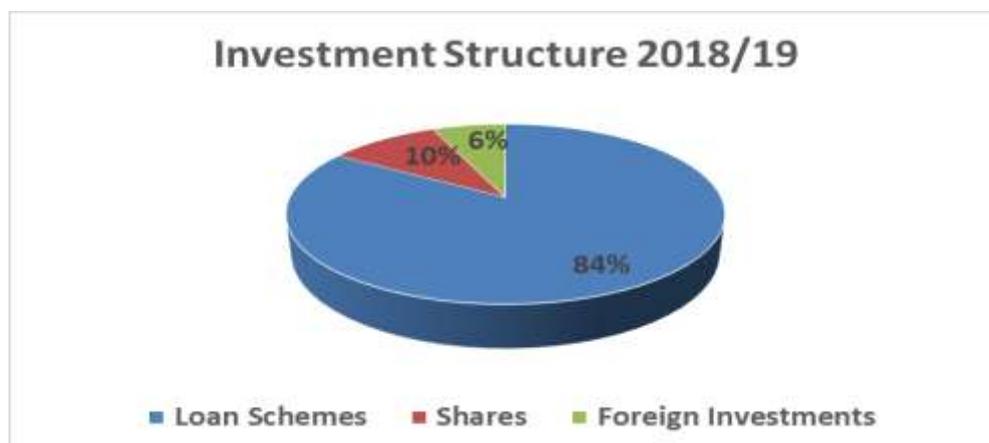
4.15 Investment Strategy

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 84% of the investment was allocated to the different loan schemes during the year and the Fund investment strategies for the rest of 19% were as follows: -

- 10% Local Equity Markets
- 6% Foreign Investments



4.16 Comparative Investment Structure

Investment Structure	2017/18		2018/19	
	Rs	%	Rs	%
Loan Schemes	1,824,736,049	83	1,846,958,679	84
Shares	249,247,602	11	214,952,029	10
Foreign Investments	129,144,511	6	142,203,920	6
Total	2,203,128,162		2,204,114,628	

4.17 Return on Investments

As a result of the investment policy undertaken, the return on investments during the year under review amounted to Rs 116.1 million as shown in the table below:

Instruments	2018/2019 (IPSAS)
	Rs
Loan Schemes	108,794,727
Equity on Local and Foreign Market	7,351,323
Treasury Bills and Bank Deposit	106
Total	116,146,156

5.0 Corporate Plan 2016-2019

Our Strategies for 2016-2019, as defined in our Corporate Plan 2016-2019, reached the end of its timeframe in June 2019. We are pleased to announce that, with the commitment of the EWF Team, all our strategies with the exception of 2 projects (Education Saving Scheme and the Hotel Project in Rodrigues) have been successfully implemented.

Our Corporate Plan 2019-2022, which is being finalized, will surely accommodate all Strategies which cater for the welfare of employees and their families which have not yet been implemented.

The Corporate Plan 2019-2022 will surely reflect the vision of the newly constituted Board which will allow the Fund to adjust its priorities and activities to emerging or changing needs of 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 Report

6.1 Compliance

During the year 2018/2019, the EWF Board has taken all necessary steps to comply with the 8 Principles as set in the National Code of Corporate Governance as far as they are applicable to the organisation.

6.2 Principle I: Governance Structure

According to Section 5 of the EWF Act 1991, the Fund is administered and managed by a Board of ten persons, comprising a Chairman, three representatives of Employers, Employees and Government in line with the philosophy of tripartism.

As stipulated in the Employees Welfare Fund Act 1995, the Board meets at least once a month. Special Board Meetings are also held to discuss strategic matters linked to the management of the Fund or in relation to specific issues.

Moreover, the EWF is committed to implement the 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. It complies strictly with the requirements of the Finance and Audit Act, EWF Act and other non-statutory requirements.

In addition to the EWF Act, the EWF has also to abide by the following laws of Mauritius:

- The Statutory Bodies (Accounts & Audit) Act 1972
- The Financial Reporting Act 2004
- The Data Protection Act 2004
- The Mauritius Credit Information Bureau (which operated under Section 52 of the Bank of Mauritius Act 2004)
- Financial Services Commission Regulations
- The Borrower Protection Act

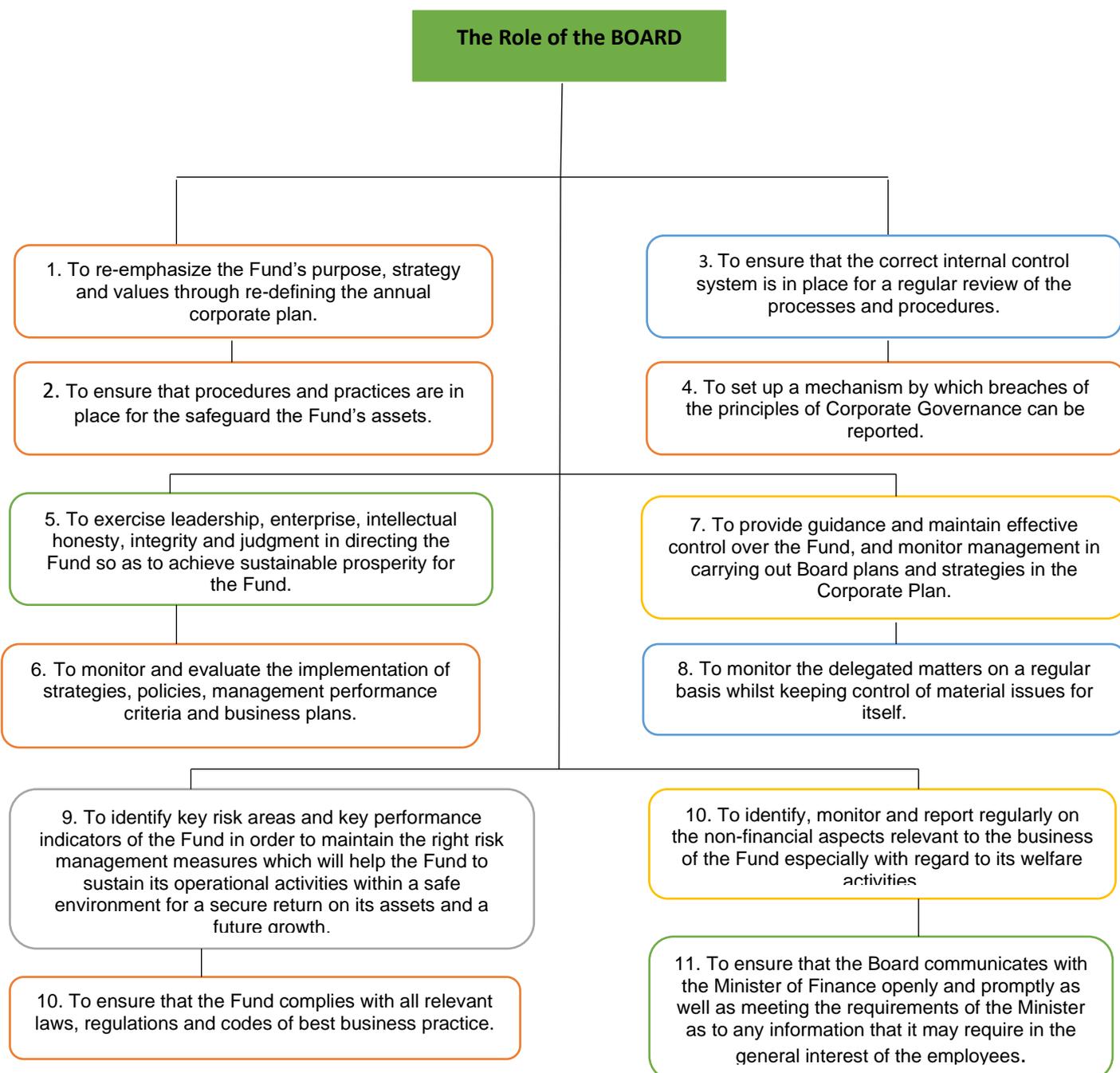
6.2.1 Board Charter

The Board Charter has been approved by the Board in March 2018 where the roles and responsibilities of the Chairperson, the Board members and the General Manager and the Board Secretary are spelt out. The role of the Chairperson is to lead the Board and the General Manager to manage the organisation on a day-to-day basis.

6.2.2 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;



6.2.3 Role of Board Chairperson

The main functions of the Chairperson are:

- To fix the date of Board meetings, approve the Agenda of the meetings and vet and approve Board Minutes for circulation;
- To run the Board and set its agenda, which should be forward looking and based on strategic matters;
- To ensure that Board members receive accurate, timely and clear information;
- To ensure effective communication;
- To make sure enough time is allowed for discussion of complex or contentious issues; and
- To take the lead, using the Board Secretary as facilitator, in providing suitable induction for new members and in identifying and meeting the development needs of individual members.

6.2.4 Role of General Manager

The General Manager is responsible for leadership of the business and managing it within the authorities delegated by the Board. His role is to develop an organisational structure and establish processes and systems to ensure the efficient organisation of resources.

All operational issues are assessed by the General Manager who is responsible for the day to day running of the organisation.

6.2.5 Role of Board Secretary

The Board Secretary assists the Board. All Board members may seek the advice of the Board Secretary or to use her services.

The Board Secretary: -

- Is the focal point between the Board and the management
- plans meetings and agendas in consultation with the Chairperson and General Manager
- gives impartial advice and support to the Board whenever required
- prepares and circulate Board papers
- records the minutes of all Board meetings making sure that all actions are duly noted

- drafts concise and accurate Board minutes to be sent to the Chairperson for vetting within 5 working days as from the day of the Board meeting
- records all policies approved by the Board in the Fund's Policy Manual
- maintains and monitor calendar of important dates for the Fund.
- maintains and monitor calendar of meetings for the year
- ensures that follow up actions are done based on decision taken by the Board.

6.2.6 Code of Ethics

The Code of Ethics launched in December 2016 outlined the ethical principles that govern decisions and behavior of the organisation. The EWF commits itself to maintain in all its activities the highest standard of competence, integrity and ethical behavior thereby ensuring that the reputation of the organisation is beyond reproach.

The Policies and Procedures were introduced at the beginning of 2017 to support the Code of Ethics and to commit the organisation to the highest standards of ethical conduct. The Policies and Procedures provide guidelines to the Board members and employees to do the right thing and behave at high standard at all times. They also provide employees what is acceptable in the workplace.

The Policies and Procedures were discussed and approved during a workshop with the Board members and were disclosed to the staff thereafter.

6.2.7 The Ethics Policies and Procedures covered the following sensible areas: -

- Disclosure of confidential or company sensitive information
- Gambling
- Business Gifts & Entertainment
- Conflict of Interest
- Whistle Blowing

A Conflicts Of Interest Register is kept by the Board Secretary. Any conflict of interest is declared by the employees and Board members and recorded in the Register.

6.2.8 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 fulfil its functions and responsibilities.

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.

6.2.9 Board Meetings

The Chairperson 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 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.

6.3 Principle 2: The Structure of the Board and its Committees

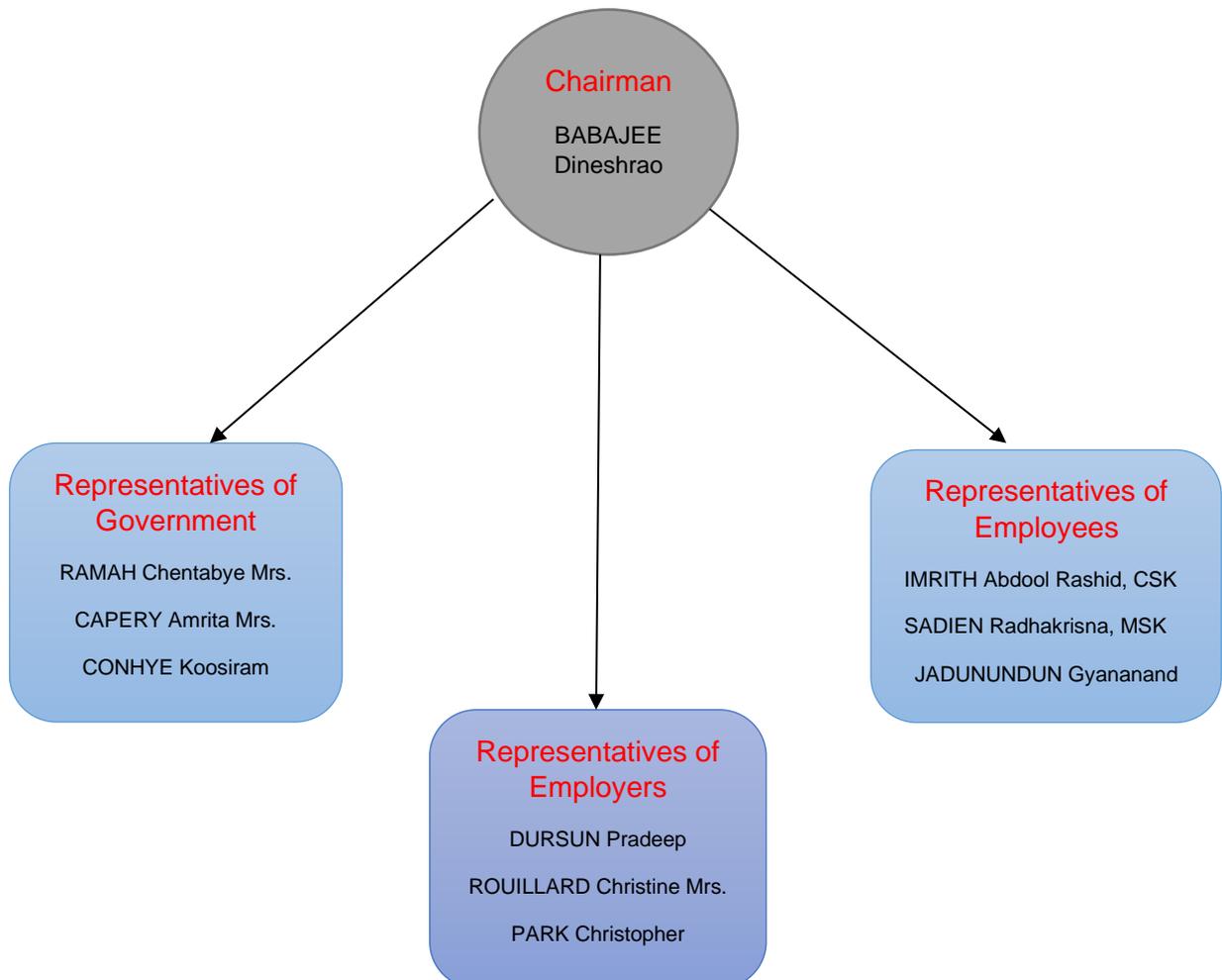
6.3.1 Board Composition

From July till August 2018, the Chairman of the Board was Mr. BABAJEE Dineshrao and the members were:

Representatives of		
Government	Employees	Employer
Mr. FATADIN Fatadin	Mr. MOONIEN Pregassen	Mr. GOBIN Khemil
Mrs. RAMAH Chentabye	Mr. RAMJUTTUN Pranjeewan	Mrs. WONG Danielle
Mr. GUNPUTH Ganessee	Mr. MOURAT Shersingh	Mr. SMITH John

In September 2018, the composition of EWF Board was reviewed.

6.3.1 Board Composition for the Year 2018-2019



6.3.2 Members' Profile

Mr. Dinesh Rao Babajee

Mr. D. Babajee has been appointed as Chairperson 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. Pradeep DURSUN

Mr. Dursun is presently the Chief Operating Officer of Business Mauritius. He is involved in the promotion of social dialogue with other social partners on the world of work issues. He is also engaged in policy making and advocacy.

Mr. Dursun is closely associated with several professional bodies and tertiary institutions, and represents Employers on several Boards and Committees.

Mr. Christopher PARK

Mr. Christopher Park joined the Terra Group of Companies as Group HR Manager since December 2013. He has been working in the HR Field for more than 12 years. Currently, Mr. Park is the Chairperson of the HR Committee of the Fund.

Mrs. Christine ROUILLARD

Mrs. Rouillard joined the Systems Building Contracting Ltd in August 1995 as Administrative and Finance Director. She was appointed as Managing Director in April 2012. From 1993-1995, she was employed as Property Officer at the Rogers and Company Ltd.

Mr. Abdool Rashid IMRITH, CSK

Mr. Imrith has been President of the Government General Service Union (GGSU) since 1986. He has an extensive experience as Employees Representatives on different Boards including the Fund. He has been appointed as Commander of the order of the Star and Key of Indian Ocean (CSK) IN 2019.

Mr. Gyananand JADUNUNDUN

Mr. Jadunundun is posted as Senior Test Chemist at the Mauritius Cane Industry Authority. He is also the Deputy General Secretary at the Federation of Civil Service and Other Unions (FCSOU). He has an extensive experience of 40 years as trade unionist.

Mr. Radhakrisna SADIEN, MSK

Mr. Sadien has been a member of the Government Services Employees Association (GSEA) since 1979, and has been actively engaged in working for the rights of employees from different segments in the Public Sector. He has been appointed as Member of the order of the Star and Key of Indian Ocean (MSK).

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.

Mrs. Amrita CAPERY

Mrs. Capery is Permanent Secretary at the Ministry of Education and Human Resources, Tertiary Education and Scientific Research. She has more than 45 years of service in the Public Sector. She represents the Government on the Fund's Board.

Mr. Koosiram CONHYE

Mr. Conhye has joined the Public Service Sector since 1981. He is presently the Permanent Secretary at the Ministry of Social Security, National Solidarity and Environment and Sustainable Development. He is also part time lecturer at the University of Mauritius and the University of Technology.

6.3.3 The Executive Management's profile

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.

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) and Mauritius Management Association (MMA).

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.

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

Employees Welfare Fund 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.

6.3.4 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.

6.3.5 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.

i) Finance Committee

Terms of Reference

- Propose financial objectives, priorities, outputs and performance indicators in line with the Fund's aims, policy and management objectives in accordance with the EWF's Act 1995;
- Ensure that plans and adequate systems are in place to achieve these objectives effectively, efficiently and economically;
- Advise the Board on the financial procedures of the Fund where necessary;
- Ensure that there are clearly defined and transparent procedures for expenditure;
- Monitor cash flows of the Fund on a monthly basis and advise on cash flow policies;
- Examine the annual Financial Statement of the Fund and recommend its acceptance to the Board;
- Review continuously the investment policy of the Fund and advise the Board accordingly after consultation with Fund Managers;

- Review the local and foreign investment of the Fund in the short, medium and long term, after consulting the Fund Managers appointed by EWF;
- Review the policies and procedures relating to investment and financial management, in compliance with applicable laws and regulations;
- Ensure that budget tracking and reporting standards are in accordance with the policies approved by the Board;
- 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 thereof on an annual basis with a view to assessing their ability in sustaining 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 policies, procedures and terms and conditions approved by the Board. However, applications which depart from those policies, procedures and terms and conditions should be referred to the Board for its consideration;
- Advise on policies and procedures for debtors monitoring and control;
- Propose procedures and modalities to improve the processing of Education Loans with regards to the quantum of loan to be granted, its disbursement and recovery in line 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;
- Formulate and recommend the Fund's Information Technology (IT) Strategy and ensure its alignment with the Fund's overall corporate strategy and objectives;
- Develop, monitor and review the Fund's IT operating governance including its policies, guidelines and procedures; and
- Reviewing and monitor the effectiveness of the IT Risk Management and Security plan of the Fund.

Meeting

The Committee will meet on a monthly basis except in specific circumstances.

Composition of the Committee

Mr. P. Dursun – Chairperson

Mrs. C. Ramah – Member

Mrs. C. Rouillard – Member

Mr. G. Jadunundun – Member

In attendance

General Manager + Deputy General Manager + Accountant

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

Note: The Committee may co-opt the services of appropriate resource person(s) for advice as and when required.

ii) Human Resource Committee (HRC)

Terms of Reference

- 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.)
- To recommend to the Board, and annually implement, an appropriate evaluation process for the Board, the Board Chairman, its Committees and Members
- 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
- To approve the Fund's general policy on staff remuneration as per the PRB recommendations.
- 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
- To review and approve any relevant criteria to measure the performance of staff in fulfilling their functions and responsibilities.
- To update and review the HR Action Plan
- To examine and advise on any other relevant HR issues.
- To monitor the HR annual budget.

Meetings

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

Composition

Mr. C. Park - Chairperson

Mr. R. Sadien – Member

Mrs. A. Capery– Member

Mr. R. Imrith – Member

3 members shall constitute the quorum.

In Attendance

The General Manager

The Administrative Secretary (Secretary to Committee)

Technical Officer (HR)

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.

The Chairperson and at least 3 members shall constitute a quorum.

Composition

Mr. D. Babajee- Chairperson of the SDMC and of the Board

Mr. C. Park – Chairperson of the HR Committee

Mr. P. Dursun– Chairperson of the Finance Committee

Mr. G. Jadunundun– Chairperson of the Procurement Committee

Mr. R. Imrith – Chairperson of the Hotel Management Committee

Mr. R. Sadien– Chairperson of the Audit, Risk and Corporate Governance Committee

One representative from the Government

In attendance

Management team.

iv) Audit, Risk Management and Corporate Governance Committee

Terms of Reference

A. Corporate Governance

- i) To determine, agree and develop the EWF's general policy on corporate governance in accordance with the National Code of Corporate Governance for Mauritius 2016 (the Code);
- ii) To make recommendations to the Board on all corporate governance provisions to be adopted by EWF;
- iii) To ensure that the reporting requirements with regard to corporate governance are in accordance with the principles of the Code;

- iv) To examine and vet the Corporate Governance Report to be incorporated in the organization's Annual Report;
- v) To ensure that disclosures are made in the Annual Report in compliance with the Disclosure Provisions' in the Code;
- vi) To advise on the implementation of the Report on Board Evaluation; and
- vii) To advise on the elaboration of a Directors' Development Plan, if required.

B. Audit and Risk Management

- a. To look into the functioning of the internal control system and ensure its compliance with appropriate rules and regulations;
- b. To ensure the efficient functioning of the Internal Audit Unit, in compliance with good governance practice;
- c. To review the EWF Code of Ethics, Policies and Procedures, as and when required;
- d. To identify the risk areas of EWF's operations to be covered within the scope of the internal and external audits;
- e. To ensure reliability, integrity and accuracy of the financial information provided to ARMCGC;
- f. To look into any accounting issues identified as a result of the internal or external audits;
- g. To ensure compliance with appropriate legal instruments;
- h. To assess the mechanism for measurement of the financial performance of the organisation;
- i. To review the accounting policies, whenever required
- j. To review, approve and monitor the annual Internal Audit Plan; and k. To examine the results of internal and external audit work;

Timing of Meetings

Meetings will be held on a quarterly basis as per the calendar approved by the Board, except in special circumstances.

Composition

The Committee would comprise of 5 members, of whom one member (well versed in the field of Audit, Corporate Governance and Risk) might be co-opted.

The Chairperson and at least 2 members shall constitute the quorum.

Mr. K. Sadien – Chairperson

Mrs. C. Ramah – Member

Mr. P. Dursun – Member

Mr. C. Park – Member

In attendance

Administrative Secretary/Secretary to the Committee

Internal Auditor

Note:

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

v) 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;
- 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.

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.

Composition

The composition of the Committee shall comprise of:

Four representatives of EWF (GM + 3 Board Members)

Two representatives of EGML

One Independent and experienced hospitality/tourism management specialist (as and when required)

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

Composition

Mr. R. Imrith – Chairperson

Mr. K. Conhye – Member

Mrs C. Rouillard– Member

2 Representatives from EGML

In attendance

The General Manager

The Project Manager who acts as Secretary to the Committee.

The Chairperson of the Board may attend the meetings, if he 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 bid evaluation committees, 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.

Meetings

The Committee meets as and when needed.

Composition

Mr. G. Jadunundun– Chairperson

Mrs. C. Ramah – Member

Mr. K. Conhye – Member

Mr. C. Park - Member

In attendance

The General Manager

The Project Manager who acts as Secretary to the Committee

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

vii) Anti-Corruption Committee (ACC)

Terms of Reference

- To formulate an Anti-Corruption Policy.
- To develop a Corruption Prevention Plan.
- To develop and implement the Corruption Risk Management (CRM) plan.
- To oversee and coordinate implementation of corruption prevention strategies.
- To implement the recommendations proposed by the ICAC in Corruption Prevention Reviews.
- To advise management on corruption prevention issues with respect to new projects and policies on which the organization is embarking.
- To build and sustain an ethical culture to promote integrity of staff within the organisation.
- To interact with other ACCs to share corruption prevention experiences.
- To report achievements through the General Manager of the EWF to the Director General of the ICAC twice yearly.

Operation of the Anti-Corruption Committee

Chairmanship and Secretary

- An officer at a senior management level or a Board member should be called upon to lead the project and chair all the meetings.
- An officer must be identified to act as Secretary.

Composition of the Committee

- The ACC should comprise of a minimum of 5 members and a maximum of 7 members. Head of both operational and support department of the organization should form part of the ACC.

Composition as approved by Board on 28 October 2015

Representatives of EWF

Mr. D. Babajee	Board Chairman and Chairman of the Committee (alternate any Board member)
Mr. A. R. Sitanna	General Manager
Mr. A. Nawaz	Deputy General Manager
Mr. J. Dahoo	Project Manager
Mrs. A. Sagum	Technical Officer (Loans)
Miss S. Janally	Internal Auditor
Mrs M. Ramiah	Administrative Manager and Secretary to Committee

Representatives of ICAC

Mrs. K. Seegolun	Chief Corruption Prevention Officer
Miss N. Maghooa	Corruption Prevention Officer

Frequency of Meetings

The ACC should meet at least twice yearly or as and when required.

Sub – Committees

The Chairperson should decide upon the setting up of the sub-committees if he/she deems it necessary for the prompt implementation of any initiatives decided by the ACC.

Reporting

Anti-Corruption Committee should report progress through its management to the ICAC on the status of implementation of the framework and results achieved twice yearly (June and December).

6.4 Principle 3: Directors' appointment Procedures

6.4.1 The EWF Act 1995

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.

6.4.2 Induction and Directors' Development Programme

Upon his or her election, each Board member participates in an induction programme that covers the organization's strategy, general financial and legal affairs, financial reporting by the organisation, any specific aspects unique to the organisation and its business activities, and the responsibilities of a Board member.

The induction of members is a process by which all new members familiarize themselves with the business, its products or services and how it operates. Every new member shall be offered an induction pack and any other information as requested.

Board Members, at the beginning of each year, agreed on a Training Programme to be carried inhouse or through seminars, conferences and workshops with the objective of better serving the Board.

Below is a list of trainings/seminars/workshops/conferences organized either in house or by external providers and the participation of the Board members: -

Training from June 2018-July 2019						
Directors Development Programme 2018/2019						
S/N	Date Planned		Time	Topics of Training	Details	Facilitator
1	26	July	15hr00 to 16hr00	Finance	Budget & Understanding the Financial Statement	GM/DGM
2	30	August	15hr00 to 15hr20	Procurement	EWF Policies and practices	Chairperson of Procurement Ctee/PM
			15hr20 to 15hr40	Project Management	Different phases in the Project Management	PM
3	27	September	15hr00	Finance for non-financial directors	Receipts and Payments/Investments	GM/DGM
4	25	October	15hr00	Corporate & Regulatory Framework and different codes/principles/standards regulating the EWF	EWF Act Statutory Bodies (Accounts and Audit) Act Employment Rights Act Financial Reporting Act Data Protection Act Borrower Act Code of Ethics Principles of Corporate Governance Customer Charter	GM/Chairperson of Risk Ctee/Internal Auditor
5	29	November	15hr00	Corporate Governance for financial institutions	Board Governance framework Ethics	Internal Auditor

6.4.3 Board Committees for Year 2018/2019

The table below shows the number of Board and Committees meetings held for the period July 2018 to June 2019:

Committees	Total No. of Meetings
Board	11
Special Board Meeting (SBM)	2
Finance Committee (FC)	11
HR Committee (HRC)	6
Hotel Management Committee (HMC)	3
Audit, Risk Management and Corporate Governance Committee (ARCG)	4
Procurement Committee (PC)	4
Anti-Corruption Committee (ACC)	1
Strategic Development and Monitoring Committee (SDMC)	3

The tables below show the overall attendance of members to Board and Board Committees for period July 2018 to June 2019 in respect to the number of meetings held.

JULY -AUGUST 2018				
	COMMITTEES			
BOARD MEMBERS	BOARD	SBM	SDMC	FC
MR. D. BABAJEE	1	1	1	1
MR. F.FATADIN	1	1		2
MRS. C.RAMAH	1	1	1	2
MR. G.GUNPUTH	1	1		
MR. P.RAMJUTTUN	0	1		0
MRS.MOURAT	1	1		2
MR. P.MOONIEN	1	1		
MR. K.GOBIN	1	0	1	
MR. D.WONG	1	0	1	
MR. J.SMITH	1	1	1	

SEPTEMBER 2018-JUNE 2019								
	COMMITTEES							
BOARD MEMBERS	BOARD	SBM	SDMC	FC	HRC	PC	ARCGC	HMC
MR. D.BABAJEE	10	1	2					
MR. P.DURSON	10	1	2	9			1	
MRS. C.ROUILLARD	9	1		8				1
MR C. PARK	10	1	2		6	0		
MRS. C. RAMAH	10	1		9	1	4	4	
MRS. A. CAPERY	8	1			2		1	
MR. K. CONHYE	6	0				3		3
MR. R. IMRITH, CSK	9	1	2		4			3
MR. G. JADUNUNDUN	10	1	2	9		4		
MR. R.SADIEN, MSK	10	1	1		5		4	

6.5 Principle 4: Directors' duties, Remuneration and Performance

6.5.1 Related Party Transactions

Board members immediately report to the Chairperson of the Board any conflict of interest or potential conflict of interest and provide all relevant information, including information concerning his or her spouse, registered partner or other life companion, foster child and relatives by blood or marriage up to the second degree. The Board member concerned does not take part in any assessment by the Board or proceeding of the Board wherever conflict of interest exists.

A potential conflict of interest exists if the organisation intends to enter into a transaction with a related party, and the organisation shall develop a policy on how to ensure that the rights of all stakeholders are protected during such transactions. A related party includes the following:

- (i) The Board members of the organisation, its parent organisation, affiliated or sister companies and associates.
- (ii) A parent organisation and any subsidiary or affiliated organisation that is not wholly owned.
- (iii) The General Manager, and key officers, including anyone who directly reports to the Board or the General Manager.
- (iv) The father, mother, sons, daughters, husband, or wife of any of the natural persons listed in Clauses (i, ii and iii).

- (v) Any business, and the governing board members, General Manager and key officers of any business, in which the natural persons listed in paragraphs (i) to (v) own jointly or severally at least 5% of the voting rights.
- (vi) Any person whose judgment or decisions could be influenced as a consequence of an arrangement or relationship between or involving themselves and any of the persons in paragraphs (i) to (vi).

6.5.2 Board evaluation and development

6.5.3 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 period under review, the Board Chairperson has been paid a fee of a monthly fee of Rs50,000 all-inclusive and the Board members a monthly fee of Rs 20,000 all inclusive.

For the 12 months period ended 30 June 2019, the Chairperson and members earned Board fees of a total of Rs 2,832,000

6.6 Principle 5: Risk Governance and Internal Control

Principle 5: Risk Governance and Internal Control

In accordance with the Code, the Board acknowledges its responsibility for the risk governance and internal control of the Fund. The Board is dedicated to continuously maintain a comprehensive and robust system of risk management and sound internal control system which is essential for reliable reporting and effective management of the Fund.

Risk management and internal control are among the two main priority areas for the Board consideration.

Risk Management and Internal Control

The Board responsibility is to determine the Fund's risk appetite and risk tolerance and assess whether the Fund strategy is consistent with the agreed-upon risk appetite.

The Audit, Risk and Corporate Governance Committee, define 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.

The risk management and internal control systems can only be designed to manage, rather than eliminate, the risk of failure to achieve the Fund objectives and therefore only provide reasonable, and not absolute assurance against material misstatement or loss.

The activities of the Fund expose it to the following principal 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.
 - ✓ Liquidity risk- The Fund does not have significant creditors at year end other than the retirement benefits obligations and in-house loan policy 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 Fund's risk management model is based on the three lines of defence principle. This strategy gives the board and senior management three clear line functions to rely on, to ensure the effectiveness of the Fund's risk management framework.

At the first line of defense, operational supervisors manage and own the risks. They are also responsible for implementing corrective actions to address process and control deficiencies. The Audit, Risk and Corporate Governance Committee serves

as the second line of defence which facilitates and monitors the implementation of effective risk management practices by operational management and assists risk owners in defining the target risk exposure and reporting adequate risk-related information.

The third line of defence is the internal audit function which provides an independent and objective assurance on the effectiveness of the risk management, internal control and governance processes. The Fund recruited its own internal auditor in April 2018 who started a review on the system, process and control of the loan process. The Internal Auditor reports functionally to the Audit, Risk and Corporate Governance Committee and administratively to the General Manager.

Whistle Blowing Policy

The Fund has set up a Whistle Blowing Policy which outlines the procedures for whistle blowing. The aim of this Policy is to encourage employees to report any suspected misconducts, illegal acts or who have serious concerns about any aspect of the Fund to come forward and voice those concerns.

Anti-Corruption Policy

Corruption risks are also of utmost importance for the Board and the Fund has established EWF Anti-Corruption Policy. Training on corruption risks was provided to staff during the year.

6.7 Principle 6: Reporting with Integrity

Following the Board decision to adopt the Integrated Reporting and the Global Reporting Initiatives Standards, the services of Dr. S. Deenapanray from Ecological Living In Action Ltd (ELIA) has been contracted to set the Integration of Reporting frameworks in place. The Consultant will support EWF to carry out its first Integrated Sustainability Report through the deployment of appropriate tools, methodologies and processes.

6.8 Principle 7: Audit

The internal audit provides an independent and objective assurance on the Fund risk management, internal control and governance processes. The internal auditor reports functionally to the Audit, Risk Management and Corporate Governance Committee (“ARC”) and administratively to the General Manager. The internal auditor reports to the ARC on a quarterly basis without the presence of Management. As such, through audit

reports, comment from management on matters reported and action taken, reporting from chairperson of ARC, the Board obtains reasonable assurance on the adequacy and effectiveness of the Fund internal control and risk management.

External audit is carried out by auditors of the National Audit Office as required by the Statutory Bodies (Accounts and Audit) Act.

6.9 Principle 8: Relations with Shareholders and Other Key Stakeholders

EWF is a statutory body set up by an act of parliament and is controlled by a board appointed under Section 5 of the EWF Act 1995. The Fund is accountable to the government of Mauritius.

Other key stakeholders include the following:

- EWF employees
- Suppliers /Contractors
- EWF/NSF members
- Financial institutions
- Business Mauritius
- Employees' Federations

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 Audit, Risk Management and Corporate Governance 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 Projects

9.1 Welfare Projects

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
- II. The St. Felix Recreational Park
- III. Holiday Scheme
- IV. Scholarship Scheme

9.1.1 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, enterprises and educational institutions 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 pitch which attract users of all age groups in the morning as well as the afternoon. Moreover, the partial lighting facilities recently added 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 is continuously looking forward to improve the facilities offered and also explore avenues to add more facilities for users. To that effect, a survey was carried out in September 2018 and the introduction of new facilities is being explored.

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.

9.1.2 St. Felix Recreational Park

This project has been implemented jointly with the Beach Authority and the District Council of Savanne. Situated at Pointe Aux Roches Public Beach, the St. Felix Recreational Park project was officially launched on 10 December 2017.

This project mainly targets the inhabitants of regions like Chemin Grenier, Chamouny, Rivière des Galets and Surinam where no such facilities exist.

A Memorandum of Understanding to that effect was signed in August 2017 so as to endorse the partnership.

The project consists of the following components:

- A beach soccer pitch of an approximate area of 1000m²;
- A jogging track along the existing decommissioned tarred road adjoining the Council plot over a length of around 1.7 km;
- Lighting facilities along the existing jogging track;
- A pétanque arena of an approximate area of 150m²;
- An exercise corner with wooden exercise equipment (7 in all);
- A wooden ramp with concrete base around toilet area to facilitate access to beach by persons with disabilities and the elderly;
- A wooden bridge with concrete base facilitating access to new jogging track from parking area;
- Landscaping works around the bridge area up to the tarred jogging track;
- Sign boards for use of jogging track and exercise equipment

Representatives of the three main partners meet every 2 months on site to effect a visit and identify any room for improvement to the project as well as to address any problem that may exist.

9.2 Holiday Scheme

In line with its objectives “To set up and operate schemes and projects for the welfare of employees and their families”; the EWF, launched the EWF Holiday Scheme in September 2018 so as to provide affordable holiday packages at local and cross border levels.

The “EWF Holiday Scheme” was proposed so as to increasingly encourage Mauritian employees both in the private and public sectors and their families to spend and enjoy quality time with their families. As a welfare organization, EWF strongly believes in providing opportunities for a healthy and fruitful working life for its members and this scheme is expected to path the way towards a contented life.

In line with the Government policy to enhance the Quality of life of Mauritians and our objectives of enhancing the well-being of employees and their families, the EWF wishes to broaden its scope of “welfare” by facilitating access to affordable holiday packages, both locally and abroad for its members.

Leisure and recreation play very important roles in promoting a sound psychologic and mental health among humans in general. Breaks from routine work help employees to revamp their ability to perform and deliver efficiently.

Features of the Scheme

- Accessible to low and middle-income group of employees of the Public and Private sectors;
- Opportunity for employees to have a memorable break with their families
- Special discounted fares by Air Mauritius
- Funding opportunities available via the EWF Welfare Loan Scheme whereby funds are provided to employees and their families opting for the EWF Holiday Scheme

Partners to the Scheme:

- Air Mauritius Holidays
- Atom Travel Services

Continuous discussions are being held regularly with partners to identify new holiday avenues that may be attractive to Mauritians which may ultimately be put on sale.

9.3 Sealife Resort and Spa (Ex-Calodyne Sur Mer Hotel)

Nested in the North-East of Mauritius, Sealife Resort and Spa, owned by the Employees Welfare Fund (EWF) started its activities in 2002 as *Village des Vacances* and is now a three-star+ hotel with 84 rooms promoting a unique holiday experience to its guests. 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.

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

9.4 Welfare Activities

- **Sponsorships**

The Fund has sponsored the following activities:

- Educational Tour for Rodrigues Students – Notre Dame de Lourdes R.C.A – August 2018
- Educational Tour for Rodrigues Students – Araucaria Community Government School – August 2018
- Blood Donation and Family Fun Day – New Femina Group – September 2018
- International Day for Elderly People – SOPA – September 2018
- Family Day & End of Year Celebration 2018 – Municipal Council of Vacoas-Phoenix – December 2018

- **Blood Donation**

In view of addressing the shortage of blood availability at the blood bank, the EWF, as the main Public Organization in the provision of services promoting welfare of employees and their families, organized its fourth blood donation activity on 09 November 2019 whereby the total number of donors who expressed their wish to donate is 148 and 97 pints of blood were successfully collected.

- **Financial Assistance Scheme**

Eligible applications for financial assistance have been entertained during the year 2018/2019 as per below:

FINANCIAL ASSISTANCE SCHEME			
YEAR	DESCRIPTION		Rs.
	FIRE VICTIMS	DEATH ON SITE	
July 2018- Dec 2018	4	0	100,000.00
Jan 2019- June 2019	2	0	50,000.00

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	Awareness Campaign - FAREI	Aug-18	
2	Commission for Vocational Training - TRAINING AND CAREER GUIDANCE EXHIBITION 2019 (Malabar)	Jan-19	
3	Open Fly Abroad Ltd	Feb-19	
4	University of Mauritius - Open Day		
5	Charles Telfair Institute		
6	MITD - Ecole Hoteliere		
7	VATEL		
8	Commission for Vocational Training - Talk at the Cultural and Leisure Centre, Mont Plaisir.		
9	Awareness Campaign Azuri Hotel		Apr-19
10	Commission for Health & Sports		
11	Commission for Social Security		
12	Commission for PI – Water Resources Unit		
13	Commission for Women & Child Development		
14	Central Electricity Board		
15	Rodclean Ltd.		
16	Awareness Campaign Azuri Hotel	May-19	



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

- Advert in GSEA Commemorative Magazine – November 2018
- Advert in Career Guide 2019 – February 2019
- Advert in Business Magazine “Plan d’études”– April 2019
- Advert in Police Magazine 2019 – May 2019

10. HR

We strongly believe that the success of our organisation is through our people who are our main assets at the Employees Welfare Fund. Our Human Capital is called to contribute positively to the success of the set of strategies of the organisation because same cannot be achieved without their commitment and professionalism.

During the year 2018/2019, our aims was to encourage team working and cooperation across the organisation, cater for the well-being of our staff and maintain a healthy workplace, resource talented people within and outside the organisation and enhance employee performance through effective assessment.

10.1 Human Resource Planning

EWF believes that it is essential to have an HR planning to support achieving the organisation goals and objectives. The HR planning will ensure the right people on the right job in the right place. It will also help in hiring skillful and talented staff for the organisation. EWF, while being in the process of preparing an appropriate HR Planning, a Retention Policy, an Employee Development Plan, is working proactively to supply the best fit employees to respond to the demand.

10.2 Recruitment Policy

The EWF is an Equal Opportunity Employer and provides equal opportunity to everybody in our recruitment practices, career development, training and reward for all our employees. New talents to assist in the attainment of the strategic objectives for the year 2018 and 2019 and to assist in the daily operations within the organisation were recruited.

In this respect, 1 Administrative Secretary and 9 Clerical Officers were recruited.

The EWF also supported the Youth Employment Programme by recruiting 3 trainees with a view to allow them to them to gain exposure and experience in the world place.

10.3 Staff Training and Development

The EWF is a learning organization which encourages a culture of constant learning among employees. In this context 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 plan 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 share with other staff members whatever they have acquired.

In House Training

The In House Trainings at the EWF 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 through an in-depth induction training in every section at the EWF. There are also refresher courses on the loans, time management, internal communication, customer care, Performance Management System, flexcube etc.

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 shape their thinking that leads to quality in their performance.

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

Training for the period of July 2018 to June 2019				
S/N	Date Held	Training Course/ Seminar/ Workshop/ Conference	Participants	No of Participant
1	Aug 2018	Integrated Reporting and Global Reporting Initiatives (GRI) -1st Session	Managers, Internal Auditor, Accountant, Technical Officers, Accounting Technician, IT Officer	13
2	Aug 2018	Briefing Session on Income Tax Act, VAT Act, MRA Act by the Finance (Miscellaneous Provisions) Act 2018	Accounting Technician	1

Employees Welfare Fund

3	Sep 2018	Integrated Reporting and Global Reporting Initiatives (GRI) -1st Session: continued	Managers, Internal Auditor, Accountant, Technical Officers, Accounting Technician, IT Officer	10
4	Sep 2018	Integrated Reporting and Global Reporting Initiatives (GRI) -3rd Session: continued	Executive Officer, Accounts Clerk, MSO, Receptionist, Receptionist/PR assistant	14
5	Sep 2018	Launching of Sage 300 cloud	Accounting Technician	1
6	Oct 2018	Effective Employee Engagement and Retention	Technical Officer	1
7	Oct 2018	The Secrets of Superior Service	Technical Officer Accounts Clerk	3
8	Oct 2018	SDDS Plus	Accounting Technician	1
9	Nov 2018	Risk Assessment and Data Protection Impact Assessment	Internal Auditor Technical Officer Legal	2
10	Jan 2019	Oracle Impact Mauritius	Deputy General Manager	1
11	Feb 2019	Directors Liability Insurance- What is the Fuss About?	Administrative Assistant	1
12	April 2019	Gender Mainstreaming & Gender Responsive Budgeting	Accountant Executive Officer	2
13	April 2019	Enabling Strategic HR Capabilities in Parastatals	IT Officer TO HR	2

Inhouse Training for the period July 2018 to June 2019

S/N	Date Held	Training Course/ Seminar/ Workshop/ Conference	Participants	No of Participant
1	Jan 2019	In depth training on loans	Receptionist/PR Assistant	2
2	Feb 2019	Customer registration procedures and processes EWF online URL Login and password specs	Higher Executive Officer Internal Auditor, TO, Accounting Technician, Accounts Clerk, MSO, Executive Officer, Receptionist, DGM, GM	22

10.4 Employment Relations

A procedure agreement was signed in November 2017. The intention of this agreement is to further consolidate the 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 the agreement.

10.5 Welfare of employees

The welfare of the employees is vital for the smooth running of the organization.

A calendar of welfare activities was also prepared at the beginning of the year and implemented accordingly as described below: -

Birthday Celebration for staff (All throughout the year)

Celebration of Divali (November 2018)

Domino Festival, Christmas Party, End of Year Party (December 2018)

Celebration of Spring Festival, Administrative Manager Retirement Party (February 2019)

Celebration of Independence Day (March 2019)

Celebration of Ugadi (April 2019)

Guitar courses (May 2019)

Celebration of Ugadi and Music Day (June 2019)

10.6 Performance Management

During the year 2018/2019, all the Performance Appraisals were made simpler, easily understandable, less time consuming and more user friendly. Some of the elements are mentioned below:

- i) The Key Results Areas are a maximum of 6 for some specific grades.
- ii) The list of competencies has been adapted the different grades.
- iii) A new way for recording middle assessment of employees was implemented

The supervisors were encouraged to periodically review employees' progress against their objectives as per the Performance Programme on a quarterly basis. This will facilitate the final assessment by going through a recap of achievement and learnings rather than a detailed discussion of what was and was not achieved and why



10.7 Safety and Health Policy

The meetings of the Health and Safety Committee are held every 2 months and provide an excellent platform to interact and discuss opportunities to further improve the safety of the work environment of our employees.

The Committee is composed of a Chairperson, a Consultant (acting as Secretary), 2 representatives of Management and 2 representatives of Employees.

A risk assessment was conducted at the beginning of the financial year to assess the conditions of the working environment.

11. Financial Highlights

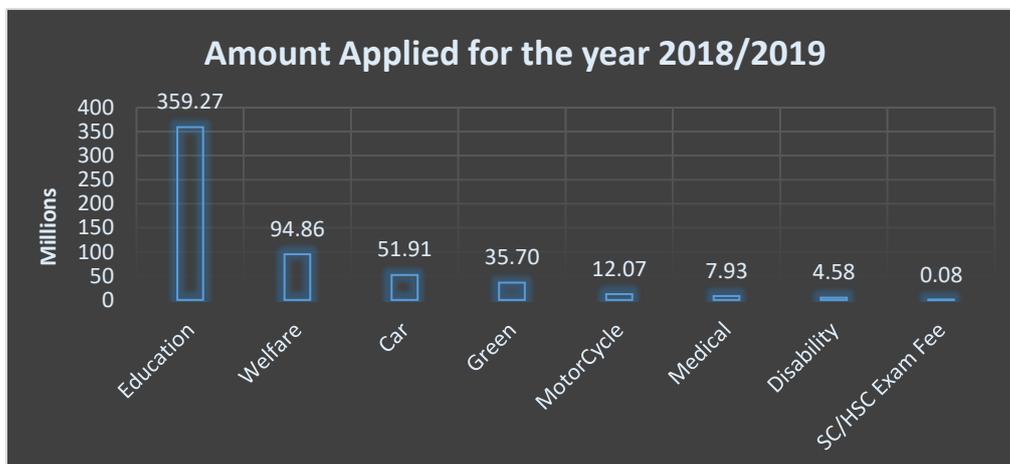
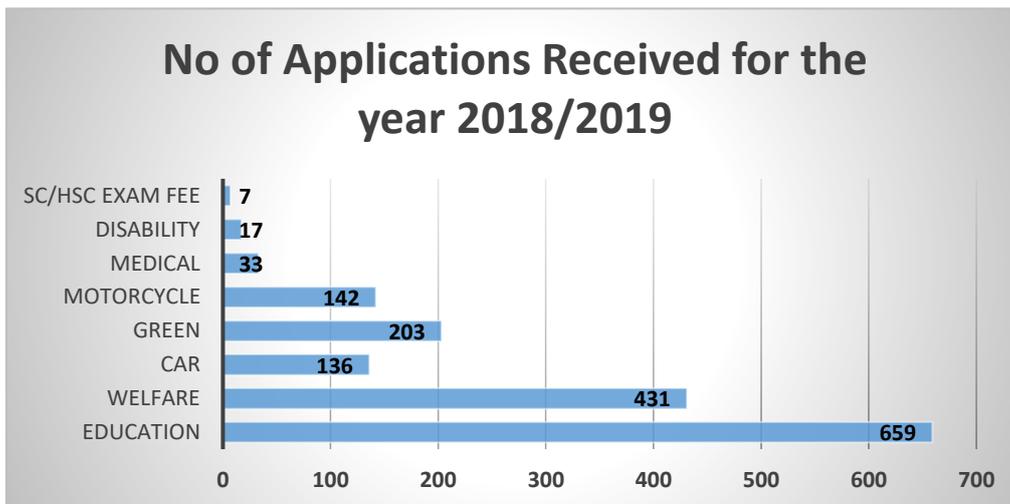
11.1 Loan Schemes

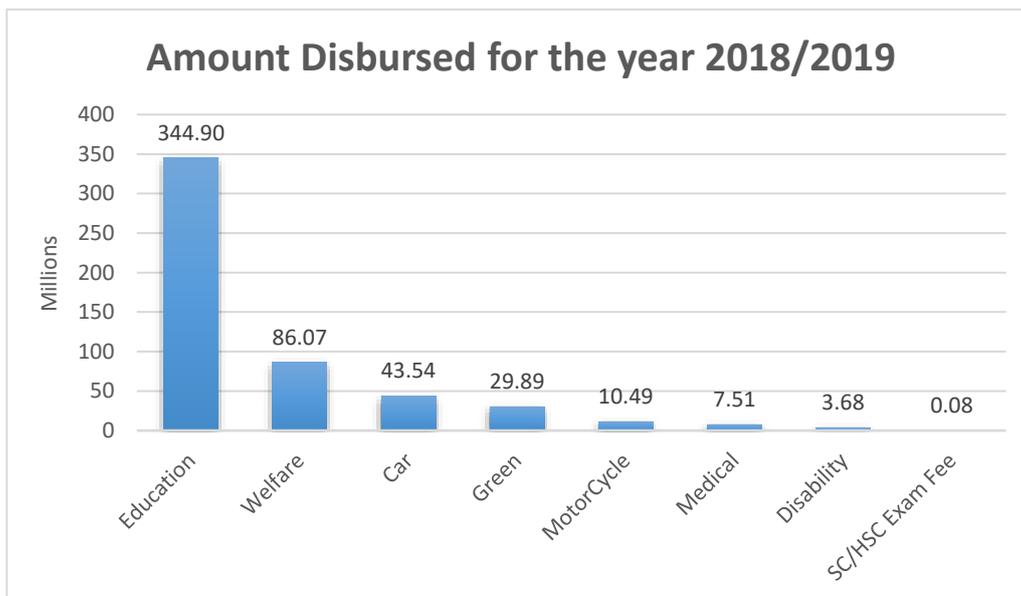
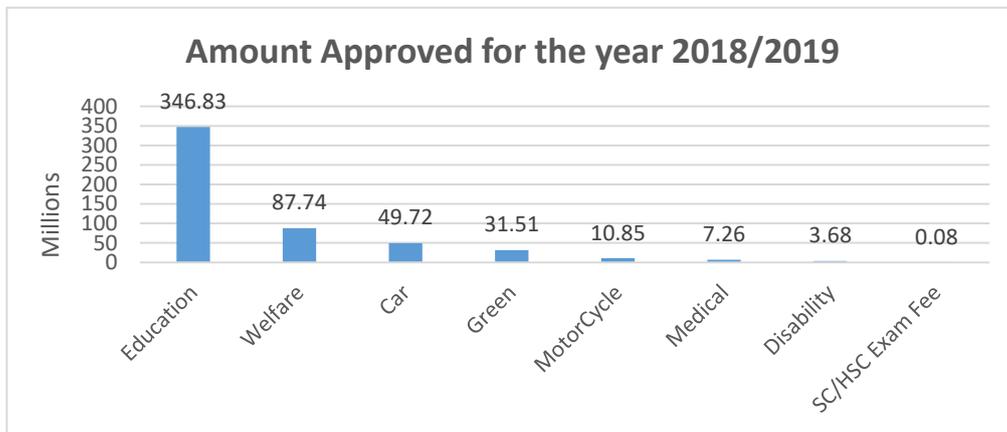
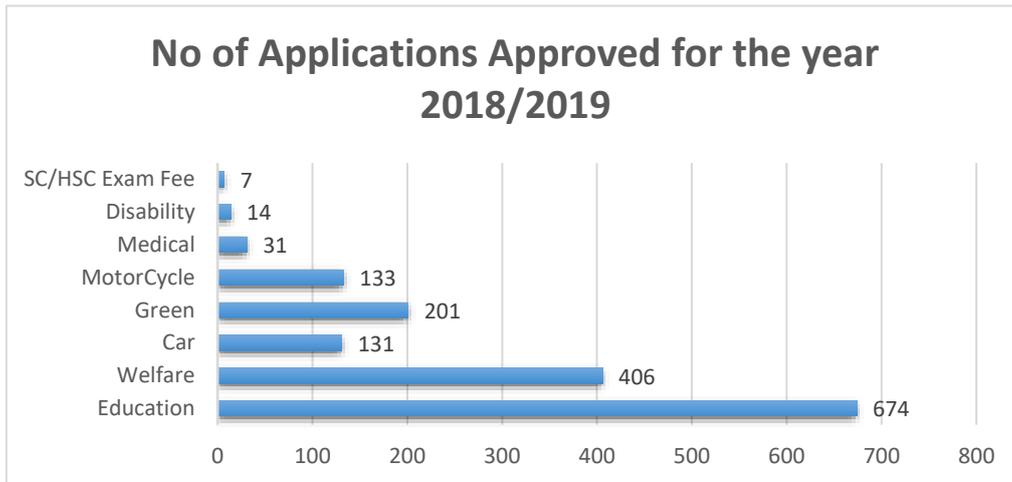
Comparative Analysis of the number of applications received and amount of loans approved and disbursed for the year 2018/2019 were as follows:

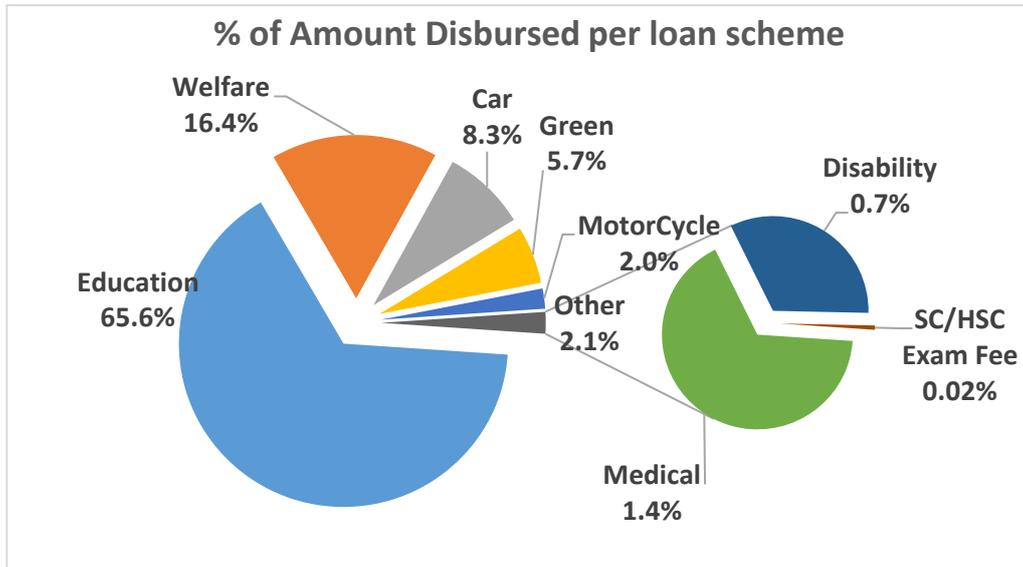
All Loans

Loans	2017/2018	2018/2019
No. of Applications Received	1,657	1628
No. of Applications Approved	1,631	1597
Amount Approved (Rs)	556,110,339	537,659,562
Amount Disbursed (Rs)	545,585,362	526,142,362
Amount Repaid (Rs)	498,433,056	499,448,343
Net Investment (Rs)	47,152,306	26,694,019

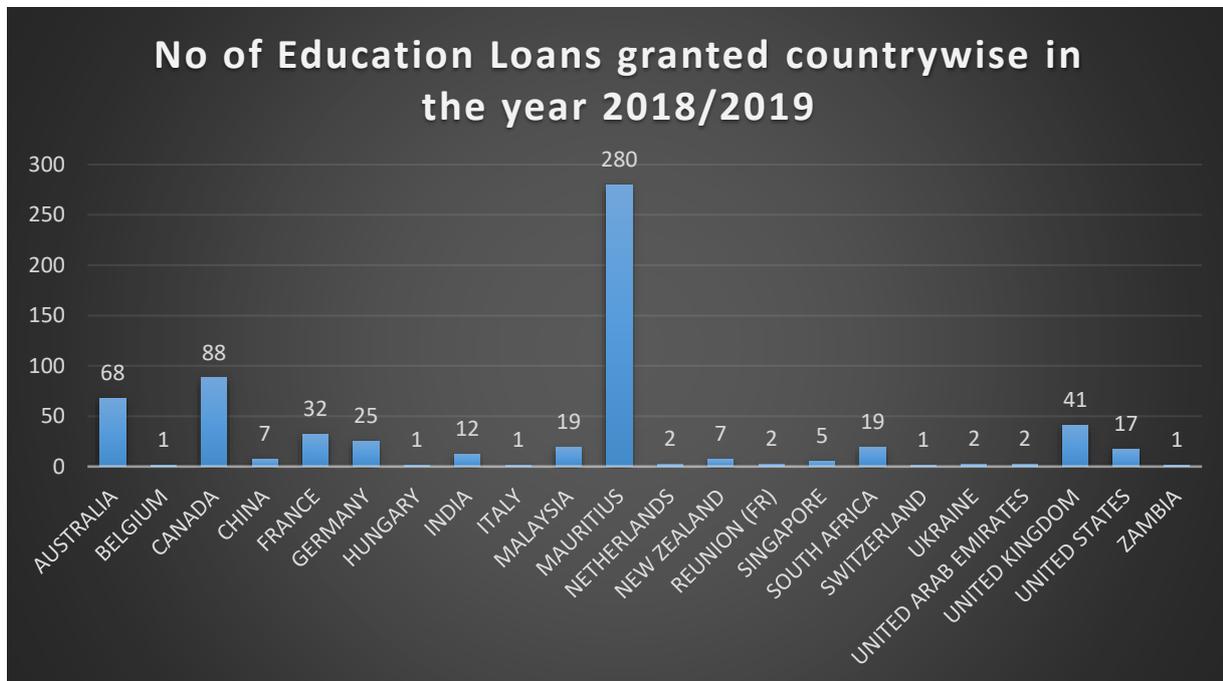
Loans for the year 2018/2019







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



Field of Study and Countries for the year 2018/2019

	Accounting, Banking and Finance	ACTUARIAL SCIENCE	Aeronautical, Aerospace and Aircraft Engineering	APPLIED SCIENCE	ARCHITECTURE	ART, DESIGN & Culinary	Business, Administration, Management and	COMMUNICATIONS	Computer, Programming and Communication	EDUCATION	Electrical, Civil, Mechanical, Chemical Eng	Human Resource	LAW	Medical	Others	Sociology and Social Work	Tourism and Hospitality	Grand Total
AUSTRALIA	10			2	5		7		8	3	8		1		20		4	68
BELGIUM														1				1
CANADA	9	1	4	7		3	12		13	2	13			2	18		4	88
CHINA					1		1		1					4				7
FRANCE	1		1	1		1			3				7	6	11	1		32
GERMANY	1			1			2		3		13			1	4			25
HUNGARY														1				1
INDIA						1	2		2				1	3	3			12
ITALY																	1	1
MALAYSIA	3	1			2		1	2	2		3				4		1	19
MAURITIUS	32	1	3		5	4	47	15	28	3	7	7	37	18	43	7	23	280
NETHERLANDS														1	1			2
NEW ZEALAND			1						1				1	2	1		1	7
REUNION (FR)					1										1			2
SINGAPORE							3				1			1				5
SOUTH AFRICA		1			1		7				2			1	7			19
SWITZERLAND																	1	1
UKRAINE														1	1			2
UNITED ARAB EMIRATES															1		1	2
UNITED KINGDOM	4						3		4		1		15	1	13			41
UNITED STATES	1					2	2			1	2		1	2	5	1		17
ZAMBIA															1			1
Grand Total	61	4	9	11	15	11	87	17	65	9	50	7	63	45	134	9	36	633

11.3 In-house Death Cover Scheme

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



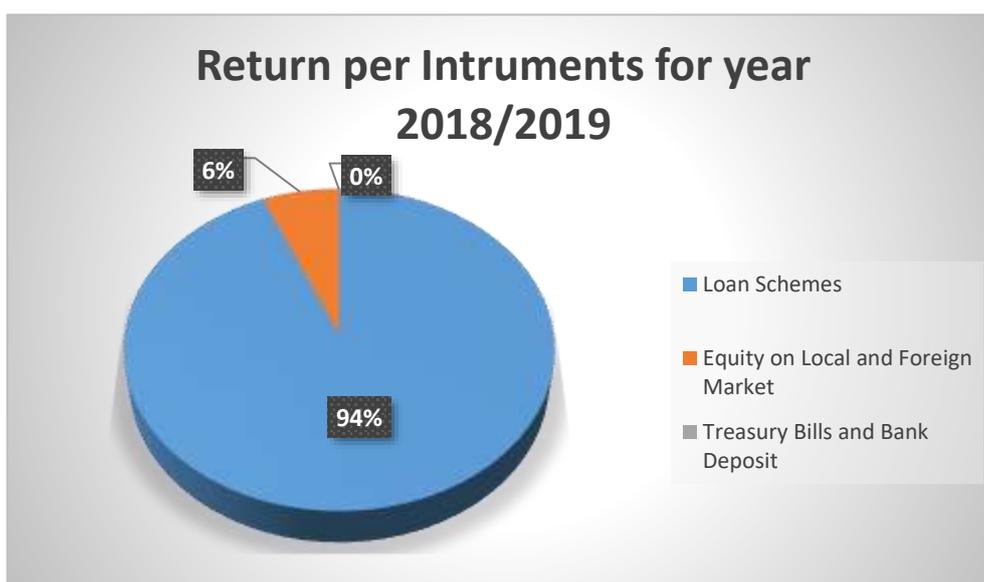
11.4 Investments

Investments made were as follows:

Investment Structure	2018/2019	
	Rs	%
Loan Schemes	1,846,958,679	84
Shares	214,952,029	10
Foreign Investments	142,203,920	6
Total	2,204,114,628	

11.5 Return on Investments

Instruments	2018/2019 (IPSAS)
Loan Schemes	108,794,727
Equity on Local and Foreign Market	7,351,323
Treasury Bills and Bank Deposit	106
Total	116,146,156



11.6 Surplus & Net Worth

	IPSAS					2018/2019
	2013	2014	2015	2016/2017	2017/2018	
Net Surplus (Rs)	88,186,958	76,943,782	70,542,026	103,979,028	63,204,533	79,535,921
Fund Value (Rs)	2,372,145,495	2,454,141,126	2,481,169,943	2,672,564,155	2,735,890,816	2,795,344,613

Financial Statements