



**human  
capital**

ENL Limited's human capital management is guided by our long-term vision of creating a work environment where employees are enabled to deliver sustainable organisational performance while achieving personal growth.

Our teams of HR professionals work in close collaboration with the ENL Group human resources department, except for Rogers which is overseen by its own corporate office. They implement the ENL Talent Management Framework which pursues three strategic priorities: human resources alignment, employee engagement and learning and development.

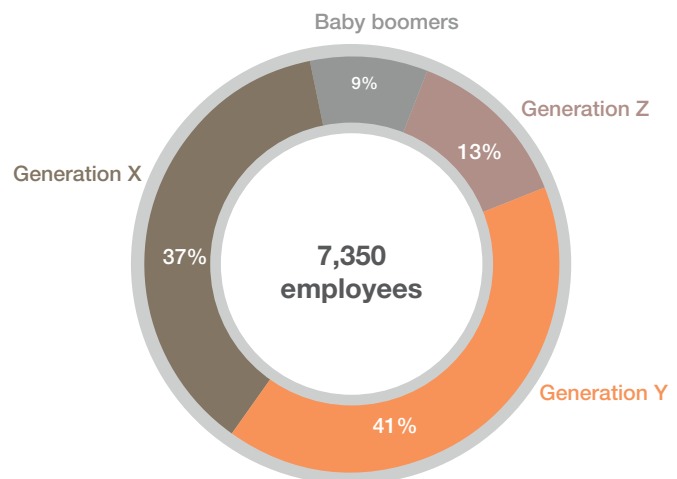
## Human resources alignment

### Transparent recruitment process

Our recruitment process is transparent. Vacancies are advertised internally on ENL Connect, and externally, on ENL Job'Fair which is our dedicated recruitment platform. In this way, existing employees are made aware of opportunities of internal mobility that crop up even while companies open up to talents from outside the Group. Both platforms were revamped during the year in order to adapt to new trends in digital communication.

We focus on employee integration and engagement from the very day a new recruit joins us. All new recruits follow an orientation session at company level on the day they join. They then participate in a one-day induction session at the ENL Group headquarters. The programme was recently updated to be more interactive and welcoming. It includes an introductory video from the CEO sharing his vision and expectations with the new team members.

### We have a young and dynamic workforce



113,000  
visits on  
ENL Job'Fair in 2017

## Performance management

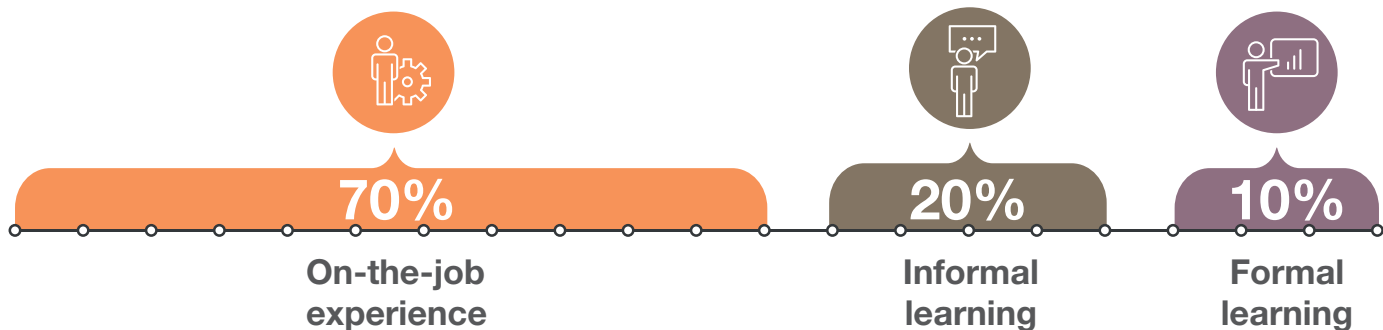
### We believe in employees whose goals are aligned to those of the business

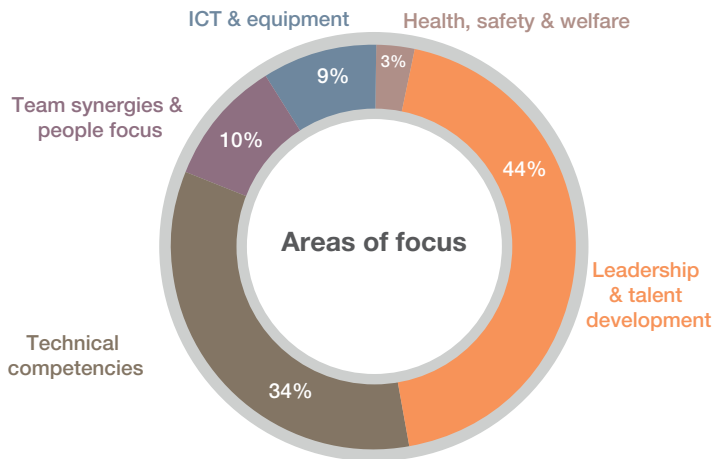
This is why every employee has a role profile that stipulates how exactly he or she contributes to the success of the organisation. We believe that committed employees are those whose performances are monitored regularly. Employee's performance is measured through a rigorous process of objectives setting at the start of the year, followed upon during the year and appraised at year-end.

## Learning & development

### We invest in the continuous improvement of competencies, in the development of skills and the promotion of personal growth of our team members.

We invested Rs 44m and 55,062 hours to strengthen the technical competencies of our employees and to enhance their leadership skills. We believe in a blended learning approach which is a combination of formal learning with workplace-based learning opportunities. Our training initiatives draw from the '70:20:10 Model for Learning and Development'. During the year, we introduced a more comprehensive measure of the training impact where employees who attended a training have been asked to commit to an action plan to apply the new skills they learned.





**55,062 hours**  
invested in training

**3%**  
Training expenditure  
3% of basic salary

ENL Limited's subsidiaries contribute to the training of the next generation of Mauritian professionals by opening their doors to traineeships. The Group welcomed 325 trainees during the year, for an average of 7 months tenure, out of which 64 were offered a permanent position.

The health & safety of our employees is a key area of focus and during the year, 96 first aiders were trained.

**325** trainees

**7** Traineeship months in average

**64** trainees were offered a job

**96** First aiders

## Employee engagement

### We actively promote the ENL culture and values in order to enhance employee engagement

The **Semaine de l'engagement** is an annual gathering spanning over one week where all ENL employees are invited to take a step back to live the values and the culture of the Group through practical activities. This year saw a record participation with around 600 persons involved, twice more than the previous edition. The proposed activities enabled participants to experience some of the ways they could express their commitment towards:

- themselves, by taking care of their well-being;
- the customers, by being performing, innovative and nurturing a service culture;
- the community, by showing generosity and citizenship.



**Semaine  
de l'engagement:  
participants**

“I cherish the ideal of a deeply engaged team for ENL. When employees are engaged, it can be felt; it can be seen. They exude an energy and a dynamism that are contagious.”

Hector Espitalier-Noël, CEO

We measure the level of engagement of our employees every two years through a survey that spans the whole ENL Group. The results of the 2017 study show an improvement in our score. Employee engagement is a key area of focus and several actions have been taken to engage with them more deeply at each level of the organisation.

## Way forward

The strategic direction of the Group has been set for the three-year period ending June 2020. As far as the management of our human capital is concerned, our focus will continue to be on talent acquisition, retention and employee engagement. Specific emphasis will be placed on creating a “performing workplace”, one where higher levels of capability and efficiency are achieved and where people feel empowered, valued and respected.

