

REPORT OF THE HUMAN CAPITAL AND REMUNERATION COMMITTEE

Established by the Board of Trustees, the primary purpose of the Human Capital and Remuneration Committee (HCRC) is to review, consider and make recommendations to the Board on the human capital policies, procedures and structures that regulate the relationship between the NEF as the employer and its staff.

The HCRC is governed by its charter which is approved by the Board and which bestows on the Committee the responsibility, among others, to oversee and monitor the level and remuneration structure of Executives and staff to ensure that the organisation's employees are fairly rewarded for their individual contributions to the organisation's overall performance.

The Committee enjoys membership of representatives that bring a broad range of expertise and experience in human resources and other related fields, who are appointed by the Board on recommendation from the Executive and the Committee.

During the reporting period, the HCRC saw the organisation through a vigorous remuneration benchmarking exercise that was conducted with the assistance of remuneration consultants. The purpose of the benchmarking was to ensure that the organisation is on a par with other institutions comparable to the NEF. The result of the benchmarking was a credible process to determine a competitive level of remuneration and performance awards for all deserving employees of the NEF.

The Committee continued to oversee the staff composition and its alignment in terms of its representivity with the country's demographics. The Committee also oversaw the implementation of the retention strategies that had been approved in the previous year. It was pleasing to see positive results in this regard, evidenced by the low turnover of staff and accelerated implementation of the recruitment plan.



Membership and Attendance

The membership of the HCRC is as follows:

- Ms Sonja Sebotsa, Chairperson of the HCRC, and Non-Executive Trustee,
- Ms Avril Halstead, Chairperson and Non-Executive Trustee,
- Ms Barbara Lombard, Independent, and
- Adv. Mike Marcus, Independent.

As a result of the expiry of her term as a Trustee, the HCRC lost its Chairperson, Ms Sonja Sebotsa, on 2 December 2008, following which the post remained open until the appointment of new members and extension of other members' term on the Board. This saw the appointment of Ms Avril Halstead, a Trustee, as the Chairperson of the HCRC.

During the year under review, the attendance record of the members of the HCRC was as follows:

	16/04/08	19/08/08
Ms S Sebotsa*	✓	✓
Adv. M Marcus	✓	✓
Ms A Halstead*	✓	✓
Ms B Lombard	✓	✓

* Term of office expired 2 December 2008

* Appointed to the Board in March 2009

Ms Avril Halstead
Chairperson of the Human Capital and Remuneration Committee