

Individual and Collective Well Being

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Great
Place
To
Work.

We envision a future that is inclusive, equitable and sustainable. We are investing in developing and empowering our people and communities, who are an essential component of our collective success.

Our ability to achieve our ambitions depends on our talent, and we are committed to fostering a high-performance culture built on excellence and innovation where our people can thrive.

We also want to ensure that our employees share our common purpose of delivering Success Beyond Numbers, guided by our Values and Shared Ways of Working. Achieving this will enable us to use finance as a force for good in creating a sustainable and inclusive future for the clients and communities we serve.

By shaping our future with clarity, purpose and determination, we can have a positive and lasting impact in the countries where we operate, contributing to thriving and enterprising communities.

Link to Strategy



Lead in our Home Markets



Build a top-tier African CIB and PB institution



Win in the Workplace

Alignment with the SDGs, UNGC and UNEP FI PRB





Principles 1-2-3-4-5



Principles 2-4-5



Winning in the Workplace

Our employees are the driving force behind our ability to realise Vision 2030 and bring our purpose, Success Beyond Numbers, to life.

In an increasingly complex and interconnected world, Vision 2030 requires more than technical expertise. It also demands a shared mindset of accountability, with every employee playing a role in shaping unrivalled customer experience, delivering innovative solutions in response to emerging needs and nurturing trusted relationships that build stronger communities. Importantly, our purpose should continue to guide us. We believe that when our employees feel connected to something bigger than themselves, they create Success Beyond Numbers.

To deliver on our strategy and purpose, we are focused on:

Building high talent density across the Group <i>Read more on page 132.</i>	Developing leadership capabilities at every level <i>Read more on page 136.</i>	Shaping a strong, adaptive and inclusive culture <i>Read more on page 138.</i>
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To enable us to achieve our three key people objectives, we are evolving our HR function. Our efforts are directed as follows:

- **Operational intelligence:** delivering efficient, reliable and digitally enabled services.
- **Outcome orientation:** building the organisational capabilities that underpin strategic growth.
- **Skills for the future:** developing future-focused skills, mindsets and behaviours.

By optimising our HR approach, we are ensuring that we have the right systems, processes and infrastructure in place to develop a high-performing, future-ready workforce aligned to our long-term goals.



Our Values and Shared Ways of Working are the cultural foundation that underpins our ability to execute Vision 2030.

Our Values	Service	Innovation	Integrity	Respect	Teamwork	Our Shared Ways of Working
	Make things simple	Push boundaries	Act responsibly	Create positive impact	Build partnerships	

Our Values articulate the core principles that define who we are and how we aspire to behave. Our Shared Ways of Working translate these principles into the everyday habits, mindsets and collaborative practices that drive strategy execution. Together, they create a common language and behavioural compass that aligns individual actions with collective goals, enabling us to scale performance, foster innovation and build trust across teams, markets and stakeholder groups. This year, we embedded our Values and Shared Ways of Working within our performance management approach and deepened integration through structured initiatives to foster cultural alignment.

Our **Employee Value Proposition** (EVP) affirms our position as an employer of choice, shaping how we attract talent, engage and develop our people, and foster a workplace where individuals feel valued, empowered and proud to be part of MCB Group. As we look ahead to Vision 2030, we are redefining and evolving our EVP to ensure it remains relevant and compelling locally and across all geographies where we compete for talent. This will remain a strategic focus area in FY26.



This year, **MCB Group** was **certified as a Great Place to Work®**, a globally recognised benchmark for organisational culture and employee experience. This certification reflects our commitment to fostering a high-trust, inclusive and purpose-driven workplace.

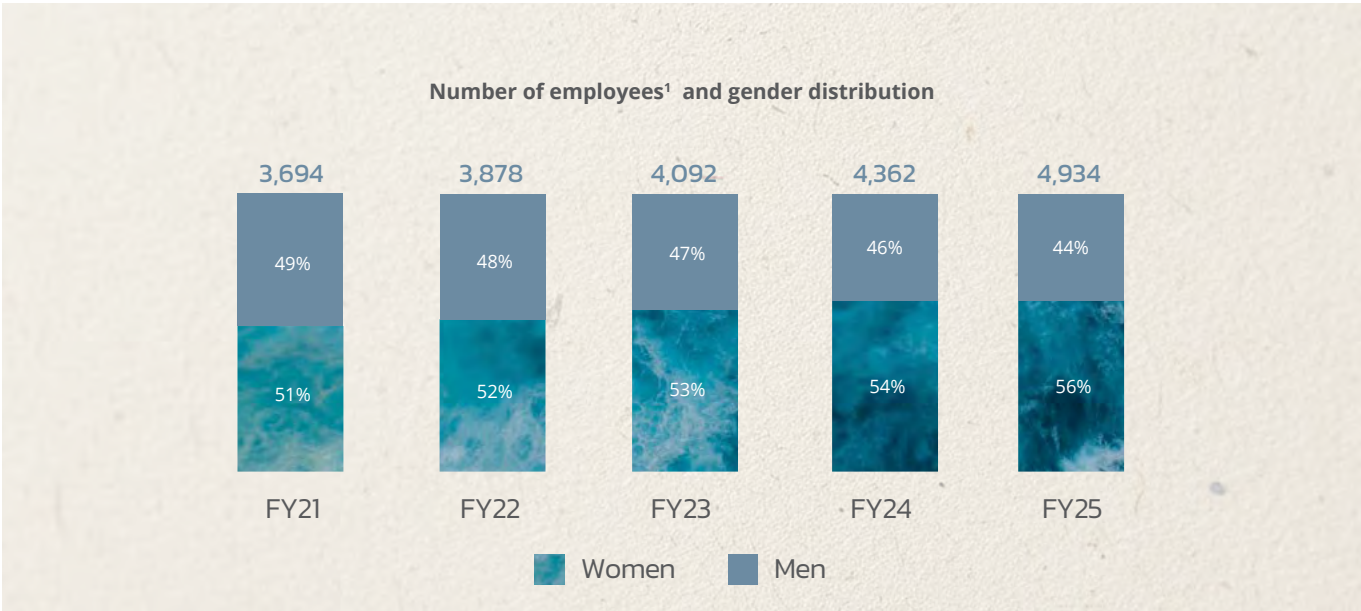
Read more about how we are applying key learnings from this survey to enhance employee engagement on page 140.



People analytics

We provide a summary of our key people analytics on the following pages. Please refer to the ‘Additional Information’ chapter of this report for a detailed breakdown of our people analytics.

Number of Employees and Gender Distribution



MCB Group	FY23		FY24		FY25	
	Female	Male	Female	Male	Female	Male
Permanent Contract ²	2,086	1,843	2,275	1,883	2,652	2,031
Fixed Term Contract ³	90	73	99	105	134	117

Employee Hire, Retention and Turnover Rate

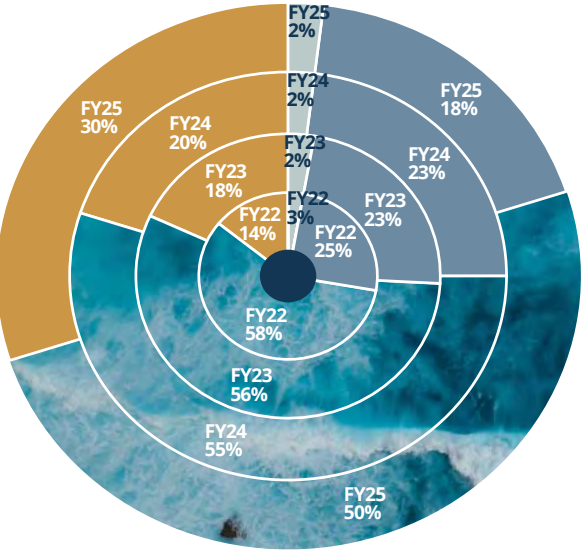
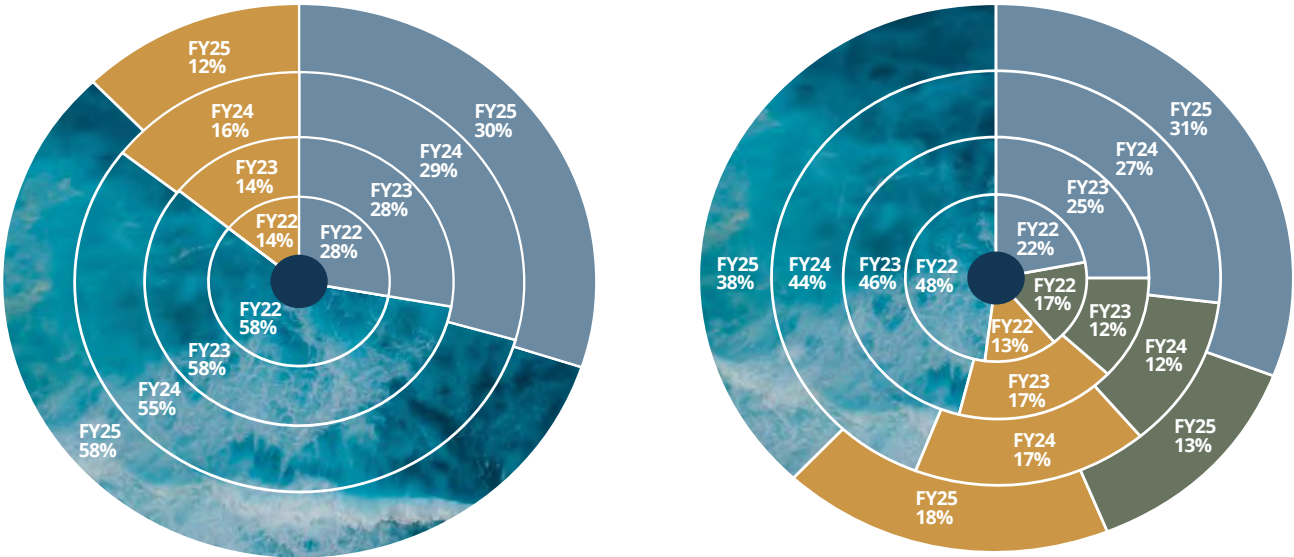
	Hire rate	Retention rate	Turnover rate
MCB Group	19% (FY24: 12%)	94% (FY24: 92%)	9% (FY24: 8%)

¹ Data represents number of employees at end of each financial year, ending on 30th June. It comprises permanent employees, fixed-term employees and interns.

² We define ‘permanent employees’ as the number of employees employed on a full-time basis for an undetermined period.

³ We define ‘fixed-term employees’ as the number of employees employed on either a full-time or part-time basis, with a pre-determined work agreement varying from 1 year to more than 10 years.

Employee analytics by Age distribution, Length of Service and Generation Type



Building high talent density across the Group

We aim to attract, develop and retain top talent by fostering a culture of empowerment, excellence and continuous learning across the Group.

Talent Pipeline Development Strategy

At MCB, we have a clear talent pipeline development strategy:

Our **MCB Career Architecture** provides a consistent and transparent framework for employee development and career progression across MCB Group. This alignment is critical to helping us attract and retain business-critical talent.

Our MCB Career Architecture drives strategy execution by standardising job levels, role families and competencies, allowing for more agile workforce planning and cross-functional collaboration. Our Career Architecture helps us identify and address capability gaps, ensuring we build the right skills and leadership pipelines to execute our growth ambitions. By offering a transparent and structured approach to career progression, it further reinforces our commitment to fair opportunity and rewards based on contribution and impact.



Guided by our Career Architecture, we have a robust and **integrated talent management framework** to attract, develop and retain high-potential employees. Our talent management framework focuses on:

Learning and development <i>Read more on page 133</i>	Succession planning <i>Read more on page 136</i>	Performance management <i>Read more on page 139</i>	Strategic talent recruitment <i>Read more below</i>
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Key initiatives undertaken in FY25:

- Extended our Career Architecture to Madagascar, ensuring alignment across our home markets while accommodating local nuances and distinctions.
- Embedded the talent management framework into our performance management system, ensuring that goal setting, development planning and career conversations are anchored in a common language of roles and competencies.
- Initiated a Group-wide exercise to map current capabilities against future needs, enabling targeted development interventions in strategic areas.
- Equipped our People Managers with the tools and training needed to lead their teams effectively in talent development and workforce planning discussions.

Strategic Talent Recruitment

Strategic talent acquisition supports our ongoing focus on positioning the Group as an employer of choice.

Key initiatives undertaken in FY25:

Launched a project to **strengthen our employer brand** in Mauritius and beyond to help us attract top talent, boost employee pride and enhance retention.

Announced its **strategic partnerships with Middlesex University and Charles Telfair Education (CTE)**. These partnerships are a first for MCB. By combining MCB's industry expertise with the academic prowess of Middlesex University and CTE, we aim to foster a dynamic learning environment that prepares students for the challenges of the modern world. Students who excel will be given access to unique employment opportunities, creating a win-win situation for universities, students and MCB.

Launched our 12-month **Financial Markets Accelerator Programme**, which provides young graduates with the opportunity to gain hands-on exposure across our Financial Markets division. The graduate selection process will commence in FY26.

Find out more about our Financial Markets Accelerator Programme:

Held **industry workshops at key academic institutions**, with subject matter experts from MCB presenting talks on key topics like taxation, technology, economy, data and strategy to students keen on embarking on these career paths. We hosted eight industry workshops at the University of Mauritius, the Charles Telfair Institute and Middlesex University.

Aligned to our commitment to deliver a world-class digital customer experience, we recruited **15** talented graduates, six of who were female, to take part in the Tech Pathway of our **Beyond Graduate Programme**. The programme aims to empower young graduates, with the pathway focusing on recruiting graduates with skills in cyber security, quality assurance, IT infrastructure, software development, data engineering and information security. Developed internally, the bespoke programme blends on-the-job training, online learning and classroom-based sessions, delivered by internal and external experts.

Find our more on our Beyond Graduate Programme:

Promoting Lifelong Learning for Employees

An overview of our training and development approach

Leadership training and development <i>Read more on page 136.</i>	Job-specific and specialised training <i>Read more on page 134.</i>	Professional degree programmes <i>Read more on page 134.</i>	Digital skills development <i>Read more on page 134.</i>	Study Assistance Scheme <i>Read more on page 135.</i>
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This year, the Group invested Rs 126.5 million in employee training.

Training and development spend (Rs millions)

FY	Spending (Rs millions)
FY23	69
FY24	111.8
FY25	126.5

Classroom and face-to-face training (MCB Group) ^a		
1,657 Women employees trained (FY24: 1,183)	1,185 Male employees trained (FY24: 1,059)	87,827 Hours spent on training (FY24: 52,152)

^aStatistics reflect 1 July 2024 to 30 June 2025.

Job-specific and specialised training programmes

Our learning philosophy focuses on enabling employees to perform effectively in their current roles while preparing them to contribute to Vision 2030. We continued investing in upskilling through internationally accredited certifications, short courses, and virtual instructor-led training. Programmes are co-developed with subject matter experts and financial institutions to ensure relevance and practical application. A more structured approach to measuring learner satisfaction was introduced this year, supporting continuous improvement of our training offerings.

Course title	Course overview	FY25 participants	Training institution
Advanced Bank Risk Analysis	Enable a more comprehensive analysis of bank risk profiles in developed and emerging markets.	20 employees (60% women)	Moody's UK Analytics
Relationship and Portfolio Management	Essential banking knowledge, senior mentorship, and valuable networking opportunities to support long-term growth in the banking industry.	47 employees (69% women)	Developed internally
Business Development in Private Wealth Management	Generate new revenue streams and negotiate effectively when dealing with clients	15 employees (53% women)	Corporate Finance Institute
Service Excellence	Embed a customer-first mindset throughout the Bank.	60 employees (40% women)	Moody's UK Analytics

Professional degree programmes

Ensuring our employees are recognised for their skills in line with industry and international standards is becoming increasingly relevant as MCB expands internationally and into specialised markets. We continue to support employees in obtaining international certifications and accreditations with global institutions.

In FY25, we supported 124 employees (67% women):

Certification/ accreditation	Overview	FY25 participants
London Chartered Institute for Securities & Investment	Introduction to securities and investment principles.	20 participants
Lir ek Ekrir Kreol Morisien	Equip selected employees with foundational knowledge of Mauritian Kreol.	19 participants
Commercial Banking and Credit Analysis	Equip employees with essential skills to become world-class credit analysts.	42 participants
Product Learning Journey	Cultivate expertise in product management, user experience and design innovation.	15 participants
ACI Operations Certificate	Acquire working knowledge of the structure and operations of major foreign exchange and money markets.	2 participants
London Institute of Banking and Finance – Trade Finance Level 1	Trade finance upskilling programme, including physical and online course modules.	26 participants

Digital skills development

To enable us to offer a growing portfolio of innovative and pioneering financial products and services, we cultivate and enhance our skills in the dynamic fields of software engineering, quality assurance engineering and data science.

We develop programmes internally through our **Digital Academy** to ensure they address the critical and core skills MCB requires, supplemented by modules from external service providers. Our **Product Learning Journey** programme remains a key component of our Digital Academy and is accredited by the London Institute of Banking and Finance. It focuses on cultivating expertise in product management, user experience and design innovation and aims to equip participating employees with the right skills to develop and launch innovative, relevant and accessible digital products and services. To strengthen digital skills development, we also launched the Tech Pathway of our **Beyond Graduate Programme** this year.

Read more on page 133.

Digital learning platforms

Employees continue to use our digital learning platform, Percipio, which is available to all employees and aims to provide a convenient and flexible way for them to progress on their learning and development journeys. Our technical employees from Data, Tech and COO offices have access to two additional online learning platforms to enhance their technological capabilities. Furthermore, our SBUs use our KnowBe4 platform to promote online training on matters such as cyber security, compliance and fraud prevention.

Percipio ^a	FY23 ^b	FY24		FY25	
	MCB Group	MCB Ltd	MCB Group	MCB Ltd	MCB Group
Employees who accessed the platform	77%	90%	89%	99.5%	99%
Learning units completed	19,199	34,143	41,224	62,012	70,351
Hours spent on learning content	14,465	15,360	18,624	29,673	34,067
Hours spent per user on learning	4.6	4.9	4.8	7.3	7.0

^aStatistics reflect 1 July 2024 to 30 June 2025.

^bData unavailable for MCB Ltd.

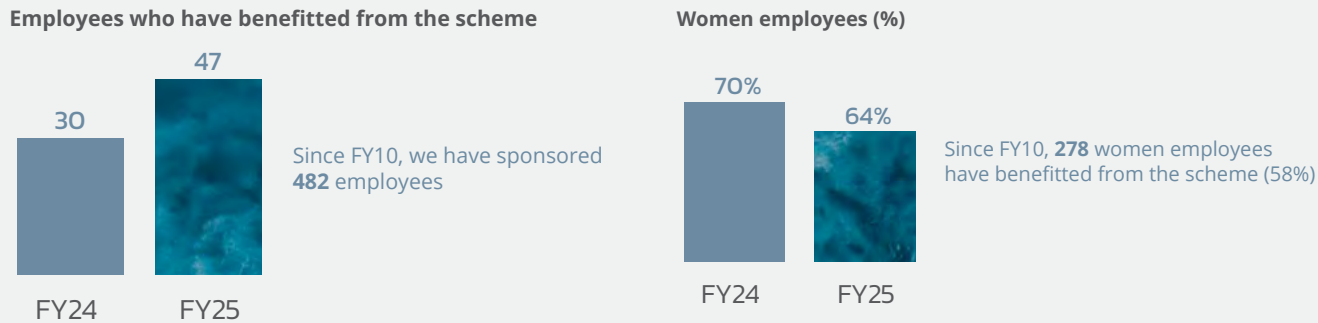
Additional training and development opportunities

This year, we invested in **the Moody's Analytics Retail Learning Suite** to professionalise and elevate the capabilities of our Retail Banking staff to maintain excellence in customer service and operational delivery. Implementation is planned for FY26, with a view to scaling the initiative across the Group to reinforce consistency, capability and performance.

Creating equal access to professional growth and development opportunities through our Study Assistance Scheme

We provide financial support to eligible employees who want to pursue further academic studies. Our Study Assistance Scheme is available to all employees within the Group. Employees can apply for sponsorship for certifications, diplomas and degrees (including post-graduate degrees and master's programmes).

In FY25, we provided Rs 4.6 million to sponsor selected employees further their academic studies.



In the year ahead, we will intensify our efforts to build a high talent density organisation by refining our strategies to attract, develop and retain top talent. Key initiatives will include strengthening internal talent marketplaces, making career pathways more visible and accessible and creating greater fluidity for employees to grow across functions and geographies. We will continue to provide meaningful learning and development opportunities.

Developing leadership capabilities at every level

Effective leadership is the catalyst that turns vision into reality, inspiring resilience and forward-thinking to drive lasting impact.

Succession planning

Recruitment	Succession planning
We follow a competency-driven recruitment process that aligns with our business needs and culture, including assessing alignment with our Values and Shared Ways of Working. This includes leveraging diverse sourcing channels, structured assessments and data-driven decision-making to select top talent who can thrive within MCB.	We identify critical roles and develop a strong internal pipeline of potential successors. This is done through regular talent reviews, readiness assessments, and targeted development plans. We focus on creating depth in leadership roles while mitigating key-person risks, ensuring business continuity and long-term sustainability.

Both processes are integrated within our talent management framework, ensuring that external hires and internal talent are aligned with our organisational priorities and long-term growth.

[Read more on our talent management framework on page 132](#)

In FY26, we will adopt a Succession Readiness Index framework to help us embed an efficient and data-driven approach for assessing our bench strength and preparedness to handle leadership transitions. We will initially focus on our executive team.

Managerial and leadership development programmes

In FY19, we introduced a **robust leadership development framework** to ensure a strategic approach to talent development and shape a consistent leadership brand and style. Leveraging this framework, we designed a comprehensive suite of programmes to equip our managers with the necessary skills, knowledge and behaviours to lead effectively and foster an inclusive and supportive culture. We cluster these programmes under the theme **‘Lead with IMPACT’**. Additionally, we offer individual coaching tailored to managers’ specific needs alongside various leadership masterclasses.

This year, some leaders also attended executive leadership courses by INSEAD and London Business School. They received executive coaching to hone their leadership capabilities further. In addition, we implemented a 360-degree feedback exercise for our Leadership Team to further strengthen their leadership capabilities and IMPACT.

Lead with IMPACT programmes

Programme	Programme overview	Participants	Targeted career level
IMPACT Excellence	Focuses on strategic decision-making, negotiation skills and leadership in a digital world.	54 participants since launch, with 21 participants in FY25 (43% women) <i>FY24: 33 (30% women)</i>	Managing Solutions / Managing Direction and Shaping Solutions / Shaping Directions
IMPACT Accelerate	Focuses on adaptability, ethical leadership and team performance in a dynamic environment.	77 participants since launch, with 24 participants in FY25 (42% women) <i>FY24: 53 (42% women)</i>	Expert Professional / Leading through others
These programmes are accredited by Stellenbosch University, South Africa			

Licence to Lead and Licence to Supervise

Programme	Programme overview	Participants	Targeted career level
Licence to Lead	Grounded in the core pillars of our leadership brand, it helps participants define their leadership identity, communicate effectively and foster a culture where individuals feel empowered to grow and succeed.	24 participants in FY25 (71% women)	New People Managers and middle management employees
Licence to Supervise	Focuses on giving and receiving feedback, managing daily operations, clear communication and developing personal leadership. By strengthening these core capabilities, supervisors are better prepared to motivate their teams, foster engagement and contribute to a positive and productive work environment.	46 participants in FY25 (76% women)	New People Managers from different departments in the Bank

Allies for Change Programme

Programme	Programme overview	Participants	Targeted career level
Allies for Change	Module 1: Mauritius’ Gendered Landscape, helping managers recognise and address gender biases. Module 2: Gender Transformative Leadership, equipping managers with strategies to foster a gender-inclusive culture.	220 participants since launch, with 94 participants in FY25 (42% women) <i>FY24: 73 (43% women)</i>	Managing Direction and Shaping Solutions, with a focus on soft skills, diversity training

Cultivating Emotional Well-Being

Programme	Programme overview	Participants	Targeted career level
Cultivating Emotional Well-Being	The programme includes mental health awareness, emotional intelligence and psychological safety sessions, equipping managers to contribute to a supportive workplace culture.	187 participants since launch, with 177 participants in FY25 (40% women) <i>FY24: 10 (50% women)</i>	All People Managers, focusing on soft skills and team skills

In the year ahead, we will continue to focus on developing leadership capabilities at every level. Our FY26 learning strategy will focus on building the strategic organisational capabilities needed to drive innovation, elevate customer experience and deliver operational excellence.

Shaping a strong, adaptive and inclusive culture

We believe that fostering the right culture is critical to helping us win in the workplace. This includes creating an environment where people perform at their best to achieve shared goals. Our focus is on positioning MCB Group as an employer of choice and providing our employees with meaningful and rewarding workplace experiences.

Diversity, equity and inclusion

To help us deliver on this ambition to shape a strong, adaptive and inclusive culture, we are expanding our approach to diversity, equity and inclusion (DEI). Building on our progress to create a more gender-equitable workplace, we want to ensure that we not only create an environment where women can thrive but one where every employee feels valued, safe and seen. This is critical to maximise our employees’ potential and better serve our customers, clients and communities.

Key milestones in FY25:

- Onboarding a **DEI Lead** to advance DEI within the workplace, supported by relevant management and governance structures. This includes a dedicated **DEI Committee**, which is primarily responsible for defining MCB’s DEI priorities, providing initial project validation and monitoring project execution. Our DEI Committee is chaired by the Group Head of HR and reports to our HR Advisory Board.
- Revision of our **Equal Opportunity Policy** to better reflect our commitment to delivering an enhanced employee experience at each stage of the employee life cycle. As part of this process, the policy was repositioned as our Equal Rights Policy.
- Launching our **Employee Resource Groups** (ERGs) to enhance our understanding of our employees’ experiences and perspectives and equip us to foster a more supportive workplace environment.

📖 We provide more detail on our ERGs on page 140. Read more about our actions to promote gender equality below.

Gender equality

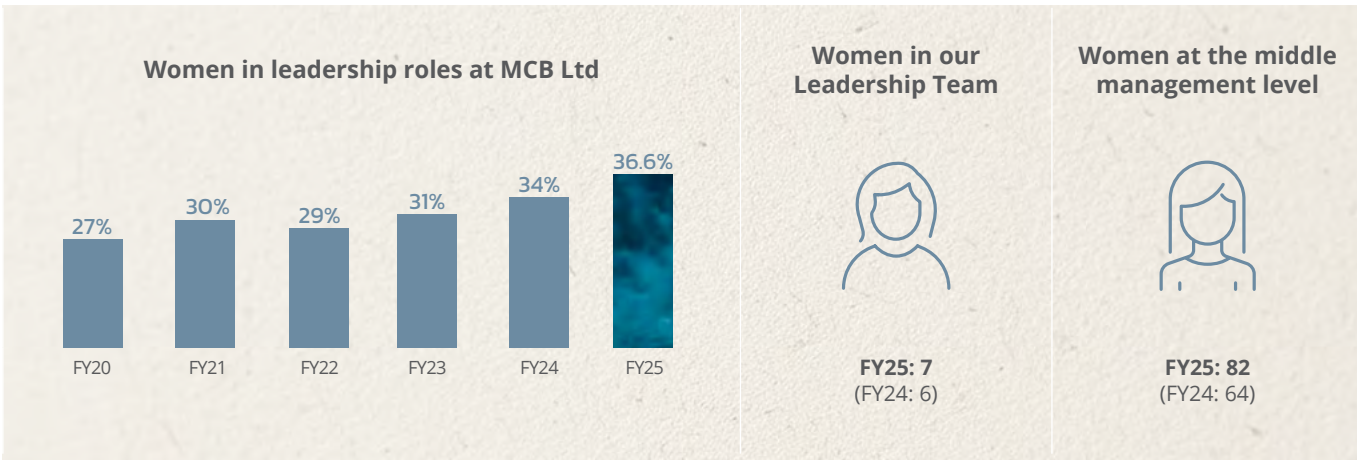
We continue to make steady progress on our commitment to create a more gender-equitable workplace.

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GENDER
EQUALITY

We have set a target to achieve 40% women at middle and senior management levels by 2026 (MCB Ltd). Aligned with this, we aimed to achieve 35% women in managerial roles by December 2024 to meet the targets of our inaugural Sustainability Linked Syndicated Term Loan signed in December 2023.

As at June 2025, 36.6% of our middle and senior management level roles were held by women.



To maintain progress against our goals, we took steps to reduce unconscious bias at all levels and in every action by extending our unconscious bias workshops to our Recruitment Team and HR Business Partners. Our DEI Lead also worked closely with our Strategic Talent Acquisition Team to ensure that our recruitment processes remain inclusive and that we treat all candidates fairly and without discrimination.

We continued to ensure that we implement fair and equitable pay based on performance, with equal pay for equal work, irrespective of gender, as reflected in our EQUAL-SALARY certification.



Aligned with our move towards a broader inclusion agenda, we repositioned our gender working group, established in 2019, as a Gender Equity ERG. The working group continued to implement key initiatives that enforce the principles of the MCB Gender Equality Charter. This charter consists of nine principles that inform our actions to enhance gender equality at MCB.

📖 Read more about our ERGs on page 140.

In the year ahead, we plan to revise our charter in line with our broadened DEI agenda – shifting from a Gender Equality Charter to a DEI Charter. Our approach will be guided by the National Committee on Corporate Governance DEI Charter, which was released in 2023 to guide local organisations on how to build more diverse, equitable and inclusive workplaces. MCB Ltd was one of the first organisations to sign this charter, reflecting our commitment to the adoption of transformative practices throughout our organisation.

📖 Read more about how we are advancing our DEI agenda on page 138.

Performance management

We embed career development within our **performance management process** to create a high-performance culture, underpinned by targeted learning and specialised training opportunities.

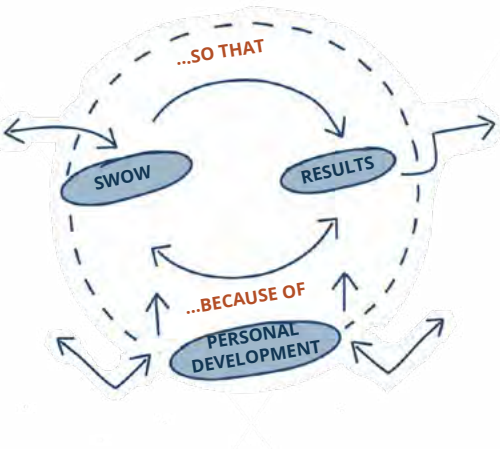
Every employee across the Group engages in a guided annual success and review process, ensuring alignment between individual objectives, business priorities and the Shared Ways of Working. We continue to enhance the feedback touchpoints and timelines for objective setting and performance appraisals to ensure our annual performance review process remains effective. Career conversations are central to our performance management approach. Our People Managers guide and coach employees, leveraging resources that enable employees to reflect on their goals, identify growth opportunities and build actionable development plans for long-term success.

An overview of our performance management process

Individual goal setting is cascaded from and aligned with the Group’s strategic objectives. Our employees set goals at the start of every financial year.

Employees set goals that are related to their roles and are also rated on their adherence to our Shared Ways of Working.

Employees use the outcomes of performance appraisals to refine their personal and professional development plans. These plans are supported by our learning team, who ensure access to valuable resources, tools and information.



Our results are indicators of whether the right goals have been established and attained. Results determine the need to adjust the goals that have been set.

Effective performance management requires ongoing feedback. In addition to regular check-ins, People Managers conduct mid-year performance appraisals to assess how employees are progressing against their goals. A final performance appraisal is held at the end of the financial year.

For the year under review, we embedded our Values within the Shared Ways of Working into the performance management approach and deepened the integration of our Values and Shared Ways of Working across MCB through a series of structured initiatives to foster cultural alignment.

📖 Read more about our efforts to strengthen employee engagement on page 140. Read more about how we are fostering a culture of sustainability among our employees on page 109.

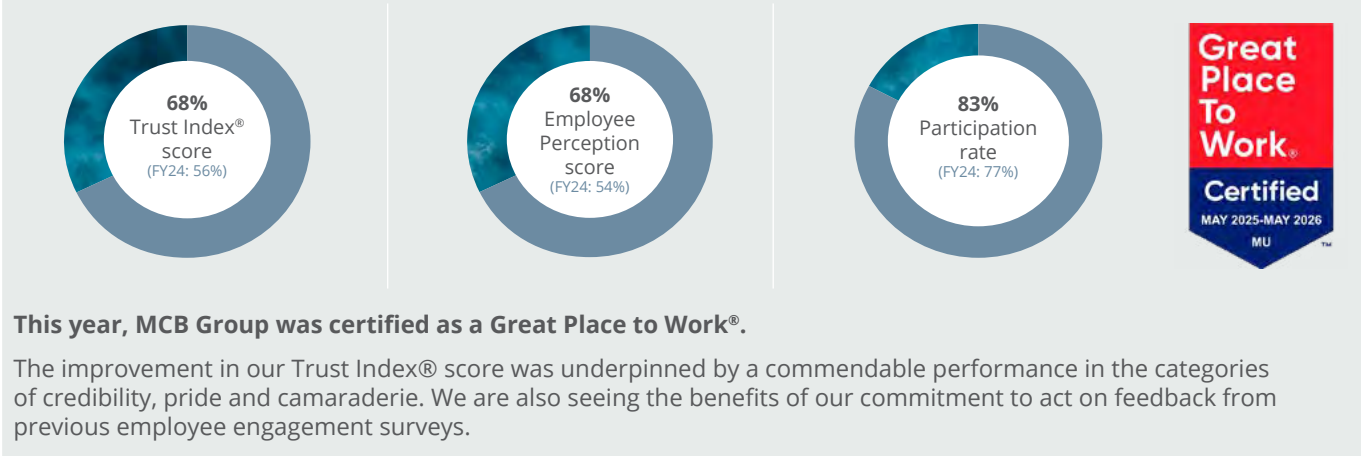
Employee engagement

Our employee engagement approach is driven by clear objectives.

Create a psychologically safe work environment where employees feel respected, heard and supported.	Promote work-life balance through flexible policies, wellness initiatives and a culture that respects personal boundaries.	Set international standards in employee experience by aligning with global best practices and continuously benchmarking progress.	Be on the field by maintaining close, authentic connections with employees at all levels, ensuring that engagement is grounded in real needs and feedback.
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We partner with **Great Place To Work®** for our **annual employee engagement survey**. This globally recognised survey provides a consistent set of tools to measure, benchmark and improve organisational culture and employee experience.

FY25 outcomes of our annual engagement survey:



We implemented the following key initiatives in response to our FY24 employee engagement survey:

We created voluntary, Employee Resource Groups (ERGs) to advance DEI initiatives across the organisation. Through our ERGs, employees provide “on-the-ground” feedback on engagement initiatives to help us improve their relevance and impact. They also serve as an informal platform to identify emerging well-being trends, enabling us to shape a more responsive and supportive workplace environment.			
Around 60 employees have joined our ERGs, which are structured around three key themes:	Disability Inclusion	Gender Equality	Well-being and Belonging
We continued to roll out our Cultivating Emotional Well-Being programme to empower managers with the skills to lead with empathy and understanding, contributing to a supportive workplace culture. Read more about our Cultivating Emotional Well-Being programme on page 137.			
We continued to reinforce our Shared Ways of Working and implement our Gold Standard Management Routines for all People Managers across the Group, ensuring consistent cultural and leadership alignment. Read more about our Shared Ways of Working on page 129.			

In the year ahead, building a culture where our employees feel empowered, engaged and connected to our purpose will remain central. We will continue to refine the employee experience through initiatives that foster inclusion, well-being and recognition while embedding our Shared Ways of Working into daily practices.

Employee well-being

We believe it is vital to adopt a holistic approach to well-being that considers work-life balance, stress management and physical and emotional health, among others.

Our Wellness Unit forms part of our HR function. It is accountable for wellness-related activities across eight dimensions of employee well-being, namely health, physical, emotional, social, career, financial, environmental and intellectual. Our Wellness Unit also advises and helps employees on wellness-related matters.

Rewarding @MCB	Thriving @MCB	Growing @MCB
We are committed to providing a rewarding workplace experience and creating an environment where our employees can achieve financial security and personal well-being.	We are committed to providing and fostering an enriching and supportive work environment that encourages employee well-being while maintaining high performance to ensure our success.	We are equipping our employees with the knowledge and skills they need to achieve their potential through training, mentorship, experiential learning activities and career opportunities.

Key initiatives undertaken in FY25:

Healthy ‘YOU’: A series of initiatives to promote healthier lifestyles, including expert-led health talks, fitness activities and wellness opportunities.	FamiLink: A family-oriented celebration to recognise the importance of family in our employees’ lives.	Zozolymp!k: A dynamic sports day inspired by the Olympic Games, where employees came together to compete, cheer and bond in a festive atmosphere.
300+ employees attended health talks, 100+ employees participated in fitness activities, and 200+ employees took part in health screenings.	2,050 individuals attended our annual FamiLink celebration (1,075 parents and 975 children).	More than 1,200 individuals , including employees and audience participants attended this event in July 2025. This event is held every four years to celebrate the Olympic Games.

In FY25, we revitalised our commitment to employee wellness by launching our Sports @MCB initiative.

This initiative aims to build a strong sporting culture within the Bank, recognising sport as a unifying force and a vital part of MCB’s identity. In addition to large-scale sporting events, MCB promoted everyday wellness through on-site fitness classes, including yoga, pilates and general fitness sessions. These classes were designed to support physical health and encourage work-life balance, making wellness accessible and part of our employees’ daily routines.



Fair compensation and benefits

With human capital viewed as critical to the development of its strategy, the Group lays significant emphasis on employing the right people with the right skills and behaviours while rewarding them appropriately.

Remuneration philosophy

The Group aims to promote fair and competitive remuneration that encourages performance and assists in attracting and retaining talent.

Our remuneration policy is based on meritocracy and ensures that:

- Comprehensive protection is provided at the lower end of the income ladder against cost of living increases.
- Fairness and equity are promoted throughout the organisation.
- Opportunity is given to employees to benefit from the Group's financial results and development:
 - Staff members of the Group receive an annual discretionary bonus based on the Group's performance and their own individual contribution. Staff members who benefit from the annual discretionary bonus have the added opportunity to benefit from an employee share option scheme.

Remuneration package

The remuneration package is anchored on a range of factors including qualifications, skills scarcity, past performance, individual potential, market practices, responsibilities shouldered and experience.









With a view to defining appropriate remuneration levels, the Group is also guided by the following considerations:

- Market conditions are regularly surveyed to ensure that remuneration packages are motivating and competitive.
- Superior team performance is highly encouraged and rewarded with adequate incentives.

Employee benefits

The Group provides a range of fringe and other benefits to its employees to promote their well-being and to help them grow in their personal lives.


Examples of benefits for employees at the level of the local subsidiaries of the Group include:

Benefit type	Coverage	Employee eligibility
Pension contribution	18.1% of basic salary, with the possibility for employees under the Defined Contribution Scheme to opt, depending on their age group, to receive part thereof, up to a threshold, by way of a cash supplement. The employer also continues to fund the Defined Benefit Scheme for the provision of pension benefits to a segment of current employees and pensioners.	<div>The PRGF provisions apply for short-term contractual employees.</div>
Employee Share option Scheme	Staff members who benefit from the annual discretionary bonus have the added possibility to benefit from an employee share option scheme	<div></div>
Banking facilities	Banking facilities under preferential conditions.	<div></div>
Travel allowance	A monthly travelling allowance, with the amount varying according to job grades	<div></div>
Medical and insurance coverage	Contributory medical and insurance coverage, which also cover the dependents and retirees. Since January 2025, the coverage also covers the Living In Partner of both the Employee and the Pensioner.	<div> Only the Group Personal Accident Insurance applies for short-term contractual employees.</div>

Benefit type	Coverage	Employee eligibility
Paternity leave	Male employees who have more than 12 months of service are entitled to four weeks paternity leave with pay. Those having less than one year of service are entitled to two weeks paternity leave with pay.	<div></div>
Maternity leave	Female employees are entitled to 18 weeks of maternity leave, with 20 weeks of leave granted to employees giving birth to more than one baby or their third child. We also extended the breastfeeding period \neq (one-hour off per day for breastfeeding) to nine months, instead of six months as provided by law.	<div></div>
Childcare allowance	Provided to all employees who have a child aged from 14 weeks old up to three years of age, reconciling professional and personal obligations.	<div></div>

Key:  Permanent Employees and Long-Term Contractual Employees  Short-Term Contractual Employees

Our employee benefits fully comply with all relevant national and local labour laws and regulations. Other incentives include, inter alia, flexible working arrangements, support for degree programmes and certifications and meaningful incentives, recognition and reward programmes.

 Read more about our support for degree programmes and certifications on page 134.

Mechanisms for managing employee complaints

We recognise that open communication and fair resolution of concerns are essential to employee well-being.

Our **Grievance Policy** is an important part of our commitment to creating and maintaining a safe, supportive and respectful workplace. This policy and its associated procedures ensure that our employees are aware of internal mechanisms designed to handle grievances efficiently. The framework equips complainants with a clear and accessible process to express any concerns with their respective Line Managers or any other designated person.

1. Employees report any grievances to their Line Managers. Once received, we immediately acknowledge the complaint and initiate an investigation.
 2. Once all relevant evidence is obtained, Line Managers assess whether further investigation is required. If no further investigation is needed, we will implement the necessary disciplinary action.
 3. If not resolved, grievances are escalated to BU Managers.
 4. If still not resolved, a committee is established, representing the relevant SBU Manager and HR representatives. At this stage, all parties must ensure that they reach an agreement that is reasonable, fair and equitable to the employee and the business.

For steps three and four, employees may request the presence of their Union representative. At every stage of our grievance process, we take measures to ensure that relevant parties are separated pending completion of the inquiry.

To ensure remedial actions are **implemented and tracked**, our Employee Relations Team provide its recommendations to the appropriate Line Managers or BU Managers. We also guide our managers on how to implement remedial actions, including flagging any risks. Once grievances are addressed, our Employee Relations Team conducts regular follow-ups to monitor remedial actions and ensure affected employees are safely back at work.

We continually review our Grievance Policy to ensure it remains relevant and aligned with relevant legislative reforms.

In the year ahead, we plan to enhance our focus on preventing and addressing violence in the workplace, including bullying and harassment. We recognise that such behaviours undermine safety, trust and productivity, and have no place in our organisation. We will focus on creating employee awareness on workplace violence, including training, embedding clear reporting channels and adopting a zero-tolerance approach.

Our Grievance Policy applies to MCB Group. Grievance mechanisms are managed internally by our local and overseas banking subsidiaries, with the Group sharing best practices and providing harmonisation, where required.

Occupational health and safety

At MCB, we believe that safety is a shared responsibility, and we remain committed to providing our employees with a healthy and safe working environment. Our approach to health and safety aligns with Mauritius' Occupational Safety and Health Act 2005 (OSHA 2005) and its accompanying regulations. We outline our approach in our Occupational Safety and Health Policy Statement, which applies to MCB Group and local subsidiaries.

The key elements of our policy statement focus on:

- Compliance: We adhere to OSHA 2005, including establishing health and safety committees throughout our operations, which report to relevant management and oversight committees.
- Commitment: We will allocate the necessary resources to support our company's safety initiatives.
- Practice and management: We integrate health and safety into our business practices and processes as well as our management systems. This includes proactively managing health and safety risks and implementing preventive actions to keep our employees healthy and safe.
- Education: We provide training to employees to ensure they are aware of health and safety matters and understand potential risks, and we equip them with knowledge on how to manage these risks.
- Access: We ensure our employees can access our reporting systems and notify us of any potential hazards.

During the year, MCB Ltd recorded 26 (FY24: 14) reported injuries mainly caused by hurt and fall. These injuries resulted in 378 lost workdays, 282 were attributable to male employees and 96 to female employees.

In addition to our procedures, we collaborate with Médecin à Domicile, a healthcare organisation that provides medical services to our employees. These services include on-site doctor consultations, remote medical assistance, advice by telephone and home visits, as and when required. In FY25, we registered 686 on-site consultations for physical healthcare services (FY24: 482) as well as 371 appointments at our on-site psychological service (FY24: 512).

Events at MCB to promote wellbeing, inclusion and a great place to work

This year, we launched Women's Month under the international theme #AccelerateAction. This month-long programme included a dynamic mix of events and activities to empower women with new skills and fresh insights whilst at the same time, boosting their personal growth and development. The topics ranged from financial independence and work challenges to enhancing professional visibility with innovative tools.

Read more in the MCB Annual Report. More information is also available at



This year, we hosted **InovApp 5.0** – an event open to all MCB employees, who worked together in teams to develop innovative and practical 'on-the-ground' solutions to enhance our daily operations. Participants had 24 hours to complete the challenge hosted at MCB St Jean. In addition to promoting employee engagement and strengthening team spirit and collaboration, the event helped us foster a culture of continuous improvement.

This year, our HR and Culture Team hosted a **Recognition Ceremony** to honour employees who have dedicated 25 years of service to MCB. Honourees were invited to share this milestone with a loved one or guest and were formally celebrated for their loyalty and commitment. As a token of appreciation, each employee received a special gift from MCB.



We hosted Retail Day, bringing together employees from across our retail networks in Mauritius and Rodrigues. The event combined food, games and entertainment to strengthen team spirit, encourage collaboration and reinforce alignment around common goals.

This year, our **annual year-end event** united more than 3,000 employees in a shared moment of celebration and appreciation. Along with recognising the collective efforts of our teams, the event affirmed our commitment to promoting employee well-being and fostering a workplace culture where our people feel valued. We also leveraged the event to promote sustainability awareness among employees by prioritising opportunities to minimise waste and collaborate with local suppliers.

Read more about how we promote sustainability awareness among employees on page 109.



We successfully rolled out the **MCB Uniform Project** this year, fostering collective pride and team spirit while reinforcing a sense of belonging and a strong professional image.

Aligning our overseas banking subsidiaries with our strategic ambition to Win in the Workplace

Recognising that our overseas banking subsidiaries are at different stages of embedding our key people practices, this year we focused on advancing core initiatives such as performance management, succession planning and enhanced learning and development opportunities to provide a strong foundation for achieving Vision 2030.

Our overseas banking subsidiaries also focused on implementing initiatives to promote employee engagement and well-being:



MCB Seychelles launched comprehensive 24-hour health insurance, free medical screenings and a new well-being allowance. This was complemented by initiatives to foster a supportive workplace culture, such as leadership and psychological safety training, wellness and sports activities and a review of the Bank’s flexible leave policies to ensure these remain relevant and appropriate. Beyond this, the Bank strengthened its health and safety practices through awareness sessions, first-aider training and audits.

In FY25, MCB Seychelles invested SCR 1.6 million (equivalent to MUR 4,991,040) in learning and development (FY24: SCR 0.5 million).

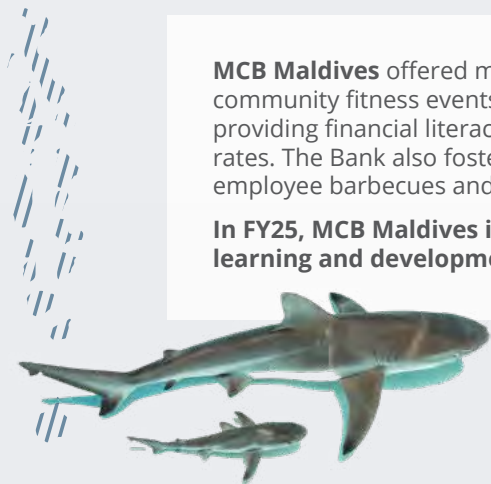
MCB Madagascar enhanced its health insurance coverage, offered medical and wellness screenings, facilitated access to fitness centres and introduced flexi-time arrangements for interested employees. The Bank strengthened employee financial well-being through more accessible loan support. It fostered a supportive organisational culture by hosting family events, improving its internal communication platforms and providing health and safety training. MCB Madagascar also created opportunities for employees to engage with their communities.

In FY25, MCB Madagascar invested MGA 235 million (equivalent to MUR 240,922,000) in learning and development (FY24: MGA 112 million). The Bank provided training to 193 employees (60% women) – excluding additional training provided via our online learning platforms.



MCB Maldives offered mental health awareness sessions, encouraged active participation in community fitness events and launched initiatives to strengthen financial well-being, such as providing financial literacy training, staff rewards, festive giveaways and reduced loan interest rates. The Bank also fostered social connection and team spirit through activities, including employee barbecues and picnics.

In FY25, MCB Maldives invested MVR 0.5 million (equivalent to MUR 1,480,200) in learning and development, training 66 employees (83% women).



Supporting our communities

MCB Forward Foundation

The **MCB Forward Foundation (MCBFF)** is our corporate social responsibility arm and drives our contribution to support social inclusion and well-being, with a focus on empowering people and reducing societal inequalities.

MCBFF’s vision is to be a driving force in inclusive development, reducing inequalities, bridging gaps and empowering communities through meaningful partnerships and lasting solutions.

Rooted in proximity, MCBFF’s purpose is to respond to real needs by empowering people, strengthening capacity and expanding access to opportunities.

MCBFF fosters inclusive and sustainable communities by collaborating with committed and diverse stakeholders, including educators, therapists, medical professionals, NGOs and government bodies.

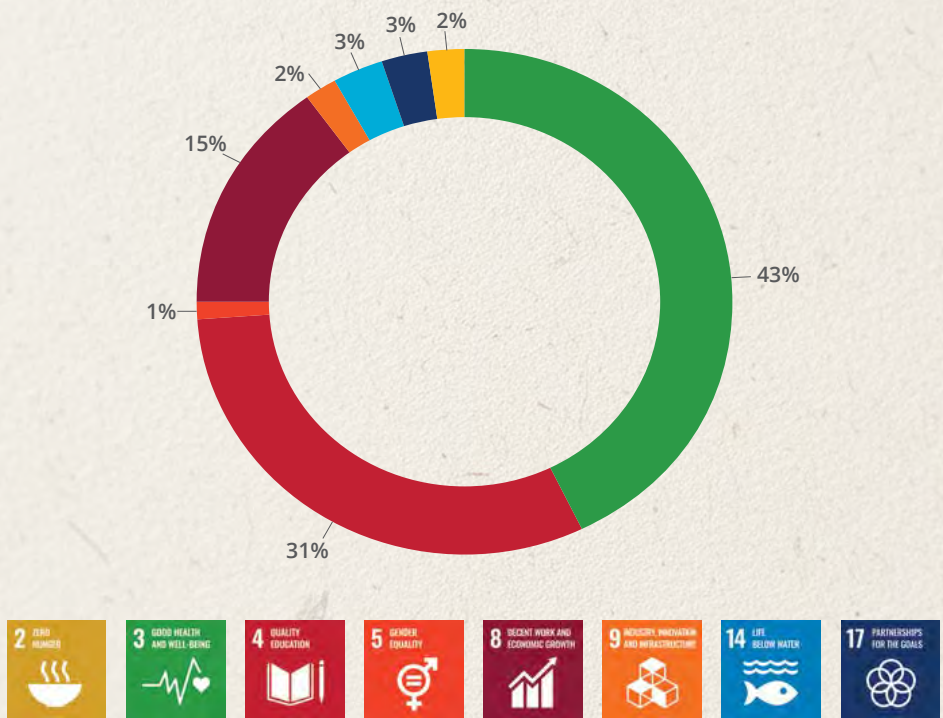
MCBFF also supports its implementation partners by providing advisory services, logistical support and staff training to strengthen community projects and ensure long-term impact. This is reinforced by continuous engagement with key partners to ensure alignment, progress, and measurable outcomes.

The amount entrusted to MCBFF as at June 2025 included Rs 72.2 million from MCB Group, of which Rs 69.1 million was from MCB Limited and Rs 3.1 million was from other local subsidiaries.

This year, MCBFF invested Rs 52.3 million in 19 projects, 17 of which are ongoing. We provide an overview of key projects on the following pages of this report, with a full project summary available in the ‘Additional Information’ chapter (page 180).

MCBFF continued to fund projects that align with the Group’s purpose and values and support our commitment to the SDGs. We track each project’s progress and impact using key performance indicators that align with the SDG targets.

MCBFF fund allocation by SDGs







MCB Football Academy

Our commitment and contribution to education aligns with our purpose, Success Beyond Numbers, recognising the critical role education plays in individual and community well-being, prosperity and resilience.

Purpose	Region
The MCB Football Academy supports child development through sport and education, alongside empowering families to embrace their responsibilities as caregivers and active members of society.	Mauritius and Rodrigues Island
	Sponsorship for FY25
	Rs 39,77 million
	No. of beneficiaries
1200: 500 children and 700 Family members	
MCBFF funds the MCB Football Academy.	

Established in 2008 in the small village of St-Hilaire, MCBFF launched the MCB Football Academy as a social initiative that uses football as a universal language to promote social integration through sports, mentorship and education. There are four academies in Mauritius and three in Rodrigues. Children who demonstrate strong sporting potential may be selected to join the MCB Elite Team, offering them the opportunity to further develop their skills and join other regional clubs and the national football Teams.

Key activities:

			
Parents play a vital role in their children’s success and development. We help them embrace this responsibility by providing tools and strategies to promote positive parenting and foster a nurturing, respectful home environment.	Children and parents who have experienced hardship, emotional instability or violence can access a clinical psychologist, who provides psychological support. This contributes to their personal development, health, mental and emotional well-being.	School attendance is mandatory for all children. We reinforce this important message through awareness sessions with parents. We also facilitate enrolment in a special needs school for children who are unable to follow the mainstream curriculum.	Children train under the supervision of qualified coaches. Football empowers individuals with values such as discipline, integrity, teamwork, trust and respect while helping to combat ignorance, intolerance and indifference.

Over the past 15 years, we have enrolled nearly 5,000 children in the MCB Football Academy. In FY25, 216 beneficiaries were enrolled in Mauritius and 297 in Rodrigues. Among the beneficiaries, 12 children enrolled in special needs schools completed their Primary School Achievement Certificate.

This year, we surveyed 116 alumni to understand the real-world impact of the MCB Football Academy on the lives of our beneficiaries – not only in football but in education, employment and life.		
Key outcomes:		
60% of our alumni continue to play football at a competitive level	90% of our alumni have pursued studies beyond Form 3	94% of Elite alumni are employed, showing positive post-programme prospects
7 of our alumni have become professional football coaches	14 of our female alumni are actively involved in competitive football	7 of our alumni became professional footballers, making a living from sport
The outcomes of the survey demonstrated that MCB Football Academy is more than a sports programme – it is also a launchpad for a stronger, more resilient and hopeful life. Going forward, we will use our alumni’s feedback to identify opportunities to enhance our programme even more for future generations.		

Inspir Mwa

Our Inspir Mwa programme is an underlying initiative of the MCB Football Academy and aims to enhance the programme’s holistic development approach.


Purpose	Region
Inspir Mwa is a series of workshops that aim to help young beneficiaries of the MCB Football Academy articulate their future aspirations and explore opportunities to turn their dreams into reality.	Mauritius and Rodrigues Island
	Sponsorship for FY25
	Rs 1.59 million
	No. of beneficiaries
93	
Inspir Mwa is funded by MCBFF and run in partnership with Not a Number.	

Inspir Mwa is designed for beneficiaries aged between 7 and 8 years old. The programme encourages these young beneficiaries to reflect on their personal skills and self-worth, teaching them how to use these strengths to fulfil their potential and contribute positively to the world.

As part of the programme, the children have the opportunity to visit places such as local fire stations, Île aux Aigrettes and Ebony Forest, enriching their learning experiences through real-world exposure. The programme also offers parents guidance on how to actively listen and provide meaningful encouragement, empowering their children to pursue and achieve their goals.

In FY25, 48 children from Mauritius and 45 children from Rodrigues benefited from the programme.

During FY25, to furthering financial and social inclusion for our beneficiaries, MCBFF collaborated with our Retail Strategic Office to develop a Social Housing loan scheme. The loan aims to support low-income households in Mauritius and Rodrigues with a special focus for the beneficiaries of our MCB Football Academies.

 Read more about our Social Housing loan scheme, including our approach to promoting financial inclusion, on page 80.



MCB Agro-Ecological Farm

The MCBFF aims to implement high-impact social and environmental initiatives that promote inclusion among vulnerable communities, including experimenting with sustainable models that can be replicated for the benefit of society.

Purpose	Region
The MCB Agro-Ecological Farm aims to serve as a model for environmentally responsible and economically viable agriculture that strengthens food security and benefits people and the planet.	Mauritius (Riche-en-Eau)
	Sponsorship for FY25
	Rs 4.63 million
	No. of beneficiaries
13 direct beneficiaries	
The MCB Agro-Ecological Farm is funded by MCBFF, with the Association Terres agroecology and the Food and Agricultural Research and Extension Institute (FAREI) as technical and training partners.	

The MCB Agro-Ecological Farm has been operational since 2022 and serves as a training centre, where farm workers and partner organisations are upskilled on ecological and organic farming practices by our training and technical partners.



In recent years, MCB Agro-Ecological Farm has partnered with the Association Terres d'Agroécologie to develop a progressive and ambitious approach to regenerative and inclusive agriculture. The farm applies agro-ecological practices that harness natural ecosystems to grow food sustainably while protecting soil, water, and biodiversity. In April 2025, these efforts culminated in the farm being **awarded the agro-ecological quality label** by the Association Terres d'Agroécologie, following an in-depth agro-ecological audit.

It is the **first farm in Mauritius** to be certified according to an agro-ecological specification, affirming its high labour standards and recognising the quality of its farming practices. The certification further affirms our ability to build a replicable agricultural model that serves people and communities.

MCB Agro-Ecological Farm has also strengthened its relationship with FAREI, which supports the farm with technical knowledge sharing and capacity building on key agro-ecological practices. Through this collaboration, the farm is exploring opportunities to cultivate more climate-resilient local seed varieties to support agricultural biodiversity conservation and restoration, thereby promoting long-term food security.

Looking ahead, MCB Agro-Ecological Farm will pursue this collaboration and remains committed to working with vulnerable communities to enhance food security and social inclusion.



MCB Rodrigues Scholarship

We believe that Rodrigues has a vital role to play in boosting the prosperity of Mauritius, and we are committed to fostering innovation and contributing to the island's development.

Purpose	Region
The MCB Rodrigues Scholarship enables students to pursue tertiary studies at the University of Mauritius, focusing on fields considered essential for the socio-economic development of Rodrigues Island.	Rodrigues Island
	Sponsorship for FY25
	Rs 1.44 million
	No. of beneficiaries
9 for FY25	
MCBFF funds the MCB Rodrigues Scholarship.	

The MCB Rodrigues Scholarship is an investment in human potential, aimed at -alleviating poverty through education. By equipping beneficiaries with the skills, knowledge, and confidence to pursue meaningful careers and improve their earning potential, the programme empowers to build better future for themselves and their communities, ultimately benefitting society.

Several criteria are considered when awarding the scholarship. For example, the recipient must come from a household whose income not exceeding Rs15,000 and must have chosen a field of study likely to contribute to the socio-economic development of Rodrigues. The scholarship includes a monthly allowance of Rs 12,000 per recipient, covering living expenses such as university fees, educational materials and transportation.

Launched in 2000, this year marked the 25th anniversary of the MCB Rodrigues Scholarship. Over the past 25 years, 49 scholarships have been awarded to students (including nine students in FY25). Two additional students have been awarded scholarships in June 2025 and will start their studies in August 2025. More than 75% of the beneficiaries have returned to Rodrigues for work.

We will continue to fund this important scholarship in the years ahead, reflecting our deep commitment to supporting meaningful development and economic participation on Rodrigues Island.



WASH Project

Access to safe drinking water, basic sanitation and good hygiene saves lives and is essential for good health, especially for children.

Purpose	Region
The WASH Project aims to improve the health and well-being of nine rural communities in the Farafangana district, Atsimo Atsinanana region of Madagascar, by facilitating access to clean water and sanitation.	Atsimo Atsinanana, Madagascar
	Sponsorship for FY25
	USD 255,900
	No. of beneficiaries
9 communities	
The WASH Project is run by the Adventist Development and Relief Agency (ADRA) and co-funded by MCB Madagascar and MCB Group.	

Madagascar ranks third lowest in the world in the use of unimproved water sources, such as unprotected wells, springs and surface water⁴. Only 51% of the population has access to basic water services, and only 10% to basic sanitation⁵.

The WASH project is a community-based initiative that aims to:

- provide safe, sustainable and equitable access to clean water and promote proper sanitation and hygiene practices by constructing or rehabilitating water supply and sanitation facilities.
- conduct community-based hygiene promotion campaigns, including training on proper handwashing, safe water storage, safe food handling, personal hygiene practices and waste disposal.
- strengthen sustainable community-based water resource management through training and capacity-building.

The first phase of the project began in August 2024, focusing on securing community commitment and participation. Five communities have since completed the community engagement process, and community agents have been appointed to help drive community buy-in and ownership. These communities represent 383 households (around 2,000 community members).

Looking ahead, we will pursue community participation and are also exploring opportunities to collaborate with other organisations active in the region to maximise reach and impact.



⁴UNICEF, Madagascar: Water, Sanitation, and Hygiene, 2022
⁵WHO and UNICEF, Joint Monitoring Programme, 2017

Radio School Programme

We believe education is instrumental in enabling present and future generations to participate in creating a better, more sustainable and inclusive world.

Purpose	Region
The Radio School Programme is an innovative educational initiative targeting out-of-school children in underserved communities in Northwest Nigeria by providing foundational literacy and numeracy education through radio broadcasts.	Northwest Nigeria
	Sponsorship for FY25
	USD 115,000
	No. of beneficiaries
40,679 baseline learners enrolled	
The Radio School Programme is run by Community Aid Connect and funded by MCB Group.	

Nigeria is home to over 20% of the world’s out-of-school children, with around 18 million children missing from classrooms daily due to significant geographic, economic and social barriers to education. It is further estimated that only 26% of Nigerian children and adolescents possess basic reading and mathematics skills⁶.

Leveraging the power of radio broadcasting, the Radio School Programme aims to provide quality education, improve literacy and numeracy skills and foster community development for out-of-school children with limited access to formal learning. The programme is implemented in partnership with local facilitators, education specialists and community elders.

This programme started in 2001, and we extended our support since FY24. Early results demonstrate significant learning outcome improvements:

- More than **40,000 marginalised children** have been enrolled in the programme, including girls and children in low-income households and hard-to-reach or conflict-affected areas.
- More than **1,000 facilitators** have been recruited and trained, with many demonstrating improved teaching skills, supported by ongoing mentorship and field monitoring.
- Over **700 active Learning Centres** have been established across Northwest Nigeria.
- Communities are showing **stronger ownership**, with rising parental involvement and regular local accountability forums.
- Increasing uptake of **digital media and tools** by facilitators and learners, expanding access to information and services and helping improve project implementation, tracking and monitoring.

The Radio School Programme remains firmly aligned with our vision to create a future where every child has the opportunity to read, learn and thrive. We will continue to support this impactful programme in the year ahead, underpinned by ongoing collaboration with our implementation partners to drive robust monitoring and impact measurement. We will also look for further opportunities to support inclusive, community-driven projects in the region.



⁶UNICEF Monitoring Report, 2023.

Employee volunteering

In 2019, we launched our social leave programme, which gives our employees the opportunity to work together to uplift communities and contribute to our shared mission of building a better Mauritius.

We provide our employees with one paid leave day each year to volunteer and work alongside our community partners. Activities range from farm and conservation work to painting projects and spending time with individuals with disabilities. These activities are thoughtfully chosen to enable employees to maximise impact and make a meaningful contribution within a single day.

Initially coordinated by the MCBFF, our social leave programme is now managed by our CSO in line with this function's role to embed our purpose throughout MCB. This year, owing to streamlined processes, more engaging communication, enhanced collaboration with MCB Forward Foundation and impact partners, we have been able to foster greater employee participation which includes a dedicated focus on sustainability and how employees can integrate our purpose into their daily lives.

Read more about our employee induction programme on page 109.

In addition to collaborating with the MCBFF to partner with long-standing community non-profit organisations, our CSO further expanded the programme's reach and impact this year by offering carefully selected activities through our partners. This included undertaking weeding and conservation work with Ebony Forest, assisting with farm activities at the MCB Agro-Ecological Farm, participating in conservation efforts with the Mauritian Wildlife Foundation, supporting operations at The Good Shop and taking part in community clean-ups with Mission Verte and We-Recycle.

Read more about these impact partnerships on page 117.

In FY25, 357 employees participated in 18 activities as part of our social leave programme - up from 171 employees last year.

Beyond volunteering, our social leave programme encourages team bonding and cross-departmental collaboration, driving personal and collective impact. Many employees have shared feelings of personal fulfilment from contributing to a positive cause, the joy of spending time in nature and the emotional reward of brightening someone's day.



I just spent a day at the MCB Agroecological Farm in Riche en Eau and wow, what an eye-opener! I learned how to prep soil, grow from a nursery, deal with salty soil and use crushed branches and mesh to keep water in the ground longer (super useful in dry times!). We even learnt how to make compost and took care of banana trees – all 100% natural, no chemicals. It's amazing how going back to simple, earth-friendly methods can make such a big difference. A real retour à la terre... and honestly, it feels so good – for our Health, Mind, & Planet. I left so inspired that I have already started setting up my own little garden space at home!

MCB employee volunteer



Street art with Fam_Unie Foundation to embellish Cite la Cure



Programmes and partnerships initiated by our overseas banking subsidiaries to support communities

Our overseas banking subsidiaries continued to promote social inclusion and community well-being. To enhance impact, their community partnerships and programmes are guided by local and international development frameworks, including the SDGs.



MCB Seychelles pursued its support for installing endemic species boards across eco-schools in Mahé, in partnership with the Ministry of Education and Eco-School. The project strengthens environmental education by helping children identify endemic species and understand ecosystem resilience, fostering the next generation of biodiversity ambassadors. The boards are available to children outside the classroom, extending the programme’s benefits to communities. MCB Seychelles continued its three-year partnership with CARE Seychelles to promote financial security awareness among students and parents.

MCB Seychelles is in the second year of its support to a national non-profit organisation dedicated to reducing substance abuse. Through this partnership, MCB Seychelles provided financial education during outreach meetings, helping vulnerable groups gain better access to the Bank’s products and services.

MCB Seychelles invested SCR 1.3 million (FY24: SCR 1.04 million) in community projects this year, supporting nine beneficiary organisations (FY24: 11 beneficiary organisations).

MCB Madagascar continued collaborating with the global humanitarian organisation Adventist Development and Relief Agency (ADRA). In partnership with ADRA and with the additional support of MCB, the Bank sponsored the WASH Project to promote health and well-being in nine rural communities in the Farafangana district, Atsimo Atsinanana region of Madagascar. MCB Madagascar also sponsored ‘Les KMs du Coeur’, a project to supply public schools located along the Ultra trail des Ô plateaux (UTOP) with better access to drinking water, hygiene and sanitation. The Bank also assessed the viability of rolling out a social leave programme to foster stronger engagement among employees. This will remain a focus in FY26.

MCB Madagascar invested MGA 35 million in community partnerships this year (FY24: MGA 30 million).

[Read more about the WASH Project on page 152 and our social leave programme on page 154.](#)



Spotlight: Terres d’Agroécologie

Terres d’Agroécologie, formerly known as Le Vélo Vert⁷, supports agro-ecology in Mauritius by providing training on setting up agro-ecological projects, conducting audits to promote the application of best-in-class agro-ecological specifications, and facilitating the marketing of agro-ecological products through its e-marketing platform.

We proudly partnered with this organisation since 2022, aligned with our commitment to protect our environmental heritage and promote local entrepreneurship that benefit people and our planet.

FY25 sponsorship: Rs 1.5 million (FY24: Rs 1.5m)

In FY25, we maintained our annual sponsorship which was used for various agro-ecological activities, including:

- Monitoring of 10 agro-ecological farms in Mauritius, with farms recording a 20% improvement in production and yield as a result of ongoing consultation and engagement.
- Training for 53 agripreneurs (amounting to 190 training hours).
- Assistance with staff and operational expenses.

Terres d’Agroécologie participated in our social leave programme. We also featured the organisation on our weekly Radio One news bulletin ‘Lavwa nou later’ and published an article showcasing their reach and impact in EcoSphere, a monthly feature published in partnership with leading local media group, Defi L’hebdo.

[Read more about our social leave programme on page 154.](#)
[Read more about our efforts to promote community sustainability awareness through media platforms and partnerships on page 112.](#)

In addition to being one of our impact partners, we collaborate with the Association Terres d’Agroécologie through the MCBFF and the MCB Agro-Ecological Farm. [Read more about this partnership on page 150.](#)

[Find out more about Terres d’Agroécologie](#)



⁷ The association was established in 2014 in Mauritius under the brand Le Vélo Vert, which was replaced in 2024 by a collective brand created by the Association Terres d’Agroécologie. Under this new brand, the association carries out all its activities related to training, certification and support for the sale of agricultural products.

Spotlight: La Semaine Internationale du Dépistage

This year, MCB Group was the main sponsor of La Semaine Internationale du Dépistage, a series of campaigns to promote awareness of HIV/Aids and sexually transmitted diseases through screening, counselling and prevention awareness. The campaigns were held across Mauritius, Rodrigues, Seychelles and Madagascar.

In FY25, the campaigns reached 9,155 people, with 4,591 individuals tested for HIV/Aids.

Spotlight: Supporting local sports development

Team MCB

MCB has been a partner of the Mauritius Cycling Federation since 2017 and extended this support to the women's national cycling team in 2020 to raise awareness and encourage female participation. We also support youth development, focusing on improving the youth's cycling skills and overall performance.

FY25 sponsorship:
Rs 8.95 million
(FY24: Rs 7.7m)

Since 2017, we have invested over Rs 35 million to support cycling in Mauritius, with a contribution of Rs 8.95 million in FY25. This year, funding was used to support our Elite Team, which includes the top cyclists from Mauritius who compete in regional and international championships. We provided financial support to promising junior and cadet cyclists, who competed in different tours across Europe and South Africa. We also covered the salaries of a dedicated coach and team coordinator to support the development of upcoming young female cyclists.



This year, to celebrate eight years of Team MCB, our cyclists gathered to share their stories, anecdotes, convictions and passion during an open discussion led by Christopher Rougier Lagane, former Team MCB racer. The event was also an opportunity for Kimberley Le Court to reflect on her historic victory in the women's Liège-Bastogne-Liège in April 2025, where she became the first African cyclist – male or female – to win a Monument in the prestigious World Tour series. In August 2025, Le Court went on to claim a stage five victory at the Tour de France Femmes, becoming the first African woman to win a race stage.

MCB Youth Championships

For over 20 years, we have supported the MCB Youth Championships. The annual event brings together more than 350 young athletes from Rodrigues, who participate in events such as sprint, long jump, high jump, shot put and javelin. The event aims to showcase the importance of equal access to sport for all while providing an opportunity for promising young athletes to excel. Since launching the MCB Youth Championships, many of these young athletes have gone on to represent the country in regional and international sporting events.

In FY25, our contribution amounted to Rs 241,478 (FY24: Rs 237,248).

Rando Trail & Nature

For the past seven years, MCB has been a proud supporter of Rando Trail & Nature (RTN), an association that organises the majority of Mauritius' trail running competitions. By promoting health, social inclusion and youth empowerment through sport and encouraging appreciation for nature, this collaboration aligns with our broader sustainability goals.

FY25 sponsorship:
Rs 2.9 million
(FY24: Rs 800,000)

We contributed for the following activities

- Ongoing trail maintenance and logistics
- Monthly nature outings to help women gain confidence and increase their participation in outdoor activities
- Supporting our national trail running team's participation in the biennial World Mountain and Trail Running Championship

This year, we also supported the launch of a Youth Trailer Programme in Mauritius and Rodrigues to help nurture young trail runners through structured training and mentorship.

