

# Board Human Resources and Remuneration Committee Report



## Composition of the Committee

Board Human Resources and Remuneration Committee (the BHRRC) consists of following members whose profiles are given on pages 14 to 19.

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|---------------------------------|---|--|
| Board members                   | Mr K G D D Dheerasinghe* (Chairman)   |  |
|                                 | Mr M P Jayawardena* (Director)  |  |
|                                 | Mr S Swarnajothi* (Director)  |  |
| Regular attendees by invitation | Mr J Durairatnam<br><i>(Managing Director/Chief Executive Officer)</i><br><i>Retired on July 26, 2018</i><br><i>Participated in all deliberations, except those matters impacting his own terms and conditions of employment</i>                            |  |
|                                 | Mr S Renganathan<br><i>(Managing Director/Chief Executive Officer)</i><br><i>Appointed w.e.f. July 30, 2018</i><br><i>Participated in all deliberations after his appointment except those matters impacting his own terms and conditions of employment</i> |  |
|                                 | <b>Secretary to the Committee</b><br>Mr U I S Tillakawardana<br><i>(Deputy General Manager – Human Resource Management)</i>   |  |
|                                 | <i>*Independent Non-Executive Director</i>  |  |

## Attendance at Meetings

Name	Eligible to attend/ Attended
Mr K G D D Dheerasinghe	05/05
Mr M P Jayawardena	05/05
Mr S Swarnajothi	05/04
Mr J Durairatnam	03/03
Mr S Renganathan	02/02

The Committee held five (5) meetings during the year under review.

The Chairman of the Committee can convene a special meeting in the event a requirement arises, provided all members are given sufficient notice of such special meeting. The quorum for a meeting is two (2) members. Members of the Corporate Management may be invited to participate at the sittings of the Committee meetings as and when required by the Chairman, considering the topics for deliberation at such meeting. The proceedings of the Committee meetings were regularly reported to the Board of Directors.

*Considering the representations made by employee organisations and deliberations by the Management, a Defined Contributory Pension Scheme was recommended for the staff members who joined the Bank from the year 2000.*

## Guiding principles

The overall focus of the Committee:

- Setting guidelines and policies to formulate compensation packages, which are attractive, motivating and capable of retaining qualified and experienced employees in the Bank. In this regard, the Committee sets the criteria such as qualifications, experience, skills and competencies required, to be considered for appointment or promotion to the post of Managing Director and to key management positions.
- Setting guidelines and policies to ensure that the Bank upholds and adheres to the provisions of the laws of the land particularly those provisions of the Banking Act No. 30 of 1988, including the Directions issued by the Monetary Board/Director of Bank Supervision in accordance with the provisions of such Act.
- Providing guidance and policy direction for relevant matters connected to general areas of human resources management of the Bank.
- Ensuring that the performance-related element of remuneration is designed and tailored to align employee interests with those of the Bank and its main stakeholders and support sustainable growth.
- Structuring remuneration packages to ensure that a significant portion of the remuneration is linked to performance, to promote a pay for performance culture.

- Promoting a culture of regular performance reviews to enable staff to obtain feedback from their superiors in furtherance of achieving their objectives and development goals.
- Developing a robust pipeline of raising talent capable and available to fill key positions in the Bank.

## Methodology

The Committee recognises rewards as one of the key drivers influencing employee behaviour, thereby impacting business results. Therefore, the reward programmes are designed to attract, retain and to motivate employees to perform by linking performance to demonstrable performance-based criteria. In this regard, the Committee evaluates the performance of the Managing Director and KMP against the pre-agreed targets and goals that balance short-term and long-term financial and strategic objectives of the Bank.

The Bank's variable (bonus) pay plan is determined according to the overall achievements of the Bank and pre-agreed individual targets, which are based on various performance parameters. The level of variable pay is set to ensure that individual rewards reflect the performance of the Bank overall, the particular business unit and individual performance. The Committee makes appropriate adjustments to the bonus pool in the event of over or under achievement against predetermined targets. In this regard, the Committee can seek external independent professional advice on matters falling within its purview.

Further, the Committee may seek external agencies to carry out salary surveys to determine the salaries paid to staff vis-à-vis the market position, enabling the Committee to make informed decisions regarding the salaries in the Bank.

### Charter of the Committee

Evaluate, assess, decide and recommend to the Board, matters that may affect the Human Resource Management of the Bank specifically;

- Determine compensation of the Chairman, Deputy Chairman, Managing Director and other members of the Board of Directors of the Bank, while ensuring that no Director is involved in setting his or her own remuneration.
- Determine compensation and benefits of the KMP and establish performance parameters in setting their individual goals and targets.
- Formulate guidelines, policies and parameters for the compensation structures for all executive staff of the Bank and oversee its implementation.
- Review information related to executive pay from time to time to ensure same is in par with the market/industry rates or as per the strategy of the Bank.
- Evaluate the performance of Managing Director and KMP against the pre-agreed targets and goals.
- Make recommendations to Board of additional/new expertise required by the Bank.
- Assess and recommend to the Board, promotions of KMP, address succession planning and issues relating to organisational structure.
- Evaluate, assess and make recommendations and provide directions pertaining to the Board of Trustees and the management of the Private Provident Fund of the Bank.
- Ensure that all regulatory and contractual commitments relating to employees are fulfilled in a timely manner.
- Recommend/decide/give directions on disciplinary matters resulting in a significant financial loss to the Bank, caused by KMP of the Bank.
- Formulating formal and transparent procedures for developing policy on remuneration for Executives and Directors.
- Approving annual increments, bonuses, changes in perquisites and incentives.

### Activities in 2018

During the year, the Committee interviewed, based on the succession plan, suitable candidates to fill the vacancies in the Corporate Management and such recommendations were accordingly approved by the Board of Directors. The changes that took place in the key management positions during the year, and the ability of the Bank to ensure a smooth transition in each of these cases, signify the importance of and the attention paid to the talent management process of the Bank. In all promotions to the Corporate Management grade, the Committee applied previously approved leadership competency framework to judge the suitability of the candidates.

Further, the Committee determined the bonus payable for 2017 performance according to the Variable Pay Plan for executive staff and the grant of annual increments to the executive staff who are not covered by the Collective Agreement. Performance of the members of the Corporate Management during the financial year 2017 including that of Managing Director and Chief Operating Officer were reviewed. At the conclusion of the review process for 2017, the key performance areas and the respective KPIs of the Corporate Management members for 2018 were carefully perused by the Committee and agreed on, subject to changes.

In view of the fresh Collective Agreement signed with the Ceylon Bank Employees' Union (CBEU) for a period of three years with effect from January 2018, salary revisions were effected in the Bank for all executive grades. A salary survey was conducted for the positions of Managing Director/Chief Executive Officer and Chief Operating Officer through external consultants.

The pensions and the outdoor medical scheme for the retired staff members of the Bank, who are entitled to pension under the system which prevailed before year 2000, were also reviewed by the Committee on the recommendation of the Managing Director and the proposal was recommended for the approval of the Board.

The Committee also reviewed, the succession plan prepared by the Management for the Corporate Management positions.

Considering the representations made by employee organisations and deliberations by the Management, it was recommended that staff members who joined the Bank from the year 2000 are to be considered for a Defined Contributory Pension Scheme. The Committee considered the report made by representatives of NDBIB who analysed and recommended the proposal made by Management as an acceptable scheme. The Committee recommended the scheme for approval of the Board of Directors.

The Committee considered the recommendation of the Management for the repositioning of the HR Steering Committee where all Deputy General Manager grade members are to be included to the current composition. The Committee also reviewed the revised Terms of Reference of the HR Steering Committee and recommended same for the approval of the Board of Directors.



**K G D D Dheerasinghe**  
*Chairman – Board Human Resources and Remuneration Committee*

Colombo  
February 22, 2019