

People



At IBL, we believe the future of work remains fundamentally human. Our People strategy empowers our people to succeed, not only to meet business objectives but also to pursue meaningful personal and professional growth. We invest in developing their skills, mindsets and capabilities, leveraging every resource to help them become the best they can be, all the while driving performance at every level. This ongoing workforce transformation ensures IBL stays agile, future-ready, and aligned with the ambitions of our people, and the needs of the markets and communities we serve.

Key metrics*:



Rs 136.8 M+
invested in talent
development across
the Group

15,660
participants
in training
programmes

876,384 hours
dedicated to
upskilling and
professional growth

On average,
6% of IBL's
workforce
transitioned into
new roles within
the Group

*These are estimated figures for Mauritius only.

People



“The labour market’s rapid evolution this past year has highlighted just how important it is for us to continuously adapt how we develop and engage our teams, and attract talent. We have thoroughly reviewed how the People function adds value to businesses. We’ve been working on strengthening an Employer Value Proposition that embodies agility, accountability, excellence and empowerment at every level. These qualities are essential for our colleagues to not just deliver on business objectives, but also find true purpose in their work. This balance is key for a collective and sustainable future together.”

Hubert Gaspard
Group Chief People Officer

I. Setting the context

Aligning our People strategy with business priorities

As IBL grows and diversifies, so do the expectations placed on our people and the systems that support them. Our People approach is closely aligned with the Group’s overall vision, ensuring that talent management drives business performance, while supporting individual aspirations. We are cultivating a culture of Excellence, where ‘Winning Well’ is key: that is, the belief that high performance goes hand in hand with respect, empathy, and purposeful career advancement.

FY 2025 proved to be a challenging year for the labour market in Mauritius. New reforms reshaped the talent landscape and business priorities: adjustments to minimum wage, salary relativities, and the introduction of a mandatory 14th month bonus caused a sharp rise in employment costs, adding nearly a billion rupees in unplanned expenses for the Group. These factors were compounded by the ongoing talent scarcity and skills mismatches, which continue to affect industries across the island.


Against this backdrop, FY 2025 became a year of deliberate action: we launched tailored capability-building programmes, strengthened inclusive practices, and deepened internal mobility as a catalyst for performance and engagement. To ensure these initiatives address what matters most to our people, we continuously gather feedback through our annual employee survey, the Great Place To Work (GPTW) certification, and regular feedback sessions with them and businesses within the Group. This ongoing listening loop helps us act with clear intent.

In parallel, Beyond Borders gained further traction, guided by our Local, International approach. We are working to align shared values and ambitions


across our regional operations, while thoughtfully adapting our People practices to each local context*. We see this diversity as a strength, and an opportunity to open up new pathways for growth, leadership, and collaboration across the Group. And as we lay the foundations for a more fluid, interconnected workforce, our People approach is evolving to better support this vision.

Our actions were centred on the following priorities:


Nurturing business-critical mindsets and empowering employees to drive performance

 Empowering People at Every Level


Improving People processes and making data-driven decisions

 Process Transformation

Fostering an inclusive, collaborative and engaging work environment

 Culture & Wellbeing

Driving talent mobility and cross-fertilisation to serve business priorities and career ambitions

 Talent Growth & Mobility

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“The launch of the e-learning journey marks a key milestone in Harley’s goal to build a strong learning culture. Within 6 months, our employees in Kenya have averaged 18 training hours each and a total of 635 courses completed. The Tanzania launch is off to a strong start with 8 hours per person and 75 badges achieved in two months. These results reflect our teams’ enthusiasm and our commitment to developing the Best People, Best Team.”

Nishil Haria,
General Manager, Harley’s Ltd



II. Strengthening the foundations

Building the mindsets that drive performance

At IBL, our People, the “WHO”, sit at the heart of every within the Group and at the centre of everything we do. In today’s complex business environment, we know that strong performance flows directly from a shared culture and collective mindset.

In FY 2025, we sharpened this focus through several key actions:

- restructuring our business clusters to improve operational clarity (p. 16);
- refreshing the Group’s brand identity to better reflect our internal culture and create more consistent behaviours, interactions, and ways of working across our businesses;
- strengthening collaboration between the Head Office and People teams within Operations to drive strategic initiatives more effectively.

A cornerstone of this journey is GREAT: The IBL Academy, which continues to support capability-building and strengthen People processes across operations. During the year, we focused on bringing the Academy’s core pillars - Excellence, Trust, Discipline, and Sense of Belonging - to life in a more practical way. These values are helping us shape a sustainable

ecosystem where people feel supported in their growth, where development is relevant and purposeful, and individuals can find real purpose and fulfillment in their work. It reflects our commitment to putting the ‘who’ before the ‘what’, prioritising people above all.

Mobility as driver of engagement

Talent mobility and cross-fertilisation are taking place across regional operations and within various businesses. This mobility is not about movement for its own sake, but a strategic effort to place the right talent in the right place; where they can create the most value, deliver results, and access opportunities that match their personal goals.

This past year, we actively facilitated these moves by encouraging people to take on new challenges. This is allowing employees to broaden their skills and gain diverse perspectives, promoting the exchange of knowledge and expertise between teams, markets, and business clusters, and equipping our workforce to deliver results in diverse contexts.

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III. Bringing strategy to life

Building business-critical mindsets for an Engaged and Empowered workforce

Strategic objectives addressed



Empowering People at Every Level



Culture & Wellbeing

In 2024, Logidis embarked on a journey to upskill their employees at the base of the organisational structure, representing over 90% of its workforce. Recognising that sustainable business success depends on building capacity at that level, the company made it a strategic priority to ensure the right fit for each role, and to create internal pathways for growth. The company adopted an internal-first approach, prioritising promotion from within rather than external recruitment.

This commitment took shape with Logidis launching a training initiative for a first batch of employees from operations, in partnership with the GREAT Academy and Polytechnics Mauritius (PML). Together, they designed a tailored Certificate Programme specifically for team members who have not completed formal education. As part of the pilot, 20 employees enrolled in a year-long course focused on customer service, accountability, people management as well as gaining technical competence in Supply Chain Management and other skills necessary for higher responsibilities and career advancement. Logidis' managers actively support their team members by allowing them time off to attend classes, adjusting schedules to accommodate learning and training needs.

The response has been overwhelmingly positive, with participants demonstrating strong learning outcomes and requesting further training. Beyond strengthening its talent pipeline and ensuring business resilience, the programme has inspired renewed engagement and confidence among employees - many of whom previously faced limited opportunities due to a lack of formal qualifications - and who now feel valued and motivated to grow.

Outcomes

1032 hours
of focused training and upskilling completed by selected staff.

100%
participants achieved a score above the 80% pass rate

Increase in internal promotions, improving workforce stability and business continuity.

Stronger talent pipeline, with more qualified internal successors prepared for key leadership roles and talent mobility for regional projects.

Boost in employee engagement and confidence.

“This programme was a big plus for me. I usually work separately from the team and from main operations, but now I have a clear understanding of how things run. I even had the chance to get involved. Going back to study after 16 years wasn't easy, but I took it seriously and gave it my best because I know this could open doors for me to move into operations one day.”

Ajmeer Currimbacus
CCTV Operator, Security

“This programme was a great experience. On a personal level, it helped me better understand my colleagues and come out of my shell. Professionally, it made me more aware of my strengths and pushed me to grow. I feel more motivated to take on new challenges and, if given the chance, become a strong leader.”

Daren Vaillant
Frozen Warehouse, Tally Clerk

Talent mobility in motion: driving cross-BU growth locally and beyond borders

Strategic objectives addressed



Empowering People at Every Level



Talent Growth & Mobility

IBL believes that empowering people at every level and opening possibilities for talent mobility are essential to driving performance across its diverse operations. Talent mobility is not just about moving people or filling roles, but about ensuring the right fit. This means helping top-performing, highly engaged employees grow into roles that match their strengths and aspirations.

Still in its early stages, mobility is part of our Employee Value Proposition, supporting various forms of mobility: from project-based assignments that broaden perspectives, to permanent moves that help individuals feed their ambitions. The goal is to create meaningful, two-way opportunities that benefit both the individual and the organisation.

Mobility decisions are carefully guided by employee data and meaningful career conversations facilitated through the IBL Academy. Based on their capabilities, people may be placed in new roles within their BU, move to another BU where their expertise adds value, or offered regional opportunities to expand their experience. This multi-path approach ensures talent is deployed where it can make the greatest impact.

These efforts are already strengthening cross-BU collaboration, building a leadership pipeline, and encouraging agile, accountable mindsets essential for success in dynamic markets. A notable example is the former Head of Risk Management and Compliance of IBL, who recently took on the role of Cluster Head of Corporate Affairs in IBL's Healthcare Operations Cluster, which covers East Africa and Mauritius. This move is bringing valuable expertise to the regional team, and highlights how internal mobility can help build the right capabilities for the future.

Outcomes

Mobility embedded into EVP, reinforcing IBL as a place for growth and meaningful careers.

More agile teams:
Mobility is embedding agility as a core mindset, enabling smoother adaptation to business needs and work environments.

Connected talent ecosystem:
Talent is no longer siloed, but building stronger collaboration and knowledge-sharing habits.

“After nearly 15 years in the corporate environment, I moved from Head of Risk Management & Compliance at IBL's Head Office to the Cluster Head of Corporate Affairs within IBL Healthcare Operations. The timing felt right, as the Cluster was building its service centre, and Management recognised my operational fit. With the support from the Group People team, I moved to Kenya. I'd already worked with the COO and his team before, so the transition was smooth and fulfilling. I'm truly grateful for the collaboration and trust that made this move possible.”

Olivier Decotter
 Cluster Head of Corporate Affairs, IBL Healthcare Operations.

Looking Ahead

This past year has sharpened our focus on the evolving People needs across IBL's diverse businesses. As we continue to pursue business excellence, how we engage, support, and develop our most invaluable asset - our People - will be critical to sustaining success.

In response, the Group People function is entering a new chapter, placing greater emphasis on people-centric processes that strengthen our workforce at every level.

Our efforts will focus on three key pillars: People Transformation, People Reward, and People Support Services.

To align with this shift, the People team at the Head Office is undergoing its own transformation. The aim is to be better equipped to partner with operations, providing strategic support in people management and in building Olympic teams. In doing so, we remain fully committed to enabling not only business success, but also the growth and fulfilment of every team member across the Group.

People Roundtable discussion

This roundtable explores the delicate balance between high performance, discipline and individual wellbeing. Across the Group, wellbeing is seen as a sustainable way of working, where people can grow, perform and thrive over the long term. While People strategies differ across operations, the message is consistent: performance matters, but not at any cost; it has to be built on a foundation of trust, care and meaningful support. Participants reflect on how expectations are evolving, and what it takes to create workplaces that build high-performing teams, without compromising wellbeing or self-fulfilment.



Participants (from left to right)

Shafinaaz Peeroo-Baganeer - People Transformation Consultant, Logidis

Priscille Lafraisière - Cluster Head, People, HealthCare Operations

Zubeir Korimbocus - Safety & Health Officer, Head Office

Hubert Gaspard - Group Chief People Officer (not on the picture)

What workplace challenges or trends highlighted the need to focus on employee wellbeing?

“The pandemic was a wake-up call and a reminder of how fragile life can be. It pushed us to see wellbeing not as a perk, but a core responsibility. Over the past two years, our rapid expansion has brought important changes in our businesses, on top of colleagues travelling more frequently and needing to adapt to new working environments and cultures... This kind of change and mobility can be disruptive. That’s why we’ve adapted our wellbeing approach to better support our people through these transitions, helping them stay healthy, and perform at their best.” — **Priscille**

“IBL has always had a ‘People first’ culture, but the pandemic really opened our eyes to what wellbeing should look like at work today. The rise of hybrid working has also changed the game. It’s given people more flexibility, but it’s also led to more screen time, isolation and sedentary lifestyles. This can really hurt health and morale. These trends made it clear that wellbeing needs to be looked at holistically, and it must be woven into our daily habits, not just occasional programmes or events.” — **Zubeir**

“Our sector is quite demanding and fast-paced. Deadlines are tight, there’s pressure to deliver, and shifts can run long, making it harder for people to switch off and maintain work-life balance. The rising cost of living is also a source of stress. Many are dealing with debts and loans, and struggling to cover basic needs. Even if employees are physically fit, anxiety or worry about money can seriously affect their wellbeing. So if we want a healthy and productive workforce, we must address wellbeing from all angles - mental, emotional and financial, not just physical health.” — **Shafinaaz**

How have you approached wellbeing in your BU, and what kind of initiatives have made the biggest impact?

“Beyond physical activities, we’ve introduced a range of initiatives to strengthen connections and team cohesion. Our welfare committees plan social activities and meet-ups to help build camaraderie between departments. HealthActiv’s domino competition, for example, has become an event people genuinely look forward to, and it’s played a big role in strengthening our workplace culture. We’ve also run stress management workshops. In our last cluster management seminar, we had honest conversations around stress and burnout, and shared practical tools for coping with pressure without betraying ourselves or sacrificing our wellbeing.” — **Priscille**

“The first thing we did was raise the minimum salary well above the legal requirement, and reviewed our incentive plans. Financial security really is the starting point.

And while the physical wellbeing programmes have been well accepted, mental health is more sensitive. We’re trying to address this through initiatives like ‘Leading with Compassion’, which helps managers better understand and support emotional challenges, and give employees space to improve. We also introduced ‘Bouz toi Logidis’ to encourage colleagues to bond outside of work.” — **Shafinaaz**

“We make sure to offer a pleasant and safe work environment, with quality, comfortable workspaces. We launched our Employee Assistance Programme in response to feedback from the GPTW survey, which indicated a need for more psychological support. We offer free medical and psychological consultations, and we also run monthly awareness sessions on topics like nutrition and self-defense, which have been very well received. We’re really trying to give people tools and resources to manage life with more confidence, both inside and outside work.” — **Zubeir**

What tangible changes have you observed since integrating wellbeing initiatives?

“We’ve seen stronger teamwork and openness. Even with all the internal shifts, our teams have delivered strong financial results, showing high motivation. One moment that stood out was when our HealthActiv colleagues spontaneously formed a volleyball team for the IBL intercompany event - and won! Small moments like these matter - they can shape culture, and ultimately improve team performance. We’re also seeing more interest in international assignments and roles. Watching their peers succeed abroad, and knowing they will be supported, is giving others the confidence to take that leap.” — **Priscille**

“It’s been really encouraging to see an increase in employee trust. Since 2018, our trust index has jumped from 32 to 71%, and our ENPS score has more than doubled from -22 to 46%. This speaks volumes about how valued people feel at work. Along the way, we’ve also learned to recognise and manage different personality types, which has helped us identify high-potential talents and placed them in roles where they can truly excel. Trust is a two-way street now, and team dynamics are visibly stronger.” — **Shafinaaz**

“The biggest change has been the cultural shift around mental health. It’s less of a taboo now, and more people are taking advantage of the resources available to them. Through anonymous feedback, we’ve been able to target common challenges and health issues, and address what really matters. This openness is normalising issues that were once considered uncomfortable, and bringing people closer together. Employees who’ve used the psychological support services are showing more self-confidence, which improves decision-making both at work and in life.” — **Zubeir**

What have you learned personally about managing the balance between discipline and wellbeing?

“I’ve grown a lot since stepping into this role. Trying to balance discipline, frequent travelling, my family life and my own wellbeing hasn’t been easy. What helps me stay centered is staying curious, and constantly learning. I read a lot - *Atomic Habits* really resonated with me - and I’ve learned that the hardest moments teach you more than easy ones. A seminar quote stuck with me: ‘I have not failed; I’ve just found 10,000 ways that won’t work.’ More than passion, it takes grit, self-reflection, and a strong support system. Wellbeing isn’t just about doing the job, it’s also about fulfilling it in a way that feels right personally, too.” — **Priscille**

“For me, it comes down to four things: be approachable, be a connector, be authentic, and be consistent. People don’t want distant leaders; they want to feel seen. I make a point of being accessible, connecting people, and following through on what we say. That kind of consistency builds trust. And when people trust each other, performance follows naturally. It’s not about big flashy programmes or touch-and-go actions, but about really listening and being human in a way people can rely on.” — **Shafinaaz**

“I couldn’t expect others to take mental health seriously if I wasn’t leading by example. So I took the step to see the psychologist to help break the stigma. It really helped me understand my own strengths and blind spots - how I react to stress, how I communicate - and that’s had a real impact on my work. My focus has improved, my leadership is more grounded, and I’ve become more compassionate with others. For me, wellbeing starts with self-awareness - and if we want mindsets to shift, leaders have to set the tone.” — **Zubeir**

“Wellbeing isn’t just something I believe in professionally - it matters deeply to me on a personal level. As someone trained in occupational psychology, I know how important it is to care for the whole person, not just the role they fill. What stood out in this discussion is how naturally that mindset shines through across our operations.

There’s a real sense of humanity in the way our teams are approaching wellbeing: with empathy, consistency, and a focus on meaningful impact. On our side at the Head Office, we’ll keep supporting wherever and however we can. Because beyond business and our contribution to the national economy, we’re helping shape people who are more aware, more confident, and more capable of lifting each other up. That’s the kind of impact we want to see in our employees - not just as great professionals, but also as great citizens in society.” — **Hubert**