



BAYPORT

ESG Report
2024

Table of Contents

01 Pg04

**Bayport
Botswana in
2024**

- Our Business
- Our customer
- Our People

02 Pg06
About this
report

03 Pg08
Message from
the Chairperson

04 Pg09
Message from
the CEO

11 Pg47
Our people

- 2024 Highlights
- Material Topics
- Employee Profile
- Key Human Capital Policies
- Diversity, Equity & Inclusion
- Talent Attraction & Retention
- Employee Engagement
- Employee Wellness

10 Pg36
Our customer

- 2024 Highlights
- Customer Profile
- Financial Inclusion
- Customer Protection
- Financial Awareness & Wellness
- Product Quality & Sustainability
- Customer Testimonials
- Economic Contribution To Society

05 Pg10

Company Overview

- Theory of Change
- Who we are
- Our Mission
- Our Vision
- Our Values
- Where We Operate
- What We Do
- Our Stakeholders

06 Pg15

Creating Shared Value

- Measuring Our Economic & Social Impact
- Value Creation & Allocation

07 Pg16

ESG Governance Structure

- Scope
- ESG risks and opportunities
- Reporting & Disclosure

08 Pg17

ESG Strategy

- ESG Pillars & Material Topics
- Impact Areas and Alignment with UN SDGs
- ESG KPIs & Targets

12 Pg55

Towards the future

- Our business
- Our customers

13 Pg56

Closing message

- Impact Areas and Alignment with UN SDGs

14 Pg57

GRI Index

09 Pg22

Our Business

- 2024 Highlights
- Material Topics
- Governance
- Compliance
- Financial-Crime Prevention
- Grievance Mechanisms
- Risk Governance
- Tax
- Supply chain management
- Information Security
- Stakeholder Engagement

Bayport Botswana in 2024

In 2024, we made significant strides in advancing our Environmental, Social and governance (ESG) agenda. Guided by the Group ESG roadmap adopted in 2022, we implemented several strategic initiatives that delivered tangible value to our stakeholders. Our efforts centred on enhancing financial inclusion, promoting environmental stewardship, and empowering communities- ultimately improving the quality of life in the markets we serve.

Investing in our people remained a key strategic goal, focusing on building capacity through our robust learning and development initiatives- culminating into an empowered workforce. Furthermore, employee wellbeing and engagement, diversity and inclusion as well as the development of progressive human capital policies reinforced our promise to being a business that's prioritizes its human capital.

Our customer remains at the centre of our business fabric and at the heart of our existence. Anchored on the principle of client protection, where financial literacy, customer satisfaction, fairness and transparency cement our commitment to responsible governance and delivering dignified, client-focused services.

Our Business



Revenue

USD 47,302,955

2022: USD 36,394,334
2023: USD 42,388,785



Impairment of
financial assets

USD 6,224,358

2022: USD 4,450,919
2023: USD 7,361,924



Adjusted
EBITDA

USD 70,246,756

2022: USD 48,377,248
2023: USD 61,564,071



Adjusted EBITDA
margin

89.15%

2022: 88.65%
2023: 88.93%

Our customer



Digitally Originated
loans

16.68%

2022: 14.7%
2023: 16.56%



Individual
Customers

25,051

2022: 24,016
2023: 25,162



Female Customers
on loan book

44%

2022: 45%
2023: 46%



Loans Originated
by women

79%

2022: 78%
2023: 78%

Our People



Employees

156

2022: 120
2023: 129



Female
Employees

65%

2022: 63%
2023: 65%



Female Board
Members

33%

2022: 33%
2023: 33%



Females in Executive
Management

43%

2022: 29%
2023: 43%



Operating
profit

USD 31,031,695

2022: USD 20,979,108
2023: USD 27,522,601



ROIC (Return on
Invested Capital)

6.19%

2022: 6.19%
2023: 6.40%



Taxes paid to
government

USD 11,619,795

2022: USD 6,987,714
2023: USD 9,618,671



Payments to supplier
organisations (total)

USD 9,127,114

2022: USD 6,595,352
2023: USD 8,103,092



Payments to supplier
organisations (local)

USD 5,844,195

2022: USD 4,446,080
2023: USD 5,603,842



New Customers (Net
outright settlements)

761

2022: 10,869
2023: 5,535



Net Promoter Score

50

2022: 72
2023: 70



Client Protection
Certificate
**Gold Level
Certified**



CSI
Initiatives

10

2022: 3
2023: 6



Beneficiaries
Reached

1,643

2022: 2229
2023: 1,500



Spend on CSI
Projects

USD 4589

2022: 839
2023: 3,669



Payments to
Staff

USD 6,347,282

2022: USD 5,922,288
2023: USD 5,618,664



Average Training
Hours per Employee

6.2

2022: 1.9
2023: 14.4



Spend on Learning
and Development:

USD 44,322.98

2022: USD 73,618.69
2023: USD 67,153.80



Number of
Agents

343

2022: 289
2023: 249



Number of Female
Agents (%)

75%

2022: 69%
2023: 67%



Payments to
Agents

USD 2,189,592

2022: USD 2,563,030
2023: USD 1,987,147



Our Business

Our Customer

Our People

About this Report

// It provides a transparent account of our ESG performance against set KPI's, outlines areas of improvement, and articulates our future ambitions."

Scope

This is Bayport Botswana's inaugural environmental, social and governance (ESG) report, covering the period from January 2024 to December 2024. It provides a transparent account of our ESG performance against set KPI's, outlines areas of improvement, and articulates our future ambitions. The report aims to build stakeholder trust, inspire confidence and reinforce our commitment to responsible business practices.

As a financial service provider, our operations have minimal direct environmental impact. Nevertheless, we remain intentional about implementing environmentally conscious initiatives, promoting innovation, engaging our staff, and supporting sustainable resource use.

Our social impact is particularly significant. Through inclusive financial services and financial literacy education, we contribute to Botswana's economic growth and community well-being. We are proud to be recognised as a socially responsible lender, evidenced by our Gold SMART certification.

Our governance approach is rooted in transparency, ethics and accountability. This report demonstrates our commitment to responsible lending and sound corporate governance.

Alignment with United Nations Sustainable Development Goals:

The UN Sustainable Development Goals (SDGs) serves as a framework that guides our efforts in making meaningful contributions to sustainable development. Bayport Botswana contributes to global sustainable development through its products and initiatives. We support the following SDGs:



Our alignment with the SDGs reflects our role in fostering financial inclusion, reducing poverty, advancing gender equality, and building sustainable communities

Reporting Framework

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) framework. These principles guided our materiality assessment and the selection of relevant financial and non-financial disclosures.

By highlighting key sustainability issues, challenges, and opportunities, we aim to provide meaningful insights for stakeholders and demonstrate progress on our ESG priorities. This report was reviewed by Bayport Africa CEO, Bayport Botswana's Executive Leadership Team and BML Group Head of ESG, with final approval granted by the Chairperson of Bayport Botswana. For further information or queries regarding the report, please contact: bw_esg@bayport.co.bw.

Our report profile and cover period

In this report, "BFSB", "Bayport", "Bayport Botswana", "the company", "the business", "we", "us", and "our" refer to Bayport Financial Services Botswana. This report covers period from January 1, 2024, to December 31, 2024.

External assurance and verification

The report has not undergone third-party assurance but was reviewed internally for accuracy and completeness.



Wimbledon meets golf



Lets play



Message from the Chairperson

“Our Board has consistently championed policies and practices that uphold integrity, transparency, and inclusive decision-making.”

Moraki Mokgosana



It is with great pride that I present Bayport Botswana's inaugural Environmental, Social and Governance (ESG) report for the 2024 financial year – a pivotal milestone that reflects the Board's commitment to long-term value creation, ethical stewardship, and accountable leadership.

As Chairperson, I speak on behalf of the Board in affirming our role as custodians of responsible business conduct, strategic oversight, and stakeholder trust. This report represents not only our commitment to transparent disclosure but also our determination to ensure that Bayport remains a resilient, forward-looking institution embedded in Botswana's financial ecosystem.

We understand that sound governance is the bedrock of sustainable success. Our Board has consistently championed policies and practices that uphold integrity, transparency, and inclusive decision-making. Through strong risk governance, ethical leadership, and active stakeholder engagement, we have guided Bayport's strategic direction to remain both agile and accountable in an evolving operating environment.

In an era where ESG considerations are reshaping the global financial landscape, the Board has embraced its responsibility to lead from the front. We continue to embed ESG priorities across our governance frameworks—recognising that sustainability is not a standalone goal but a lens through which we assess long-term business performance, societal contribution, and reputational resilience.

Our ambition is clear: to position

Bayport as a leader in Botswana's inclusive financial sector—one that empowers underserved communities, advances gender equity, and supports environmental stewardship. As directors, we see ESG not merely as a compliance obligation, but as a strategic imperative that aligns commercial success with national development and global sustainability goals.

This report showcases the governance outcomes of that ambition—from strengthened Board composition and risk oversight to greater transparency in ethical conduct and progress in ESG integration. We will continue to evolve these practices with rigour and care, ensuring that our oversight reflects both fiduciary responsibility and moral accountability.

On behalf of the Board, I wish to thank our executive leadership, employees, clients, and partners for their shared commitment to sustainable impact. As we look ahead, we do so with conviction that our collective efforts will build a more inclusive, ethical, and prosperous future for all.

Moraki Mokgosana
Chairperson
Bayport Botswana

Message from the CEO

// We strengthened customer protection frameworks, embedded responsible marketing practices, and expanded access to inclusive financial products."

Sinclair S Sithole



At Bayport Botswana, we serve more than customers—we serve people with dreams, responsibilities, and aspirations. Each day, our work is grounded in the real lives of Botswana who turn to us for financial solutions that can unlock opportunity, provide relief and dignity, or build a better future. That human connection shapes how we lead, how we operate, and how we measure success.

In 2024, we deepened our commitment to Environmental, Social and Governance (ESG) principles—not as an add-on, but as a core part of our business DNA. These principles now guide our decisions, shape our culture, and drive our priorities. Whether it's how we lend, how we engage, or how we lead, ESG is no longer something we do—it's how we do business. Throughout the year, we made deliberate choices that reflect this commitment. We strengthened customer protection frameworks, embedded responsible marketing practices, and expanded access to inclusive financial products—like the Kgarebe Loan, which empowers women entrepreneurs. We also doubled down on financial literacy outreach, engaging communities through workshops, online educational content, and face-to-face support to help people make informed decisions and avoid over-indebtedness. Internally, we continued building a culture that reflects the world we want to see. Our teams worked hard to foster an inclusive, equitable workplace where every employee feels seen and supported. From leadership development to gender equity programs aligned with the 2X Challenge, we are investing in our people as the drivers of sustainable impact.

Technology played a big role in shaping our operations this year. By digitising more of our services, we improved customer experience, reduced in-branch traffic, and lowered our environmental footprint. These advancements are not just about convenience—they're about ensuring that access to finance is fast, safe, and equitable for everyone, everywhere.

We know that governance is what holds it all together. Our three lines of defence model continues to safeguard our operations, protect our customers, and ensure we uphold the highest standards of integrity. Every decision, every policy, and every initiative is scrutinised to ensure it aligns with our values and obligations—not just to shareholders, but to society at large. What gives me the greatest sense of pride is not just what we've achieved, but how we've done it—together, with purpose and compassion. I see it in the stories of clients who built homes, educated children, or survived tough times because they had access to the right support. I see it in the resilience of our staff, who show up every day with care, creativity, and courage. This report is our collective story—a reflection of what happens when operational excellence meets human-centred leadership. And while there is still more to do, we move forward with clarity and conviction.

To our customers, employees, partners, regulators, and communities: thank you for walking this journey with us. Let's continue building a future that works—for people, for the planet, and for prosperity.

Sinclair S Sithole
Chief Executive Officer
Bayport Botswana

Company Overview

Bayport Financial Services Botswana, a subsidiary of Bayport Management Ltd (BML), is a leading provider of responsible financial solutions to individuals employed in the central and local government, quasi-government institutions, and select private sector organisations.

Our success is underpinned by a robust and inclusive service delivery model. Through our mobile agent network, we take our services directly to customers – removing traditional barriers to access and deepening our reach into underserved communities. Since inception, we have opened 21 branches across the country, with our footprint continuing to expand in line with our commitment to accessibility and customer proximity.

With over 25 000 active clients and a loan book exceeding BWP 2 billion, our operations are firmly rooted in the principles of financial inclusion, value creation, and responsible lending. WE empower

our clients by offering access to competitive financial products, promoting financial literacy, and upholding strong client protection standards.

Our business purpose extends beyond financing—we are catalysts of economic empowerment and financial self-reliance. By serving underserved populations, we remain committed to enabling individuals and communities to achieve sustainable financial well-being and contribute meaningfully to Botswana's socioeconomic development.

Theory of Change

Our Theory of Change articulates how our financial solutions create long-term socioeconomic value. Our model addresses systemic financial exclusion and fosters inclusive economic growth, aligning with national development goals and global sustainability frameworks.



Who we are



Our Mission

Bayport's mission is to provide financial solutions suited to the needs of an inclusive and broad customer base, embracing technology, product leadership and innovation and so becoming one of the leading financial solutions providers.



Our Vision

Our vision is to be the most valued financial solutions brand in Botswana by providing a broad range of relevant financial solutions tailored to the needs of our customers.



Where We Operate



21
branches

Our Values



Empowerment



Responsibility



Innovation



Simplicity



Partnership



Relevance



What We Do



Payroll lending

Our core service offering is payroll lending, also known as at-source deduction. This model enables us to offer unsecured personal loans of up to BWP 600 000, with flexible repayment terms of up to 120 months. Loans are disbursed to employees of:

- Government and quasi- government institutions
- Private sector organizations
- Non-Governmental Organisations (NGO's)
-

Repayments are deducted from the borrower's salary through employer agreements. This framework provides a secure and reliable collection platform, significantly reducing the risk of default. Importantly, it also supports responsible lending practices by incorporating strict repayment limits agreed upon with employers—helping to prevent over-indebtedness and promoting long-term financial sustainability for our clients.



Insurance solutions

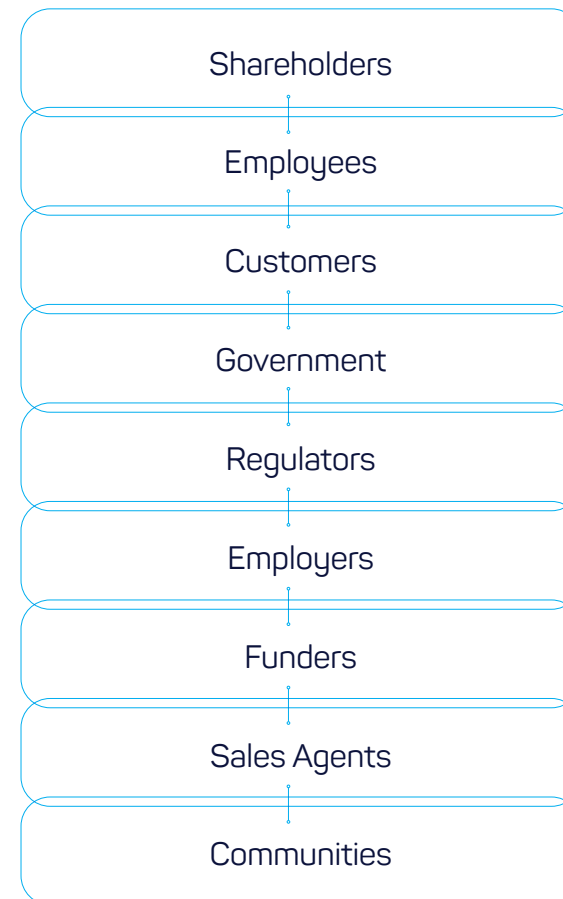
Every Bayport loan is bundled with compulsory Credit Life insurance. This cover protects both the borrower and the business by settling outstanding debt in the event of:

- Death
- Permanent disability
- Retrenchment or loss of income due to unforeseen events.

This solution offers clients peace of mind and financial dignity, ensuring that loved ones are not burdened by debt in difficult circumstances. For Bayport, it reinforces our commitment to ethical lending and long-term client welfare.



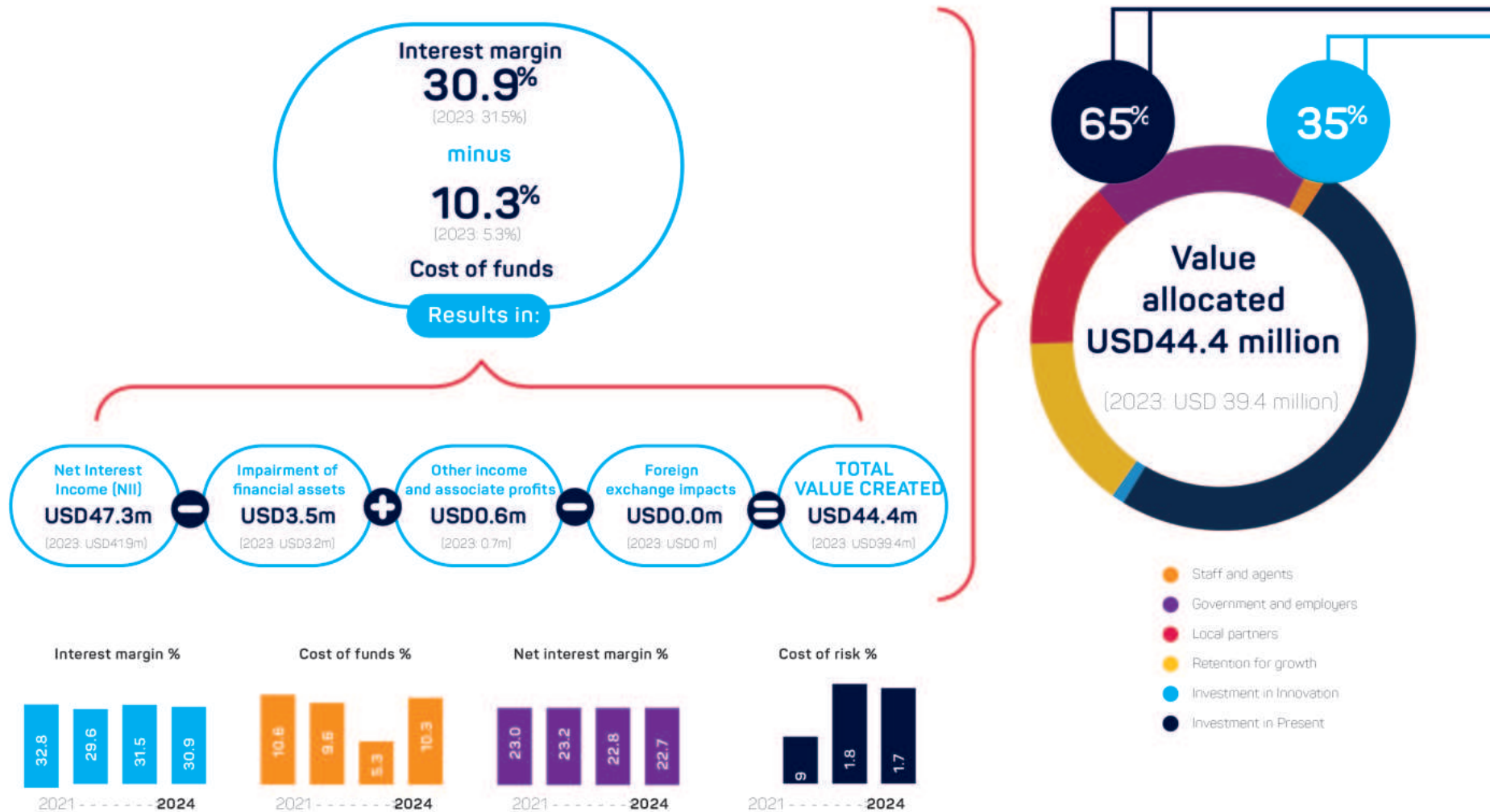
Our Stakeholders



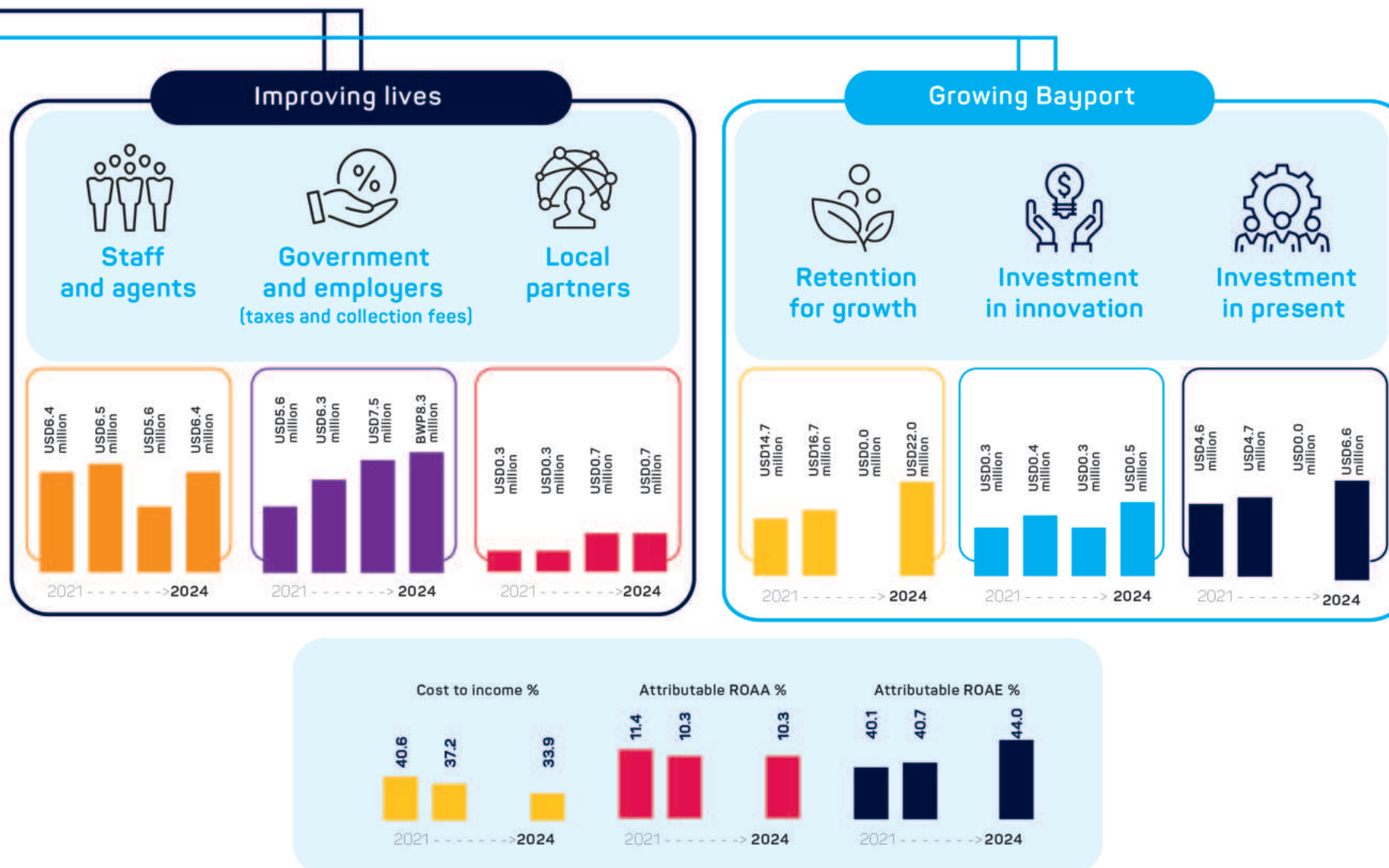
Membership Associations

Botswana Micro-Finance Association

Measuring Our Economic & Social Impact



Value Creation & Allocation



ESG Governance Structure

// Bayport is committed to building and maintaining a high-performing, ethical, and accountable Board. //

Our ESG governance framework enables implementation, alignment, and accountability across the organisation:

Board Oversight

The Bayport Botswana Board of Directors, supported by the Group Africa CEO and Group Head of ESG, provides strategic oversight on ESG matters.

Executive Management

The CEO and the Executive Management Team are responsible for driving ESG performance, with 2024 marking the integration of ESG KPIs into performance contracts at both executive and departmental levels.

ESG Champion

Collaborates with functions across the business to support the delivery of our ESG priorities.

The establishment of a dedicated Corporate Affairs & ESG Department in 2025 will mark a significant milestone in strengthening our institutional capacity to implement ESG programs and mobilize resources to meet our goals.

Board & Executive Oversight of ESG risks and opportunities

The Board of Directors holds ultimate accountability for ESG-related risks and opportunities, ensuring that ESG considerations are embedded in key decisions concerning:

- Sustainability strategy and initiatives
- Social impact and community engagement
- Governance, ethics, and regulatory compliance.

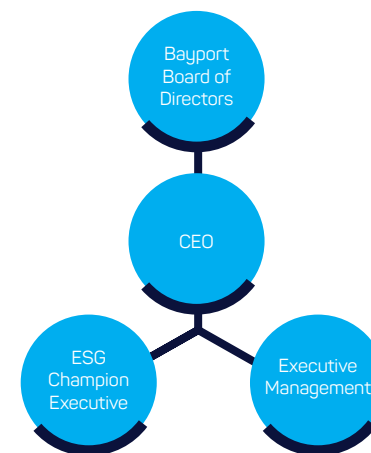
At the executive level, ESG performance is reviewed during monthly management meetings. This includes evaluation of compliance, stakeholder feedback, material risks, and operational ESG indicators.

Operationally, the ESG champion collaborates with departments to:

- Integrate ESG into business planning
- Incorporate ESG principles into product development
- Engage stakeholders to monitor emerging trends, regulatory developments, and reputational risks

2025 will focus on expanding our capabilities by:

- Adopting the Group Impact Measurement and Management System (IMMS) to assess the positive and negative impacts of our operations
- Conducting regular ESG risk assessments and tracking material performance indicators
- Embedding an ESG awareness culture through capacity building, training, and industry collaboration



Reporting & Disclosure

Transparency is a cornerstone of our ESG approach. In addition to quarterly reporting to the board and Group, we are committed to annual ESG reporting aligned with the GRI standards.

Our reports aim to:

- Highlight material ESG risks, impacts, and opportunities
- Communicate progress on our strategic and Corporate Social Investment (CSI) initiatives.
- Demonstrate our alignment with the UN Sustainable Development Goals (UN SDGs).

ESG Strategy

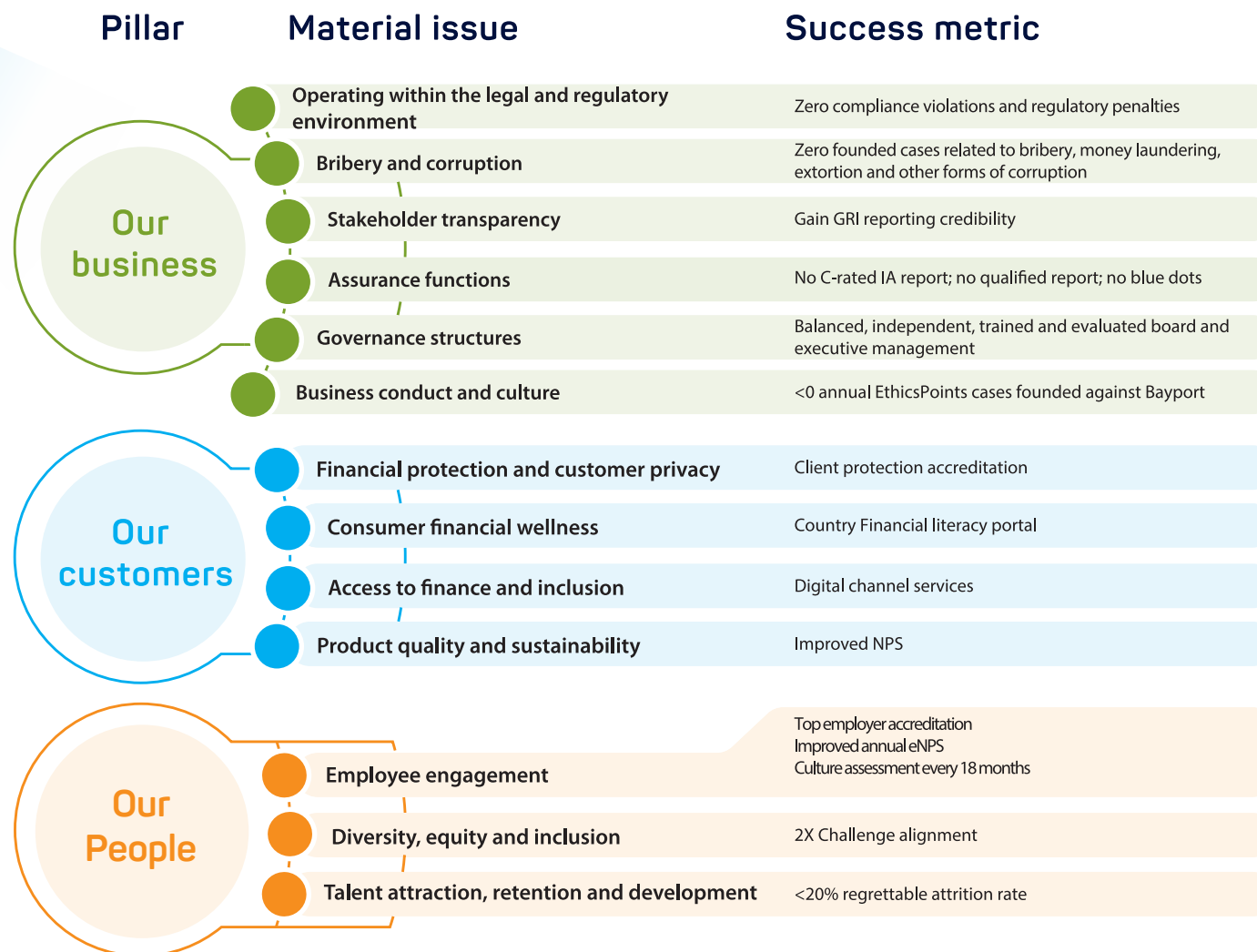
We understand that achieving long-term financial returns depends on the stability of the environmental, social, and economic systems we operate in. Our ESG strategy is rooted in:

- Materiality Assessments
- Stakeholder engagement
- Alignment with national regulations and global standards
- Voluntary disclosure frameworks.

We focus our efforts where we can make the greatest impact: our business, our customers, and our people. These strategic pillars are supported by measurable goals and tracked through defined ESG metrics.

ESG Pillars & Material Topics

Our ESG pillars serve as the foundation for implementing our strategy and driving impact:



Impact Areas and Alignment with UN SDGs:

Our ESG pillars are aligned with key UN SDGs and enable us to deliver sustainable value while addressing community and environmental needs.

Our Business

Material Issue	Key Area of Impact	SDG Goal	How we create impact	Strategic KPIs	2025 Target
Operating within the legal and regulatory environment	Regulatory compliance	16.3 Promote the rule of law and ensure equal access to justice for all.	Ensure to comply with regulations and laws that impact our business practices. This goes beyond the financial expectations but also the internal business practices. In compliance to human rights policies & laws, we ensure equal opportunities & avoid discriminatory behaviors at all levels.	Regulatory engagements.	>8
		16.b Promote and enforce non-discriminatory laws and policies for sustainable development		Compliance violations and regulatory penalties	0
Bribery and corruption	Good governance	16.5 Reduce corruption and bribery in all their forms.	Our anti-bribery and corruption programs mitigate societal impacts and promote transparency, accountability, and ethical practices.	Founded cases related to bribery, money laundering, extortion, and other forms of corruption.	0
Governance structures		16.6 Develop effective, accountable, and transparent institutions at all levels. 5.5 Ensure women's full and effective participation in decision-making at all levels. 16.6 Develop effective, accountable, and transparent institutions at all levels. 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. 16.b Promote and enforce non-discriminatory laws and policies for sustainable development		We establish trust, strengthen our reputation, and boost investor confidence through diligent oversight, fostering a responsible financial environment that supports sustainable community development.	Number of C-rated audit reports
			% of female board members		>40%
			% of independent board members	≥50%	
			Board meeting attendance	90%	
			Biennial board member trainings	100%	
			Annual board evaluations	100%	
			Board member evaluation participation rate	100%	
Business conduct and culture		Ethical business conduct	16.6 Develop effective, accountable, and transparent institutions at all levels. 17.14 Enhance policy coherence for sustainable development	We engage in ethical business practices through transparent engagements with various stakeholders. We continuously train staff to understand the importance of upholding the values or integrity to protect the best interest of the people and the staff.	Number of EthicsPoint cases closed as founded against Bayport.
	Conduct training completion rate				100%
Stakeholder transparency	Transparent reporting	12.6 Encourage companies to adopt sustainable practices and reporting.	We build trust with stakeholders by upholding accountability. Transparent and open communication promotes clarity, supports informed decision-making, and demonstrates our dedication to ethical practices and responsible fiscal management	GRI reporting accreditation	Yes
		16.6 Develop effective, accountable, and transparent institutions at all levels.			

Our Customers

Material Issue	Key Area of Impact	SDG Goal	How we create impact	Strategic KPIs	2025 Target
Access to finance and inclusion	Financial inclusion	1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance. 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all. 9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. 9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	Our responsible and sustainable services provide convenient and secure access to loan facilities in underserved communities. We introduced a female-centric financial product promoting gender equality and economic empowerment. Designed specifically for women, these initiatives will promote financial independence and contribute to positive social transformation within the communities we support.	% female customers on loan book	≥30%
				Annual % of loans originated by women	≥30%
Financial protection & Customer privacy	Client protection	16.6 Develop effective, accountable, and transparent institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms by 2030.	We prioritize honesty and fairness by adhering to consumer protection principles and promoting transparent financial services and being Client Protection Certified. By educating customers, we build trust, empower individuals, and encourage responsible financial behavior, fostering economic development and community wellbeing. Additionally, we train staff on the importance of consumer data protection in accordance with the country's data protection act.	Client protection certification	Minimum Silver Level
				Consumer protection course completion by staff.	>90%
Consumer financial wellness	Financial awareness and wellness	4.4 Increase the number of people with relevant skills, including technical and vocational skills, for employment and entrepreneurship.	By educating customers, we build trust, empower individuals, and encourage responsible financial behavior, consumer wellbeing.	Financial literacy training uptake	100%
Product quality and sustainability	Financial inclusion and economic empowerment	1.4 Ensure equal rights to economic resources, services, land ownership and financial services, including microfinance, by 2030. 8.10 Strengthen domestic financial institutions to expand access to banking, insurance, and financial services for all. 10.2 Promote social, economic, and political inclusion for all. 17.17 Encourage effective partnerships for sustainable development.	We provide underserved communities with customized, sustainable solutions that close financial gaps and promote economic stability. Our offerings improve access to education, healthcare, housing, and SME capital, leading to higher incomes, reduced poverty, and improved wellbeing for our customers and their families. In addition to our services, we actively participate in CSI initiatives that positively impact the community and environment.	Improved Net Promoter Score (NPS)	>30
Economic contribution to society	Social, environmental, and economic development of local communities	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. 4.5 eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations. 8.6 Reduce the proportion of youth not in employment, education or training by 2030. 17.17 Encourage effective public-private partnerships, building on partnership experience and strategies.	Through financial inclusion, the economic improvement in people's lives gives them access to better quality healthcare services. Our internship program promotes equal educational opportunities for both men and women by offering access to formal and informal training based on merit. We are committed to empowering women to grow and thrive in various fields, fostering a more inclusive professional environment. Through partnering with public sector organizations, we provide services that foster economic growth.	Implementation of CSI initiatives	4
				CSI spend as a % of net profit after tax (NPAT) of the previous year	1%

Our People

Material Issue	Key Area of Impact	SDG Goal	How we create impact	Strategic KPIs	2025 Target
Diversity, equity, and inclusion	Local, diverse equal teams	5.1 End all forms of discrimination against all women and girls everywhere. 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. 10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. 16.7 Ensure responsive, inclusive, participatory and representative decision making at all levels.	We are committed to creating equal opportunities for all by fostering a diverse and inclusive workplace, with a strong focus on maintaining a fair balance of women in leadership roles and providing clear pathways for their advancement. By hiring locally, we support communities and contribute to the local economy. Our commitment to equality not only ensures fair opportunities but also enhances team effectiveness and drives positive societal impact.	% female- total	≥50%
				% female-executive management	≥50%
				% female-middle management	≥50%
				Gender pay gap	Decreasing
				% executive management from Botswana	50%
Talent attraction and retention	Talent attraction, retention, and development	4.4 Increase the number of people with relevant skills for employment and entrepreneurship by 2030. 8.3 Promote development policies that support job creation, entrepreneurship, and innovation. 8.5 Achieve full and productive employment for all by 2030, with equal pay for equal work.	We attract and retain skilled employees to promote stability and expertise within the company. By investing in professional development, we enhance skills and support career growth, positively impacting both our workforce and Bayport's overall performance.	Total regrettable attrition	0
				Avg. learning hours per employee	1hr/quarter
Employee engagement	Employee welfare and empowerment	3.4 Reduce premature mortality from non-communicable diseases by one third by 2030, promote mental health and wellbeing. 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. 8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	In addition to educational development, we fairly reward employees for outstanding performance and engage in activities that improve their health and well-being outside the workplace.	Number of open townhalls	1/quarter
				eNPS Participation	≥80% of staff

ESG KPIs & Targets

To ensure accountability and continuous improvement, we monitor and evaluate our progress through specific Key Performance Indicators (KPI). In 2024, our priority focus areas included:

1. **Gender Diversity** – Tracking representation at overall, middle management, executive, and board levels.
2. **2X Challenge Alignment** – Setting and achieving gender empowerment targets in line with the 2X Challenge initiative.
3. **Customer Growth** – Acquisition of new and diverse customers and expansion of the loan book.
4. **Employee Engagement** – Investing in training, development, and wellness programs.
5. **Community Engagement** – Implementing impactful Corporate Social Investment (CSI) programs.

A summary table of 2024 ESG KPIs, targets, and achievements is provided below

ESG Metrics	Target	FY2022	FY2023	FY2024
Independent Net Promoter Score (NPS)	Must be positive and meet or exceed previous score.	72	50	70
Voluntary attrition				
Executive management	0	0	0	0
Middle management	<10%	0%	0%	2%
General staff	<15%	1%	2.3%	5%
Gender diversity (% female)- total (permanent & contracted)	≥40%	62.5%	65%	66%
Gender diversity (% female)- executive management	≥30%	29%	43%	43%
Gender diversity (% female)- middle management	≥ 40%	-	71%	63%
Gender diversity (% female)- board	≥30%	33%	33%	33%
Gender diversity (% female) – non-payroll agents	≥30 %	68%	67%	71%
Annual number of new customers (net outright settlements)	Growth	-	5,535	-761
% of women in loan book	≥30%	-	46%	44%
% of loans originated by women (annual)	≥30%	-	44%	44%
Employee engagement (number of townhalls open to all staff)	4 (1/ quarter)	8	9	4
Employer engagement (number of executive engagements)	Quarterly	34	32	53
Regulatory engagement (number)	Biannually	5	6	5
Funder engagement	Quarterly	12	22	23
Staff training (average hours per employee)	1hr/ quarter	1.9	14.4	6.2
CSI- number of initiatives (annually)	4 annually (1/ quarter)	0	6	10

Table Key

■ Significantly achieved
 ■ Achieved
 ■ Not achieved
 ■ No data

Our Business

// Bayport is committed to building and maintaining a high-performing, ethical, and accountable Board. //

2024 Highlights



Formally adopted the King III Code of Corporate Governance.

Rolled out Anti-Bribery and Corruption (ABC) training across our branch network with a participation rate of 94.4%

Implemented measures to align with Data Protection Act, 2024.



Revised the Fit and Proper Policy to include Regional Sales Managers and Branch Managers



Awarded Best Stall – Microlending Category at the Botswana Consumer Fair.



Material Topics

Material Issue	Key Area of Impact	Strategic KPIs	2022 Results	2023 Results	2024 Results	2025 Target
Operating within the legal and regulatory environment	Regulatory compliance	Regulatory engagement	5	6	5	>8
		Zero compliance violations and regulatory penalties.	0	1	0	0
Bribery and corruption	Good governance	Zero founded cases related to bribery, money laundering, extortion, and other forms of corruption	2	0	2	0
Governance structures		Number of C-rated audit reports	0	0	0	0
Business conduct and culture Business conduct		% female board members	33%	33%	33%	≥30%
		% independent board members	33%x	33%	33%	≥50%
		Board meeting attendance	100%	94%	96%	100%
		Annual board member training	0	0	1	1
		Annual Board evaluations results	3.22	3.16	3.47	≥3.5 out of 4
		Board member evaluation participation rate	83%	83%	83%	100%
Business conduct	Ethical business conduct	Number of Ethicspoint cases closed as founded against Bayport	2	0	2	0

Governance Structure and Oversight

Bayport Botswana operates under a unitary Board of Directors, responsible for strategic direction, oversight of governance practices, and accountability to shareholders and stakeholders. The Board comprises of seasoned professionals with diverse expertise, ensuring that governance upholds ethical leadership, regulatory compliance, and long-term value creation.

Board members are elected per the Shareholders’ Agreement and may serve up to three consecutive three-year terms with the Chairperson eligible for re-election every three years. This approach balances continuity and renewal.

- Board gender diversity remained steady at 33% female representation from FY2022 to FY2024, in line with our DEI objectives.
- A formal Board succession plan is reviewed annually, considering gender balance, transformation goals, and strategic needs.

The Board delegates operational execution to the Executive Committee (EXCO), appointed by the CEO and endorsed by the Board. EXCO reports directly to the CEO, ensuring an efficient chain of accountability.

The Board meets quarterly, with a 96% attendance rate in FY2024. Each meeting is supported by a detailed Board pack circulated in advance and follows a structured agenda with formal minutes and defined action items. Strategic alignment is reinforced through an annual strategy workshop, co-led by the Board Chair and EXCO.

Board of Directors	Composition 1 2 Independent Non-Executive Directors (INEDs) 2 3 Non-Executive Directors (NEDs) 3 1 Executive Director (ED)	Key Responsibilities - Strategic oversight - Regulatory and legal compliance - Ethical leadership - Stakeholder accountability
	Composition 1 1 Chairperson (INED) 2 2 Members (NEDs)	Key Responsibilities - Financial reporting - Audit oversight - Enterprise risk management

Board Members & Executive Leadership

Our leadership is comprised of experienced professionals who bring diverse expertise across financial services, strategy, governance, and operations. Together, they provide strategic guidance and oversight aligned with our ESG objectives and long-term value creation for all stakeholders.

Board Chairperson: Moraki Mokgosana

Mr. Mokgosana serves as the CEO and Principal Officer at Bomaid (Botswana Medical Aid Society). He brings a wealth of leadership experience, having previously held positions including Managing Director of G4S Botswana Limited and Managing Director of Collection Africa/CRB Africa Botswana. A multi skilled professional, he has served on numerous boards, such as Metropolitan Health Botswana (Chairperson), MRI Botswana Limited (Ex-Officio Member), Botswana Meat Commission, and the Board of Health Funders of Southern Africa.

He holds a BCom (Accounting) from the University of Botswana, Master of Business Leadership from the University of South Africa, and completed the Advanced Management and Leadership program at Said Business School, University of Oxford (UK).

Non-Executive Director: Father Thata Maphongo

A founding member of Bayport Botswana (initially Money-Quest Investments), Mr. Maphongo played a key role in the company’s evolution and served as its CEO from 2010 to 2014. He previously held senior positions at Botswana Building Society, including Head of Risk and Strategy and Systems analyst.

He holds a double major bachelor’s degree in accountancy and systems Analysis & Design from Fresno State University (USA), an MSc in Strategic Management from Derby University (UK) and a master’s in development finance from the University of Stellenbosch (SA). He currently serves as Chairperson of the Micro Financiers Association and the Botswana Data and Risk Sharing Association.

Non-Executive Director: Nothando Ndebele

Ms. Ndebele is the Africa CEO of Bayport Financial Services and serves as a non-executive director the boards of multiple Bayport subsidiaries, including Mozambique, Uganda, Tanzania, and Zambia. She previously served as head of Global Capital Markets at Bayport and held executive positions such as Managing Director- Head of Equity Research at Renaissance Capital and Managing Director – Head of FIG Africa at Absa.

She holds a Bachelor of Arts in Economics from Harvard University and an MBA in Finance from the University of Oxford (UK).

Governance Structure and Oversight

Non-Executive Director: Gregory R. Davis

Mr. Davis is an internationally experienced CFO with a strong background in debt and equity fundraising, corporate restructuring, and financial leadership across the UK and Africa. He is currently the Group CFO for Bayport Financial Services. His prior roles include Regional CFO at Standard Bank, Group CFO at Ecobank Transnational, and Product Finance Director at Barclays UK.

He is an FCA-approved executive with over 15 years of board experience in both listed and private equity-backed companies.

Non-Executive Director: Tshepidi Moremong

Ms. Moremong currently serves as the Chief Operating Officer at Africa50. She previously held senior roles including Head of Client Coverage for Africa and Business Development Director for the SADC region at Rand Merchant Bank. She has also worked at 8 Miles (a private equity firm), Renaissance Capital (Vice President), and Aureos Capital (Investment Principal).

She holds a bachelor's degree in economics and public policy from Swarthmore College (USA) and an MBA in Finance from Columbia Business School (USA).

CEO and Executive Director: Sinclair S. Sithole

Mr. Sithole has extensive experience in finance, audit, and operations. Before joining Bayport, he served as COO at Motswedi Securities and spent 7 years at Ernst & Young, where he rose to Audit Manager, managing clients in mining, telecommunications, Oil and Gas, and financial services. He has also worked as a Financial Accountant at African Copper Mining.

Mr. Sithole joined Bayport as Finance Manager and progressed to CEO. He is a Fellow Chartered Accountant (BICA and ACCA), holds a master's in strategic management from Derby University (UK), and a Certificate in Management Development from Stellenbosch University (South Africa).

Executive Leadership Team

Bayport Botswana's Executive Management team leads the execution of our strategic goals and ESG priorities. The team comprises seasoned professionals across key operational and governance functions.

- CEO and Executive Director: Sinclair S. Sithole
- Chief Collections Officer: Florence M. Chikwereti
- Chief Financial Officer: Rodwell H. Habana
- Chief Operations Officer: Kitso D. Sekgweng
- Chief Commercial Officer: Etsile Sesinyi
- Head of Governance, Risk, Compliance and Forensics: One Ngakaagae-Billy
- Human Capital Executive: Kabo L. Tladi



Audit, Risk & Compliance Committee (ARC)

The ARC Committee oversees Bayport's financial integrity, risk management, internal controls, and ensures regulatory compliance. The ARC brings together oversight from management, internal audit, and external reviewers, ensuring that all major risks—operational, financial, and reputational—are rigorously assessed.



Board members are elected per the Shareholders' Agreement and may serve up to three consecutive three-year terms. The Committee meets quarterly and is supported by structured reports from management, including the Chief Financial Officer, and contributions from internal and external auditors. It also draws on insights from the Group Governance, Risk & Compliance (GRC) function to ensure Bayport's risk framework remains responsive to dynamic external environments and evolving regulations.

In 2024, the ARC's maintained strong governance through:

- Quarterly reviews of financial, credit, and operational risk dashboards
- Internal and external audit oversight, including remedial action tracking
- Net interest margin stewardship, ensuring rate spreads aligned with profitability targets
- Liquidity planning, including backup financing strategy development
- Annual effectiveness assessments and skills reviews to ensure Committee readiness

The ARC also undergoes an annual effectiveness assessment to evaluate its tools, expertise, and impact.

Board Development, Evaluation and Remuneration

Bayport is committed to building and maintaining a high-performing, ethical, and accountable Board. Directors undergo annual training on key governance and regulatory issues. In 2024, in response to an industry-wide uptick in financial crime, the Board completed an Anti-Money Laundering workshop to strengthen oversight in this area.

A structured self-assessment, facilitated by our Group Counterparts as also conducted. The assessment reviewed:

- Board composition and independence,
- Quality of governance, risk, and compliance oversight, integrity
- ARC Committee effectiveness
- Clarity of roles and responsibilities
- Ethical standards and commitment to improvement.

Findings confirmed that the Board possesses the appropriate mix of skills, independence and ethical leadership, with members actively engaged in strategic dialogue and oversight.



Key Governance Policies

Our governance framework is anchored in a set of foundational policies that promote ethical conduct, transparency, and regulatory compliance across the business.

Code of Ethics and Business Conduct

Our Code of Ethics applies to all directors, employees, and third-party partners. It reflects the Group's values of integrity, diligence, and responsibility, and provides clear guidance on professional behavior, beyond the minimum legal requirements.

- Zero-tolerance for corruption, legal violations, and unethical conduct.
- Breaches may result in disciplinary action, including termination of employment or engagement, and where necessary, legal proceedings.
- Ongoing awareness and training reinforce a culture of integrity and accountability.

Conflicts-of-Interest Policy

Bayport recognizes the importance of managing Conflicts-of-Interest to protect objectivity, fairness, and trust in decision making.

- All key personnel are required to declare potential conflicts annually, or as they arise.
- Disclosures are reviewed by the GRC department, in consultation with the CEO and relevant executives.

When a conflict is identified, we follow a structured four-step process:

- 1 Assessment of conflict materiality.
- 2 Disclosure & Recusal where appropriate
- 3 Mitigation plan development
- 4 Monitoring of compliance

A centralized conflict of interest register tracks declarations and mitigation to enhance transparency and accountability. The policy is not a reflection of mistrust, but a proactive measure to foster ethical leadership and responsible decision-making across all levels of the organization.



Compliance

Regulatory, Legal and Labour Compliance

At Bayport, compliance is embedded into our culture as a strategic enabler of sustainable and ethical business. We take a proactive, risk-based approach to ensure full alignment with applicable laws, regulations, and industry standards.

Regulatory Engagement & Policy Alignment

We maintain regular engagement with the Non-Bank Financial Institutions Regulatory Authority (NBFIRA), Financial Intelligence Agency (FIA), and industry forums to stay ahead of regulatory developments. Internally, we conduct periodic compliance risk assessments, timely policy reviews and targeted staff training to promote awareness and accountability.

We are responsive to regulatory directives which saw us adjusting early settlement fees in line with NBFIRA's 2024 guidance, reducing penalties from 90 to 60 days' interest, ensuring ongoing compliance and customer fairness.

Control Framework

Our compliance framework includes:



Key risk indicators are reported to senior leadership and the Board, reinforcing governance and risk mitigation.

Labour & Operational Compliance

In 2024:

- No labour or environmental law breaches were recorded
- A rotating shift system was introduced to balance quality and control coverage with employee wellbeing.
- The Fit-and-proper framework was expanded to include all senior roles.

Promoting a culture of integrity

During Compliance and Ethics Week (Nov 4 – 8), the business hosted interactive sessions and a staff-wide panel discussion on “Data Governance, Data Protection, and Using Information for Good.” This initiative deepened understanding of ethical data use and reinforced our values of integrity, transparency, and accountability.



Financial-Crime Prevention: ABC, AML & Fraud

Bayport Botswana is committed to upholding the highest standards of integrity and financial crime prevention, in compliance with the Financial Intelligence Act, Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG), and local regulatory frameworks. Our risk management approach covers anti-money laundering (AML), counter-terrorism financing (CTF), anti-bribery and corruption (ABC), and Fraud Risk Management, supported by a governance-led culture and proactive compliance oversight.

Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF)

We maintain a robust AML/CTF framework led by our Compliance Department. While manual, the system applies high diligence and procedural rigor. Key controls include:

- Customer Due Diligence (CDD) and World-Check screenings (e.g., for Politically Exposed Persons).
- Timely filing of Suspicious Transaction Reports (STRs) to the Financial Intelligence Unit (FIU).
- Regular engagement with Financial Intelligence Unit (FIU) and Non-Bank Financial Institutions Regulatory Authority (NBFIRA).
- Mandatory AML training for all staff and agents, including biannual refreshers at 94% completion rate)
- AML risk assessments aligned with ESAAMLG benchmarks



In 2024, we enhanced KYC protocols across digital and physical channels, including our WhatsApp chatbot.

Anti-Bribery and Corruption (ABC)

Our ABC Policy enforces a zero-tolerance stance on bribery, kickbacks, and facilitation payments. The policy aligns with national laws and global best practice and is reviewed biennially — last updated in May 2024. 135 employees received in person training with a 94.4 % completion rate.

In 2024, two embezzlement cases were reported and addressed through formal investigations and ARC oversight. Both cases were closed as founded and the involved individuals were dismissed reflecting our commitment to swift, accountable action.

Fraud Risk Management

Bayport’s Fraud Risk Management Policy, outlines prevention, detection, and escalation protocols. The ARC Committee receives quarterly updates on:

- Fraud trends and typologies
- Financial/reputational impacts
- Control enhancements and case resolutions.

We continue to strengthen internal controls, empower whistleblower protections, and foster a culture of transparency.

Due to the nature of our business, incidents of fraud are not uncommon, and all allegations are investigated. In 2024, a total of 122 cases were reported, of which 41% were closed as founded. From these, 2 employees were dismissed, 7 agents were terminated, and zero arrests resulted. Of the 122 closed cases, 94 cases were proactively saved.

Fraud Investigations

	2022	2023	2024
Number of reported cases	58	74	122
Number of cases closed	50	75	126
Number of cases closed as founded	23	38	51
Proactive Saves	23	24	94

Mandatory training and awareness programs on fraud prevention and ethical conduct are provided to all employees, while the regular sharing of fraud alerts keep employees informed of the latest trends. In 2024, 99% of enrolled employees completed fraud-awareness training.

Grievance Mechanisms

Bayport Botswana maintains robust grievance mechanisms to ensure all stakeholders- customers, employees, and agents-can voice concerns safely, confidentially, and without fear of retaliation.



Customer Grievance Channels

Customers can report service-related issues, such as loan disputes, delays in disbursement, or perceived unfair treatment through accessible and secure channels. These mechanisms uphold data privacy, build trust, and support service excellence. Prompt resolution enhances customer satisfaction and strengthens loyalty.



Employees and Agents

Internal grievance processes offer a safe platform for staff to report workplace issues including harassment, discrimination, or unethical behavior. These are managed with heightened confidentiality and Human Capital sensitivity to ensure dignity and reputational risk.



Training, Awareness and Communication

- We reinforce grievance protocol awareness through:
- **Bayport Academy:** Role-specific training modules on ethics, procedures, and customer service.
 - **Quarterly Town Halls:** Leadership engagement on values and grievance updates.
 - **Corporate LAN Advertising (CLA):** Passive, ongoing reminders displayed on staff computers.

These initiatives ensure that grievance procedures remain visible, trusted, and understood across the business.

Whistleblowing: EthicsPoint (NAVEX)

Bayport uses the independent NAVEX EthicsPoint platform to enable anonymous, secure whistleblowing by staff or customers. Reports are logged and reviewed by Compliance, with investigations overseen by the Group Head of Internal Audit or escalated to the Group CEO and ARC Chair if necessary. Investigations outcomes may include:

- Internal review by management or forensics.
- Referral to auditors or law enforcement.
- Appointment of independent investigators

Reports are tracked via NAVEX, with status updates accessible to the whistleblower. A quarterly summary is presented to the to the ARC committee, covering:

- Reported volume and outcomes.
- Disciplinary actions
- Remedial controls

3 cases were reported in 2024; Two (2) were due to embezzlement of petty cash funds, one (1) case on misconduct towards clients.

Ethics Point Investigations

	2022	2023	2024
Number of cases reported	3	1	3
Number of cases closed as founded	2	0	2

Risk Governance and Appetite

Bayport Botswana approaches risk as a strategic enabler—not just a compliance requirement. Operating in a context of regulatory evolution, economic uncertainty, and customer vulnerability, our Enterprise Risk Management (ERM) framework supports sustainable growth and strengthens stakeholder trust.

Risk Appetite Framework (RAF)

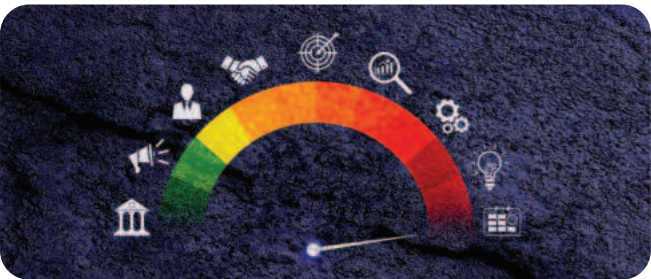
Our Board approved Risk Appetite Framework defines the type and level of risk we are willing to accept to achieve our objectives. It includes:

- Qualitative expectations for risk culture and behavior,
- Quantitative limits across capital adequacy, credit exposure, liquidity, and operational losses
- Early warning indicators (EWIs) to flag threshold breaches.

The RAF supports innovation—such as lending to new customer segments —while ensuring strict escalation protocols when tolerances are exceeded. Risk appetite metrics cascade into operational limits (e.g., arrears, dispute thresholds) and are reviewed biennially or after major events.

Governance and Oversight Structure

We adopt the globally recognized ‘Three Lines of Defense’ (3LoD) model to ensure risk responsibilities are clearly defined and independently verified.



Three Lines of Defense Model



This layered approach ensures risks are actively managed, and transparently reported to the Audit, Risk & Compliance Committee (ARC) and Board.

Strengthening Risk Culture

Bayport fosters a proactive, accountable risk culture by:

- Embedding risk training (e.g., data protection, anti-bribery) into onboarding and ongoing learning
- Aligning reward structures with compliance and control outcomes
- Integrating risk reviews into EXCO and departmental meetings.

The efforts reinforce predictive risk management and organizational resilience- critical to delivering long-term value for all stakeholders.

Tax and Regulatory Engagement

Tax Governance and Compliance

Bayport Botswana adopts a responsible and transparent approach to tax governance, recognizing tax compliance as essential to our operating license, stakeholder trust, and contribution to national development.

A total of USD 12.7 million was remitted to public regulatory authorities in 2024, representing a 21% increase from the previous year. All payments were made in full and on time, reflecting the company's strong compliance posture and commitment to meeting its regulatory obligations.

Funds remitted to regulators

	USD		
	2022	2023	2024
Botswana Unified Revenue Services	6,987,714	9,618,671	11,619,795
Non-Banking Financial Institutions Regulatory Authority	812,097	913,920	157,372
Botswana Accountancy Oversight Authority	809	1,123	1,267
Total	7,800,620	10,533,715	12,778,434

Oversight and Accountability

Tax compliance is overseen by the Finance Department, in collaboration with the Human Capital for employee-related taxes (e.g., PAYE). This ensures accurate and timely submission of all statutory returns - corporate income tax, VAT, PAYE, and withholding tax—through direct engagement with the Botswana Unified Revenue Service (BURS).

To ensure an effective risk management, all tax-related matters are closely monitored by the Audit, Risk, and Compliance Committee (ARC) which provides independent oversight by reviewing tax positions, audit findings, and material exposures, and tracking implementation of corrective actions.

Tax Policy

Bayport's Tax Policy reviewed every two years or as needed, promotes:

- Accurate, timely, and transparent tax reporting.
- Prohibition of aggressive tax planning
- Integrity in dealings with tax authorities.
- Clear role definition from operational execution to board-level oversight.

Regulatory Engagement

We maintain active communication with Botswana Unified Revenue Services (BURS) and Non-Bank Financial Institutions Regulatory Authority (NBFIRA), including formal consultations and exemption requests. In 2024, Bayport secured an exemption from Related Party Transaction Reporting following successful regulatory engagement.



Supply chain management

We sustained our focus on making a measurable economic impact through local sourcing. A significant share of operating expenditure was allocated to local suppliers (USD 5.8 million), up from USD 5.6 million in 2023, accounted for 75% of total operating costs, affirming our commitment to local economic development and inclusive growth.

Local Sourcing and Procurement Governance

Our procurement policy prioritises cost-effectiveness while also considering supplier quality and compliance. For all goods and services, multiple quotes are sourced to promote competitive pricing. For ongoing supplier partnerships, Know Your Customer (KYC) procedures are conducted at onboarding, with supporting documentation collected to verify compliance with ethical and regulatory standards.

	USD		
	2022	2023	2024
International suppliers	2,149,272	2,499,250	3,282,919
Local suppliers	4,446,080	5,603,842	5,844,195
Total	6,595,352	8,103,093	9,127,114



Information Security and Data Privacy

At Bayport, data security and privacy are strategic priorities essential to protecting customer trust, employee data, and regulatory compliance. While we have not yet obtained ISO certification, our cybersecurity framework is aligned with ISO/IEC 27001 standards, including:

- Clearly defined incident response protocols
- Regular penetration testing
- Role-based access controls that limit data exposure.

Oversight is provided by the ARC Committee and strengthened by Internal Audit to ensure continuous improvement.

Governance and Policy Framework

- Our approach is guided by the following internal policies:
- Information Security Framework
 - Data Protection and Privacy Policy
 - Information Security and Acceptable Usage Policy
 - Information Security Access Control Policy

These policies apply to all employees, agents, and third parties, setting minimum standards for data handling, system access, email usage, device security, and incident reporting. Staff must acknowledge these annually.

Awareness and Training

Mandatory training on data privacy and cybersecurity is delivered via Bayport Academy, using e-learning modules and quizzes, with periodic refreshers for all staff and agents, with 90% completion rate achieved.

Roles and Responsibilities

- **IT Team:** Monitors threats and strengthens system defenses.
- **Compliance Department:** ensures regulatory alignment with the Data Protection Act.
- **Internal Audit:** Assesses adherence to controls and evaluates risk.
- **Line Managers:** Reinforce accountability at team level.
- **Data Protection Officer (DPO):** Leads compliance and interfaces with regulators.

Our principles-based model embeds security across governance, operations, and culture—ensuring data is protected with the highest integrity.

Stakeholder Engagement

Stakeholder	Main Engagement Method	Stakeholder	Main Engagement Method
Shareholders	Group and Board representatives. Participation in strategy development. Ongoing inclusive informal discussion.	BML Group	Strategy development Business planning Budget development Monthly reviews & forecasting Training on processes, new products & systems
Investors	One-on-one meetings Portfolio & results presentations	Funders	One-on-one meetings Portfolio & results presentations
Employees	Townhalls Realeboga recognition program Emails Performance & development discussions Team building Presentations Notices Workshops CLA Peer to Peer	Customers	Print & Radio Digital channels & social media Below-the-line activities Presentations at place of work Call centre Face-to-face meetings Public relations Grievance mechanisms Events
Agents	Emails Meetings Presentations Trainings	Sales Agents	Products & sales training Daily meetings Sales bulletins
Communities	Community projects Community activations Community Presentations	Employers	Product marketing to encourage employee participation One-on-one relationship building & issue resolution meetings
Government	One-on-one relationship building & issue resolution meetings	Regulators	One-on-one relationship building & issue resolution meetings Lobbying for responsible lending and industry standards

Funder Engagement

Bayport Botswana recognises that meaningful engagement with current and prospective funders is essential to strengthening our capital base, scaling impact, and forging innovative partnerships. These interactions support portfolio resilience and operational agility—especially in uncertain market condition. In 2024, we recorded 43 funder engagements, a 95% increase from 22 in 2023. This expanded outreach reflects our proactive strategy to diversify funding sources, deepen institutional relationships, and align with investors' sustainability and impact mandates.

Our funding partners include commercial banks, development finance institutions (DFIs), pension funds, and asset managers. Their investments support our mandate to:

1. Expand financial access for underserved and excluded populations.
2. Enable access to quality education to improve employability and socioeconomic mobility.
3. Stimulate inclusive economic growth by targeting low- to middle-income households.
4. Channel resources into essential services—such as healthcare, education, and infrastructure.
5. Contribute to global goals on poverty eradication and shared prosperity.

Regulatory Engagement

Bayport's regulatory engagements are central to maintaining credibility, ensuring compliance, and fostering collaborative risk management. In 2024, we engaged the Non-Bank Financial Institutions Regulatory Authority (NBFIRA) six times, covering critical strategic and operational matters. Key engagement themes included:

Collaborative Compliance: Proactively navigating regulatory changes, enhancing internal readiness, and promoting a compliance culture rooted in efficiency and dialogue.

Shared Risk Mitigation: Partnering with the regulator to address national concerns such as identity fraud and financial misconduct—especially in relation to customer data protection and system integrity.

Bayport maintained open channels with law enforcement and NBFIRA to address identity theft incidents and strengthen customer protection across all service channels.

In addition, we hosted an on-site inspection by the Insurance Directorate—a regulatory touchpoint that reaffirmed our role as a licensed insurance agency for Botswana Life Insurance Limited and Botswana Insurance Company. The inspection evaluated our adherence to disclosure standards, distribution protocols, and client protection norms—affirming our commitment to ethical market conduct.

As part of broader stakeholder alignment, we formally introduced our Board Chairperson and Africa CEO to NBFIRA leadership. These high-level engagements reinforced our strategic intent, long-term commitment to Botswana, and governance alignment with national regulatory expectations.

Stakeholder Engagement Continued

In FY2024, the Company incurred a regulatory fine issued by the Non – Bank Financial Institutions Regulatory Authority (NBFIRA) due to non – compliance with the Financial Intelligence Act, 2022 in relation to identity theft and customer due diligence. In response, we implemented corrective measures which included enhancements to our loan origination process; Implementation of mandatory AML-CFT training of all employees and independent contractors (Direct Sales Agents); ongoing monitoring of customer transactions; periodic compliance checks; and ongoing KYC updates. We continue to engage with the NBFIRA to foster collaboration and continuous improvement in our compliance practices and frameworks.



Our Customers

// Bayport Botswana continues to place financial inclusion at the centre of its business model, expanding access to underserved populations through digital innovation, and strategic alignment with global initiatives like the 2X Challenge //

2024 Highlights

44.39% of all loan originations in 2024 (16,459) were issued to women.

We welcomed 5,460 net new customers, with 49.03% being women.

Employer engagements increased by 34.38%, rising from 32 in 2023 to 43 in 2024.

Of the 489 users who enrolled in the Financial Literacy courses, 55% completed.



We hosted our annual Customer Service Week, reinforcing our culture of client-centred excellence.

Customer Profile & Market Segments

Customer Profile

Women
46.62%

Men
53.38%

% Single
78.45%

% Married
21.55%

% Employed
97.23%

% Retired & other
2.77%

Loan Use

Micro SME
15.49%
4,269

Education
8.02%
2,210

Agriculture
7.06%
1,948

Health
40.20%
11,081

Housing
23.88%
6,581

Motor Vehicles
3.07%
847

Debt Consolidation
0.17%
48

Funerals
2.08%
573

Emergency
0%
0

Other
0.03%
7

Total
100%
27,564

Material Topics

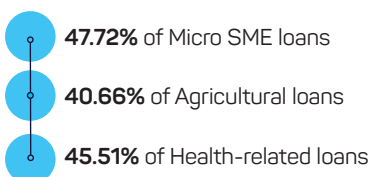
Material Issue	Key areas of impact	Strategic KPIs	2022 Results	2023 Results	2024 Results	Target
Access to Finance and Inclusion	Financial Inclusion	Digitally originated loans as a % of total issues loans	14.7%	16.56%	16.68%	30%
		% Female customers on loan book	45%	46%	44%	≥30%
		Annual % of loans originated by women	78%	78%	79%	≥30%
Financial Protection and Customer Privacy	Customer Protection	(minimum silver level)	-	-	Gold Level Certified	Silver level
Consumer Financial Wellness	Financial Awareness & Wellness	Financial Literacy portal	-	-	55%	100%
Product Quality and Sustainability	Financial Inclusion and Economic Empowerment	Improved Net Promoter Score (NPS)	72	50	70	Exceed previous score
Economic Contribution to Society	Social, Environment and Economic development of local communities	CSI-number of initiatives	3	6	10	4
		CSI spend as a % of net profit after tax of the previous year	0.01%	0.02%	0.02%	1%

Our Customers

Customer Profile & Market Segments Continued

By the end of 2024, Bayport Botswana reported a total of 25,051 active clients, down slightly from 25,161 in 2023. However, the share of women increased from 45.83% in FY2023 to 46.68% in FY2024, signalling growing gender inclusivity. Of the 37,079 loans disbursed in 2024 including refinances, 44.39% were female borrowers. Women now account for 46.62% of the number of customers and hold 42.23% of the total USD 219.79 million loan portfolio.

Sector-level analysis shows women represented:



Notably, the top three loan use cases for women were education, entrepreneurship (Micro SME), and debt consolidation, highlighting our role in advancing women's economic participation and resilience.

Financial Inclusion & Innovation

Bayport Botswana continues to place financial inclusion at the centre of its business model, expanding access to underserved populations through digital innovation, and strategic alignment with global initiatives like the 2X Challenge. In 2024, our efforts translated into increased loan access via digital platforms and an expansion in women's financial participation, particularly through the Kgarebe Loan product.

Digital Origination

In 2024, we deepened our digital loan origination capabilities, offering customers a convenient, seamless, and secure platform for credit access. Digital channels are increasingly recognised by our clients as a valuable alternative to in-person service, especially in terms of speed, accessibility, and privacy.

Digital originated loans as a % of total issued loans



The 16.68% digital origination rate in 2024 reflects a continued shift in customer preferences. Despite a reduction in monthly digital volumes from 101 loans in January to 60 in December — a 40% drop — the overall share of digital originations still increased year-on-year. This indicates that while channel usage may fluctuate, digital remains a growing part of our customer engagement model.

Importantly, this growth occurred with minimal digital marketing investment in 2024, suggesting an organic adoption of digital services driven by the platform's reliability, ease of use, and consistent high levels of customer care. According to findings from the Sagaci customer satisfaction report (see page 50), convenience continues to be a key driver of customer decisions — a trend that aligns with the increasing uptake of digital channels.



Financial Inclusion & Innovation Continued

Gender Empowerment: The 2X challenge & Kgarebe Loan

As a micro-lending institution committed to inclusive economic participation, Bayport Botswana aligned its gender inclusion strategy with the 2X Challenge — a global initiative that promotes women’s empowerment through financial access and leadership.

In 2024, we launched the Kgarebe Personal Loan, a tailored product designed to break down credit access barriers for women and boost their representation in our loan book. This product emerged from internal portfolio research, which showed that women in our portfolio exhibit lower default rates and stronger financial discipline.

These findings reinforced the business case for a dedicated product that empowers women to secure long-term loans and achieve their financial goals.

2024 Impact Highlights

- 13,286 Kgarebe loans disbursed (35.83% of total loan volume)
- USD 35.36 million disbursed via Kgarebe (38.44% of total loan value)
- Women’s loan book share increased from 45.79% (Jan) to 46.68% (Dec)

Month	Loans sold	Loan Book Contribution % vol	Gender split
Jan-24	483	21.73%	45.79%
Feb-24	934	41.07%	45.93%
Mar-24	1380	41.16%	46.10%
Apr-24	1735	38.41%	46.17%
May-24	1108	38.46%	46.29%
Jun-24	948	34.39%	46.34%
Jul-24	933	32.93%	46.63%
Aug-24	1106	35.08%	46.56%
Sept-24	1044	35.07%	46.54%
Oct-24	1181	37.62%	46.65%
Nov-24	1330	35.87%	46.66%
Dec-24	1104	33.76%	46.68%
Total	13,286	35.83%	46.368%

April 2024 marked the highest volume of Kgarebe (1,735), while November recorded the highest cash disbursement (USD 3.81 million). While we did not achieve the full 50-50 gender parity goal by year-end, the Kgarebe loan materially improved our female loan participation, increasing it by nearly 1 percentage point over the course of the year. This contribution highlights the product’s effectiveness and relevance to our long-term diversity and inclusion strategy.

Customer Protection & Well-Being

At Bayport Botswana, customer protection is foundational to our service model and ESG commitment. We institutionalised this in 2023 through the formal launch of our Client Protection Charter, reinforcing our alignment with global best practices and the Social and Governance pillars of our ESG strategy.

In 2024, we sustained our Gold-level Client Protection Certification (CPC) under the Cerise + SPTF framework, in partnership with MFR—an industry leader in inclusive finance ratings. This recognition signifies our adherence to the highest global standards in treating clients fairly, transparently, and with dignity.

What CPC Means for Us and Our Clients

- Fair treatment and protection from over-indebtedness
- Clear, honest communication at every stage
- Data privacy and ethical collections

Empowered decision-making through financial education

Client Protection Charter

The Charter is built on three foundational pillars:

Client Engagement and Support

- Affordability checks in line with regulatory standards
- Loan decisions within 48 hours and proactive communication
- Transparent terms and regular financial literacy campaigns.

Account Management Excellence

- Online and branch access to loan statements
- 30-day processing of overpayment refunds
- Respectful, consent-based collections.

Governance and Continuous Improvement

- Annual Charter reviews informed by audits and client feedback
- Integration into internal policy, training, and compliance frameworks.

Our Customers

Customer Protection & Well-Being Continued

Consumer Protection Training & Awareness

Agent Code of Conduct

In 2024, we introduced a localised Agent Code of Conduct, adapted from the Group's framework and tailored to the Botswana context. It outlines expectations around ethical behaviour, particularly in:

- Customer engagement
- Sales practices
- Product promotion

The Code reflects both regulatory compliance and our internal values, and is applicable to all agents, including mobile field agents who often serve as the first point of contact for our customers.



Responsible Marketing and Anti-Competition

We are committed to fair and transparent marketing that respects our clients' autonomy and promotes informed decision-making. This commitment is integrated within our ESG governance framework.

Responsible Marketing Principles

- Customer-Centric Communication: All marketing content is clear, factual, and avoids manipulation.
- Ethical Promotions: We do not use pressure tactics or exaggerated claims.
- Regulatory Compliance: All materials include required disclaimers, such as:

"Borrowing more than you can afford to repay can lead to severe financial difficulties."

- Respect for Autonomy: Product recommendations are made only when appropriate, ensuring relevance and benefit.
- To strengthen enforcement:
- All marketing materials must undergo internal pre-approval by Compliance and Legal teams.
- Periodic audits and compliance checks are conducted to assess adherence to marketing standards and to identify potential ethical breaches.
- These mechanisms help us uphold trust, ensure accurate information sharing, and maintain fair market behaviour.

Anti-Competitive Conduct

- We commit to fair competition, with no involvement in price fixing, collusion, or market allocation.
- Our marketing and service offerings are designed to compete on value, not manipulation or dominance.
- Our interactions with competitors and partners are based on integrity, transparency, and mutual respect.

Ethical Selling

While we aim to meet sales targets, we reject any approach that compromises customer wellbeing. Instead, our sales culture is anchored in:

- Understanding Customer Needs: Ensuring that offerings align

with clients' personal and financial goals.

- Ethical Upselling: Products such as the Kgarebe Loan are proposed based on observed gaps and customer demand, not quotas.

Complaints Resolution

Customers are encouraged to raise concerns without fear of reprisal, and all branches display formal complaints procedures and escalation steps, including relevant contact details.

Disputes Resolution and Compliant Escalation Procedure

At Bayport Financial Services, we are committed to delivering exceptional customer service. Our complaints handling process ensures customers have the information they need to address and resolve any concerns with our products and services.

GOT ANY FEEDBACK?
Here is how to reach us:

- Call our Customer Helpline at: +267 393 6456 during these hours: 08:00 to 17:00hrs weekdays or 08:00 to 11:30 on Saturdays
- Email us at: CustomerCare@bayport.co.bw
- Chat with us on WhatsApp at: +267 787 31609
- Message/Chat to us on our [Bayport Botswana Facebook Inbox](#)
- Fax to: +267 318 0831
- Visit your nearest branch and complete the complaint/complaint form
- Write to us at the below address and state the exact nature of the complaint:

The Principal Officer:
Money Quest Investments (Pty) Ltd t/a Bayport Financial Services
Khama Crescent, Plot 22, Main Mall
PO Box 2554 ADD
Gaborone, Botswana

• Scan the code below to be redirected to our Whatsapp

Through Bayport's commitment to fairness and transparency, we pledge to resolve all client complaints fairly and ensure a satisfactory resolution. To enhance this process, we have established an escalation matrix to ensure all client concerns are addressed promptly and effectively.

★★★★★

LEVEL 1: Regional Sales Manager	LEVEL 2: Head of Customer Experience and Insights	LEVEL 3: Chief Operations Officer	LEVEL 4: Chief Executive/Principal Officer	LEVEL 5: NBFI (Non-Bank Financial Institutions Regulatory Authority)
Tel: 398 7956 / 393 6449 Fax: 318 0831 • The complaints resolution turnaround time is three (3) working days. • If a complaint cannot be resolved at the branch within this period and requires more than five (5) working days to address, a holding response letter will be provided, outlining the complaint's status and the next steps.	Tel: 398 7960 Fax: 318 0831 • Manages escalated complaints unresolved at branch level. • The complaints resolution turnaround time is two (2) working days.	Tel: 398 7964 Fax: 318 0831 • The complaints resolution turnaround time is two (2) working days. • The Chief Operations Officer will independently review your escalated complaint and conduct an internal review of why the complaint was not resolved at level 1-3. If complaint is unresolved at this level, it will be escalated to level 4.	Tel: 398 7916 Fax: 318 0831 • The complaints resolution turnaround time is three (3) working days. • If we are unable to resolve your complaint at this stage, we will provide a final response letter outlining our position. If you are dissatisfied with our response at this stage, Bayport will refer the matter to NBFI.	Chief Executive Officer Private Bag 00314 Tel: 310 2595 / 368 6100 Fax: 310 2376 / 310 2353 Location: 2 Floor Empowerment Building, Plot 54011 New CBD, Off PG, Marine Road, Gaborone.

Ensure that you request for a written acknowledgment of receipt of a complaint.

If you are not satisfied with the outcome of the dispute resolution, you may kindly confirm this in writing, and we shall notify the Regulatory Authority within 30 days of the unresolved complaint.

your future now
BAYPORT
FINANCIAL SERVICES

Customer Protection & Well-Being Continued

Accessible and Fair handling

Frontline staff are empowered to resolve straightforward concerns immediately, while more complex cases are escalated to the Customer Experience team or, and, where necessary, to the Head of Customer Experience.

Turnaround and Escalation Protocols

We aim to resolve all complaints within three business days, compared to an average of five days recorded in 2024. Unresolved cases are escalated to senior management. If initial outreach fails, alternative methods such as email or written correspondence are used. Where contact remains unsuccessful, the case is provisionally closed but kept dormant in the system until the customer re-engages.

Systematic tracking and closure

All complaints are logged in the Vtiger CRM system, which provides full visibility and accountability. Complaints received through platforms like WhatsApp or Meta Messenger are also routed through the CRM and tracked to closure. Each case is followed by direct customer contact, with formal confirmation issued upon resolution, ensuring traceability and regulatory compliance.

Root cause analysis and service improvement

Complaints are categorized by complexity and impact, with each case analysed to identify root causes and prevent recurrence. These insights inform service design, staff training, and policy improvements. Employees are trained to treat complaints as constructive inputs for enhancing the customer experience.

Complaints Handling System

Since 2023 Bayport has leveraged the Vtiger CRM system to strengthen governance in complaints management. The platform enables real-time logging, escalation tracking, and issue trend analysis, fostering accountability and helping drive improvements across all service channels.

2024 Complaints Overview and insights

In 2024, we recorded a total of 75 customer complaints across a client base averaging just over 25,000 individuals, equating to a complaint rate of 0.30%—well below industry benchmarks. While this overall volume reflects a relatively low incidence of customer dissatisfaction, the annual average turnaround time (TAT) of five days signals and opportunity to strengthen our response efficiency.

Complaint management

	2022	2023	2024
No. of customers in portfolio	23,849	24,888	25,246
No. of Complaints	83	67	75
Complaints as a % of Customer Base	0.34%	0.27%	0.30%
Annual Average Complaint resolution TAT (Days)	3	3	5

Financial Awareness & Wellness

We recognise that access to credit is most meaningful when paired with the knowledge and confidence to manage finances effectively. That’s why financial literacy and wellness remain cornerstones of our customer empowerment agenda. In 2024, we strengthened our education platform, extended outreach to new audiences, and saw growing engagement across customer and community segments.

Bayport Academy

The Bayport Academy —our primary financial education platform—has been operational since 2022 and is accessible to staff, customers, and community members. It provides practical learning on budgeting, credit management, and savings discipline.

2024 Performance

489 customers enrolled in Academy courses

55% of participants completed all four modules

Engagement strategies included:

- SMS blasts
- Email campaigns
- Computer screensavers in branches and offices
- Targeted social media posts

Despite steady engagement in the early part of the year, academy usage declined in the final quarters of 2024. A key challenge is that many customers interact with Bayport’s digital platforms solely for core transactional services, perceiving educational resources as secondary. Research also shows that while Botswana has over 2 million internet users, 57.5% are active on social media—pointing to a strong preference for quick, social content over structured e-learning platforms.

To address this, we will revisit the Bayport Academy model to better align with customer behaviour and digital preferences. Plans for 2025 include:

- Integrating learning modules into customers’ everyday internet use.
- Exploring gamified and mobile-first learning formats.
- Strengthening omnichannel promotion to increase platform visibility.

These refinements will help ensure that financial literacy is not treated as an optional add-on, but rather as a seamless, value-adding element of our customer journey—supporting long-term financial wellness and informed decision-making.

Youth Financial Literacy Outreach

In recognition of the long-term impact of early financial education, we extended financial education to youth, partnering with a local primary school in Gaborone to deliver sessions to 85 students in Standards 6 and 7. This outreach not only served our financial wellness mission but also built awareness of Bayport’s role in the community.

Our Customers

Product Quality & Sustainability

Understanding how our customers experience, use, and evaluate our products is fundamental to our sustainability and continuous improvement. In 2024, we continued our strategic collaboration with Sagaci Research, a leading African market research firm, to gather detailed customer insights and identify areas for innovation.



Survey Scope:

- 207 telephone interviews conducted across Botswana
- Participants: Customers aged 18+ from diverse geographic and income segments

Key Objectives

- Identify actual loan usage patterns
- Assess digital readiness (smartphone ownership, internet usage)
- Evaluate customer education and financial preparedness
- Understand brand perception, product satisfaction, and Net Promoter Score (NPS)

Key Findings & Insights

Loan Usage & Choice Drivers

- Housing and home improvement was the top primary use of loans (32%)
- Motor vehicle expenses led among secondary use (29%)
- Secondary usage overall rose to 33% (from 9% in 2022), suggesting more diversified and discretionary spending.
- Pricing, while still a top consideration, declined in influence (from 74% in 2022 to 54% in 2024)
- Brand perception (54%) and ease of service (46%) are rising in importance.

These findings reflect a maturing customer base that values dignity, efficiency and reliability—not just pricing. In response, we plan to launch Customer Focus Sessions in 2025 to gather firsthand feedback, better understand lived experiences, and co-create client-centric solutions.



Competitive Landscape

- 20% of customers reported borrowing from other institutions — up from 3% in 2022
- Competitors mentioned: FNB and Access Bank.

A more competitive market demands deeper customer loyalty and differentiates services. We will scale up our Financially Distressed Client Programme, offering personalised support and early intervention to vulnerable customers, strengthening both impact and retention.

Product Quality & Sustainability Continued

Technology & Digital Engagement

- Smartphone ownership reached 95% (up from 91%)
- Internet access: 95%
- Confidence in using digital channels declined (from 64% to 57%)
- Loan uptake via digital platforms increased from 2% (2022) to 21% (2024)
- Top digital channels: WhatsApp (86%), Facebook (67%), Email (35%)

While digital readiness is high, confidence remains a barrier. We aim to expand digital functionality and introduce low-risk digital tasks to help customers build trust in self-service platforms. This phased approach ensures gradual adoption while maintaining accessibility.

Financial Literacy & Documentation

- Customers aware of loan terms and conditions: >90%
- Access to physical loan agreements dropped from 90% (2022) to 61% (2024)
- Only 28% had access to financial wellbeing tools, yet 65% expressed interest

This highlights the need for improved onboarding, especially as digital adoption accelerates. In 2025, we will enhance data-driven financial literacy campaigns, using customer insights to deliver targeted best-offer notifications that guide decision-making with relevance and care.

Customer Contact Preferences

- 56% of customers applied for loans at physical branches (down from 68%)
- Preference for branch application dropped to 48% (from 75% in 2022)
- Agent and call centre use increased, reflecting trust in assisted channels
- Top reasons for branch preference: convenience (74%), trust, and authenticity

In-person service remains valuable, especially for new or complex products. To expand self-service access, we plan to roll out an interactive voice response (IVR) system in 2025, supporting loan applications, enquiries, and settlements remotely. Our branch network will continue to support digital migration while maintaining customer trust.

Customer Contact Preferences

- 56% of customers applied for loans at physical branches (down from 68%)
- Preference for branch application dropped to 48% (from 75% in 2022)
- Agent and call centre use increased, reflecting trust in assisted channels
- Top reasons for branch preference: convenience (74%), trust, and authenticity

In-person service remains valuable, especially for new or complex products. To expand self-service access, we plan to roll out an interactive voice response (IVR) system in 2025, supporting loan applications, enquiries, and settlements remotely. Our branch network will continue to support digital migration while maintaining customer trust.

Mystery Shopping

In line with our commitment to service excellence, Bayport Botswana conducted a comprehensive mystery shopping exercise in July 2024.

Scope of the Exercise

- **53** Telephone calls placed across branches and the Call Centre.
- **32** Branch visits conducted by trained mystery shoppers
- **74** Digital interactions (email, Facebook, and website enquiries)
- Evaluation criteria included:
 - Friendliness and professionalism
 - Product knowledge
 - Communication skills
 - Problem-solving ability
 - Service turnaround and accessibility

Our Customers

Product Quality & Sustainability Continued

Telephone channel

Overall Performance

Customer Service Score: **+16%** (improved from +11% in March)
36% of calls went unanswered, a slight improvement from 41% in the prior assessment

Net Promoter Score – Phone Channel

-70%, with 0% promoters, 70% detractors, and 30% neutral

i

Key Insight:

Inconsistent selling techniques and limited proactive engagement. Many staff defaulted to WhatsApp communication instead of detailed phone follow-ups.

Branch visits

Overall Performance

- Customer Service Score: **+34%** (up from 19% in March).
- Branch Environment Score: +69% (significantly improved from 48%).

Net Promoter Score – Branch Visits

- 31%, with 0% promoters, 31% detractors, and 69% neutral
- 91% of mystery shoppers said they would use the branch service again.
- In comparison, only 54% would reuse the phone channel.

i

Key Insight:

Frontline staff were professional and well-presented, but opportunities remain in personalised service, proactive engagement, and product education.

Digital interactions

While a complete scoring breakdown was not finalised in the reporting period, reviewers evaluated responsiveness and clarity across:

- Email
- Facebook
- Website enquiries

Early Observations:

- Response time inconsistencies across platforms
- Missed opportunities to promote products or resolve queries promptly



Next Steps

Improve digital turnaround times and align tone and service quality with our in-person standards, reinforcing our commitment to digital inclusion.

While tangible progress was made in accessibility and environmental improvements across branches, service gaps remain in telephone engagement, product knowledge, and digital consistency. Targeted investments in training, service protocols, and CRM enhancements will be crucial to meeting evolving customer expectations.

Customer Engagement

To support a more digitally enabled business model, Bayport Botswana continues to expand and optimise customer access across multiple digital platforms. Our website, social media channels, WhatsApp chatbot, and USSD service provide clients with seamless, convenient, and secure ways to engage with us—reducing reliance on in-branch visits and improving customer experience.

In 2024, we focused on enhancing the WhatsApp chatbot and USSD functionality, enabling customers to retrieve personalised, account-specific information with ease. These upgrades supported growing demand for real-time, self-service tools and aligned with customer expectations for flexible service delivery.

Looking ahead, we will introduce a self-service IVR system—an automated voice tool allowing users to check loan statuses, request callbacks, download statements, and more. This technology will ensure 24/7 access for customers who face barriers to digital platforms, embedding accessibility and inclusion deeper into our service model.

Customer Testimonials



Gosego Gadibolae

Since a colleague introduced me to Bayport, I've received exceptional service that has enabled me to buy my car and start a small poultry business. I continue to appreciate the collaborative relationship with Bayport and genuinely feel valued as a customer.



Lopang Gwathe

I discovered Bayport soon after my retirement, and from the moment I walked in, I was met with genuine kindness. Their support helped me make the most of my short-term loan. The Bayport loan gave me a peace of mind as it helped me manage my day to day life commitments.

Our Customers

Economic Contribution To Society

Our approach to social investment is guided by our ESG strategy and our role as a development-oriented financial institution. In 2024, we implemented several community-focused initiatives aligned with key themes: health, education, and environmental sustainability.

Our efforts created tangible impact, particularly in low-resource settings, and were implemented in partnership with relevant local authorities and community institutions.technology will ensure 24/7 access for customers who face barriers to digital platforms, embedding accessibility and inclusion deeper into our service model.

Key Indicators	2022	2023	2024
Number of initiatives supported	3	6	10
Number of beneficiaries reached	2229	1500	1643
Total CSI spend (USD)	839.02	3,668.63	4,588.50
% CSI spend on education	0	46.97%	15.89%
% CSI spend on health	0	0	23.40%
% CSI spend on environmental initiatives	100%	50.44%	15.60%
% CSI spend on other community initiatives	0	2.56%	45.09%
CSI spend as a % of net profit after tax	0.01%	0.02%	0.02%

for Princess Marina Hospital, delivering baby essentials (diapers, lotions, receiver blankets) to support the care of 25 newborns. This staff-driven project exemplifies our people-led approach to community service.

We also co-hosted a cancer awareness and community clean-up walk in Gaborone, which engaged over 100 participants and included a financial literacy segment — reinforcing our holistic approach to wellness and sustainability.

Education

We partnered with Rankoromane School, part of the Camphill Community Trust in Otse village, which serves around 60 children aged 5–14 with learning and developmental disabilities.

Bayport contributed by:

- Donating stationery and learning materials
- Providing financial support for operational needs

This initiative reflects our belief that inclusive education is key to sustainable community empowerment.

Environment and Animal Welfare

In collaboration with Chobe District Council in Kasane, we funded and installed 12 animal-proof waste bins to help protect local wildlife and reduce environmental degradation in high-risk zones.

Health

For the second consecutive year, we partnered with the Botswana National Blood Transfusion Services to conduct a national blood donation drive. With a national shortfall of 15,000 pints annually, this initiative supports a critical public health need.

Additionally, Bayport staff led a neonatal donation campaign



Our People

2024 Highlights



Women hold

43% of executive and

63% of middle management roles.



USD 44,322.98 was spent on **training and development**, reflecting a 34% decrease from the previous year.

The Bayport Health Club was relaunched, with wellness activities like Biggest Loser, Biggest Gainer, and the Diacore Marathon.



Mental health training supported psychosocial wellbeing.



Culture Day and Women's Day had 91% and 92% participation, promoting inclusion.



An employee dipstick survey with a **57% participation rate**,

informed wellness and engagement efforts, supported by recognition programs like Realeboga, Employee of the Year, and the Annual Staff Awards.



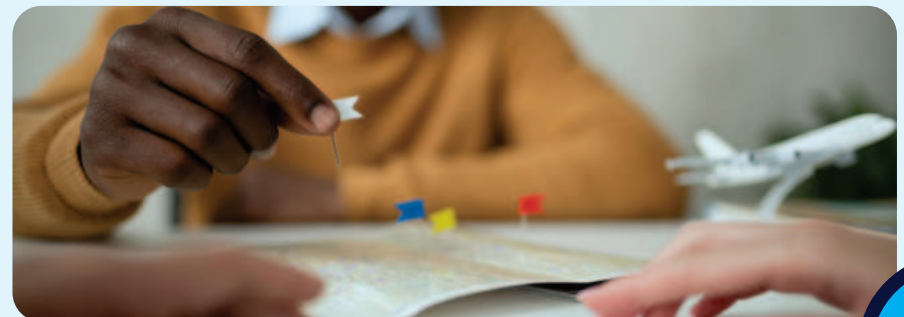
Peer2Peer sessions and CEO breakfasts encouraged dialogue and collaboration



New platforms included Women Uplifting Women and Lekgotla, focused on men's health.

100 sales agents were trained in the

Certificate of Proficiency in short-term and long-term insurance, achieving a 90% pass rate.



// We believe that our business only succeeds when each employee is supported to thrive – professionally, personally, and as valued member of the Bayport family. //

Material Topics

Material Issue	Key Area of Impact	Strategic KPIs	2022 Results	2023 Results	2024 Results	Target
Diversity, equity and inclusion	Local, diverse, equal teams	% Female - total	64%	65%	66%	40%
		% Female - executive management	33%	43%	43%	30%
		% Female - middle management	77%	71%	63%	40%
		Gender pay gap	40%	43%	40%	Decreasing
		% executive management from local community	100%	100%	100%	95%
Talent attraction and retention	Talent attraction, retention and development	Total voluntary attrition	2%	6%	5%	<20%
		Average learning hours/employee	1.9	14.4	6.2	1hr/quarter
Employee engagement	Employee welfare and empowerment	Number of open townhalls per year	4	4	4	4
		Employee Net Promoter Score (eNPS)	-0.27	-	-43.14	≥25
		Employee Net Promoter Score (eNPS) participation	94%	-	67.10%	90%
		Annual cultural assessment	100%	-	-	100%
		Top employer accreditation	-	-	-	Obtained

Employee Profile & Workforce Trends

DEMOGRAPHICS	2022	2023	2024
Full-time employee's vs agents			
Total full-time employees	120	129	156
% female	64%	65%	66%
Total agents	294	275	344
% female	69%	67%	71%
Local vs international hire at Exco level-Executive management from local community			
Total executive managers	7	7	7
% local hire	100%	100%	100%
New employee hires vs employee turnover			
Total full-time employees	120	129	156
New hires	12	27	54
Leavers	14	14	27
Turnover %	12%	12%	19%

In 2023, we continued to build a diverse, agile, and future-ready workforce. Our total headcount rose by 21% from 129 in 2023 to 156 in 2024, showing strategic growth and investment in human capital.

Female representation remained steady at 66%, while women continued to hold 43% of executive leadership positions – reflecting our sustained focus on inclusive leadership development.

- 66% of employees were women, with 43% holding executive roles, reinforcing our commitment to inclusive leadership
- Female management representation declined from 71% to 63%; pipeline strategies are being reviewed to address this gap
- Average employee tenure increased to 10.4 years, indicating strong engagement and organisational culture
- Youth representation rose to 69% under age 35, supported by graduate internships and entry-level hiring
- The permanent-to-contract ratio shifted from 78:22 to 67:33, enhancing workforce agility
- 14% of employees were promoted in 2024, 90% of whom were women, reinforcing our focus on internal mobility and equitable advancement

These trends highlight our ongoing efforts to attract, retain, and grow talent while advancing gender and generational diversity across the organisation.

Key Human Capital Policies

Our human capital policies are designed to foster a supportive, inclusive, and performance-driven workplace. In 2024, we strengthened our commitment to employee wellbeing, engagement, and development by introducing and updating a range of policies aligned with both operational efficiency and evolving needs of our workforce.

Our human capital policies are designed to foster a supportive, inclusive, and performance-driven workplace. In 2024, we strengthened our commitment to employee wellbeing, engagement, and development by introducing and updating a range of policies aligned with both operational efficiency and evolving needs of our workforce.

- A new Transfer Policy formalised fair, transparent internal mobility, supporting employee growth and organisational agility.
- The Leave Policy was amended to extend study leave from one to three days (including two for exam preparation), reinforcing our commitment to continuous learning.
- The Sexual Harassment Policy was revised and rolled out through mandatory training with a 96% completion rate. No formal cases were reported in 2024, highlighting the impact of preventative education and accessible reporting via strengthened confidential channels.
- A Board-approved HIV/AIDS Policy was introduced, addressing awareness, support, and non-discrimination in line with health equity principles.
- Policies on Travel, Overtime, and Digital Conduct were updated to enhance safety, privacy, and budget alignment, including adherence to Botswana's Data Protection Act.

Our Human Capital policy lifecycle is underpinned by strong governance. All policies are reviewed every two years and approved by the Board and the ARC Committee to ensure compliance with local labour laws, ESG standards, and internal governance frameworks. In 2024, there were no reported labour law violations, and policy awareness training remained active across the business.

Employee value proposition

We believe that our business only succeeds when each employee is supported to thrive – professionally, personally, and as valued member of the Bayport family. In 2024, we enhanced our Employee Value Proposition (EVP), through:

Core Benefits

- Block leave options, providing flexibility and time for meaningful rest
- Expanded access to wellness initiatives
- Strengthened employee voice through “Ask Sinclair” and “Breakfast with the CEO” sessions”. Flexible Shift Work: promotes better balance between personal and professional responsibilities.
- Duvet Days: Incentivized rest days for top-performing sales staff, in alignment with our Leave Policy.
- Medical aid: 50% employer contribution to partnered schemes.
- Pensions scheme: 10% employer for all permanent employees.
- Group life insurance: 100% company covered life, disability, and critical illness protection.
- Group funeral scheme: Lump-sum benefit for member, spouse, or child funeral expenses.
- Employee Assistance Program (EAP): Confidential counselling and life management services in partnership with Lyra.
- Sick Bay: a private recovery area for unwell staff.

Key Human Capital Policies Continued

Non-Core Benefits

- Group Motor vehicle insurance: Access to affordable vehicle cover, including theft and accident protection.
- Subsidized Loans: Low-interest loans through local commercial bank partnerships.
- Bayport Health Club: On-site gym available for all employees.
- Care packages: Get-well baskets and fruit hampers for employees on medical leave, reinforcing our culture of care and solidarity.
- Mamas and Papas Area: A child-friendly zone to support working parents with young children.
- Entertainment Lounge: Recreational space with games and leisure activities.
- New parent packages: Gift sets of newborn essentials to welcome the children of Bayport employees.



Diversity, Equity & Inclusion

At Bayport, diversity, equity, and inclusion (DEI) remain integral to our people strategy and organizational culture. In 2024, we advanced a series of initiatives that fostered a workplace where difference is valued, equity is practiced, and inclusion is evident in daily operations and decision-making. Our DEI approach is both values-driven and business-aligned, ensuring that all employees feel respected, empowered, and able to contribute meaningfully to our success.

Gender Equity and Representation

We maintained a healthy gender balance across the business in 2024:

- 65% of the total workforce was female
- 35% of executive management positions were held by women

We are committed to gender representation at all levels, and are aligned with the global 2X Challenge criteria, which prioritizes women's economic empowerment in leadership, employment, and value chain participation.

Ongoing efforts to removing systemic barriers to female advancement ensure that all policies and programs are gender-sensitive and equitable in impact.

Pay Equity

Internal pay equity (equal work from equal pay) is maintained and monitored through the remuneration review cycle.

- Gender pay gap ratio (male remuneration: female remuneration): 40%

Workplace Conduct and Anti-Harassment

Maintaining a safe, respectful, and harassment-free workplace is central to our employee value proposition and compliance obligations.

In 2024:

- Our Sexual Harassment Policy was reinforced through mandatory training for all employees
- The training included a compulsory assessment with a minimum pass mark of 80%, ensuring accountability and comprehension
- A 96% completion rate was achieved, demonstrating strong organisational engagement and commitment
- Confidential reporting mechanisms were strengthened, including the enforcement of the NAVEX Ethics Line, offering anonymous and protected reporting channels for all staff

These efforts form part of our zero-tolerance approach to any form of harassment or discrimination and align with broader ESG governance requirements around workplace conduct, safety, and inclusion.

Culture-Building and Inclusion Campaigns

To promote belonging and celebrate the diversity within our organisation, we delivered several inclusive culture-building programs throughout the year.

Women's Day 2024 was commemorated with a 92% employee participation rate. The event featured:

- Storytelling and recognition of women at Bayport
- A visual collage campaign circulated through our internal Corporate LAN Advertising (CLA) platform, showcasing individual journeys, achievements, and contributions

Talent Attraction, Development & Retention

Our approach to talent management is grounded in cultivating a purpose-driven, high-performance culture. In 2024, we focused deliberately across the entire employee lifecycle –from recruitment and onboarding to development, recognition, and retention. This integrated approach reflects our commitment to building a resilient, capable, and future-ready workforce that aligns with our long-term strategic goals.

Recruitment and onboarding

Our recruitment policy is anchored in the principles of fairness, merit, and equal opportunity, with no discrimination based on gender, religion, age, or creed. All hiring decisions are based on qualifications, aptitude, and business need.

In 2024, we welcomed 54 new hires (61% female), demonstrating our continued growth and ability to attract high-calibre talent. As part of our efforts to ensure consistency and engagement from day one, we initiated the development of an induction manual, which will streamline the onboarding process and equip new employees with a strong foundation in Bayport's values, operations, and performance culture.

We also scaled our internship program, onboarding 12 interns (42% female) who were deployed across departments; a 75% increment from 2023. This reflects our commitment to youth employment and providing work-integrated learning opportunities that support Botswana's national development goals.

Learning and Development

Bayport's learning culture is underpinned by continuous skills enhancement, regulatory compliance, and inclusive access to training. In 2024, we delivered a broad portfolio of technical, digital, and leadership development programs, upskilling 171 employees.

Training Highlights:

- Female employees received 45,684 training hours, while male employees recorded 26,649 hours
- Average staff training hours per annum decreased by 57%, from an average of 14.4 hours in 2023 to 6.2 hours in 2024. The sharp decrease was due to the reduction of total trainees recorded in 2023 vis-à-vis total trainees in 2024.

Key programmes included:

- Live2Lead Conference
- Basic Payroll Training
- Taxation for Financial Services
- Industrial Relations
- Certificates of Proficiency (COP) in Short-Term and Long-Term Insurance

These initiatives strengthened both regulatory competencies and professional readiness across the business

	2023	2024
Total Trainings conducted	6	11
Total number of Trainees	327	171
% Female Trainees	66%	63%
Training Hours Per Person	14.4	6.2
Training Hours Per Person	67,153.80	44,322.98

Certificate of Proficiency (COP) – Sales Agent Training

In alignment with regulatory requirements and our commitment to professionalisation, Bayport invested USD 28,640.16 to train 100 sales agents in Short-Term Insurance in 2024.

Year	Course type	No. of enrolled agents	Pass Rate
2021	Long term Insurance	100	75%
2022	Long term Insurance	100	76%
2023	Short Term Insurance	100	88%
2024	Short Term Insurance	100	90%

Performance Management

Bayport maintains a robust performance management framework that links individual KPIs to the company's three-year strategic pillars. KPIs are set annually and cascaded from leadership to all levels of the business, ensuring organisational alignment and focused execution.

- Mid-year and year-end performance reviews are mandatory and saw over 95% employee participation in 2024.
- Employees with consistent underperformance over a three-month period are placed on Performance Improvement Plans (PIPs) to support their return to optimal performance

In 2024:

- 24 employees were placed on PIPs
- 23 employees were reintegrated into the performance cycle, and 1 voluntarily exit was recorded.

Our People

Talent Attraction, Development & Retention Continued

This structured and developmental approach reflects our commitment to accountability, continuous improvement, and talent retention.

Succession Planning and Leadership Pipeline

To build internal leadership capacity, Bayport established the Management Committee (MANCO) — a succession planning forum comprising 25 high-potential employees identified as the next generation of leaders. Gender representation within MANCO was 64% female (16) and 36% male (9). This structure complements our broader people strategy by fostering bench strength, continuity, and institutional knowledge transfer.

By aligning recruitment with long-term capability needs and fostering a culture of learning, career growth recognition, and wellbeing, we continue to attract, develop, and retain talent in a way that strengthens both organizational resilience and individual fulfilment.



Employee Engagement

At Bayport Botswana, employee engagement is recognized as a strategic enabler of performance, retention, and organizational culture. In 2024, we intensified our efforts to build a connected, motivated, and high-morale workforce through initiatives that prioritized leadership visibility, appreciation, open communication, and cross-functional collaboration.

Engagement Survey

We conducted a dipstick engagement survey to assess employee sentiment across key engagement dimensions:

- Work environment
- Recognition and appreciation
- Learning and development
- Work-life balance

Findings revealed strong morale and a sense of belonging, with some improvement areas identified — particularly in recognition and professional development.

To further explore these themes, we hosted a series of departmental focus group sessions, creating safe spaces for employees to voice concerns, share ideas, and suggest improvements. These inputs guided the development of new engagement interventions and strengthened our culture of transparency.

Leadership Engagement Channels

Leadership accessibility and proactive communication remained central to our engagement strategy. In 2024, we leveraged multiple platforms to promote dialogue and foster strategic alignment:

- **Quarterly Town Halls:** Achieved a 90% attendance rate, reinforcing alignment across departments and encouraging cross-functional collaboration.
- **Breakfast with the CEO:** Over 100 employees participated in this open forum, which fostered two-way dialogue and increased visibility of strategic priorities.
- **"Ask Sinclair" Platform:** Provided employees with a direct channel to raise questions or suggestions to the CEO, promoting inclusive leadership and responsiveness.

These touchpoints nurtured a culture of trust, clarity, and employee voice across the organization.

Employee recognition & appreciation

Recognition is embedded into our organizational culture as a driver of motivation and pride. In 2024, we expanded our appreciation efforts through both individual accolades and long-service awards.

Through the Realeboga Appreciation Programme, four employees were honoured for outstanding contributions, reinforcing our culture of frontline excellence. The Employee of the Year received a professional development bursary and was featured on the Realeboga Wall of Fame as a symbol of inspiration.

We also celebrated seven employees for reaching their 10-year service milestone, each receiving a personalised award, branded merchandise, and a monetary token of appreciation.

These initiatives underscore our commitment to valuing dedication, boosting morale, and strengthening long-term retention.

Team Building

Our company-wide team building event saw 97% staff participation, serving as a key moment to strengthen internal bonds, build cohesion, and celebrate team achievements. Bayport's men's and women's football teams also participated in the All Banks 5-Aside League, showcasing not only our competitive spirit but also promoting interdepartmental camaraderie, wellness through sport, and external stakeholder engagement and community visibility.

These activities reflected our belief that employee engagement extends beyond the desk — into shared experiences that build loyalty, morale, and cultural identity.

These engagement and recognition efforts contributed to exceptional workforce stability, with our 2024 annual turnover rate averaging just 2.75%, well below the 15% threshold — a strong indicator of employee satisfaction, retention, and connection to purpose.

Our People

Employee Wellness

In 2024, we strengthened our commitment to employee well-being by delivering inclusive, holistic wellness initiatives that supported physical, mental, and emotional health.

Over 60% of employees participated in voluntary health screenings, including HIV/AIDS testing, reinforcing our emphasis on preventive care. The Bayport Health Club was reintroduced with energizing aerobics launch, anchoring our focus on long-term physical wellness.

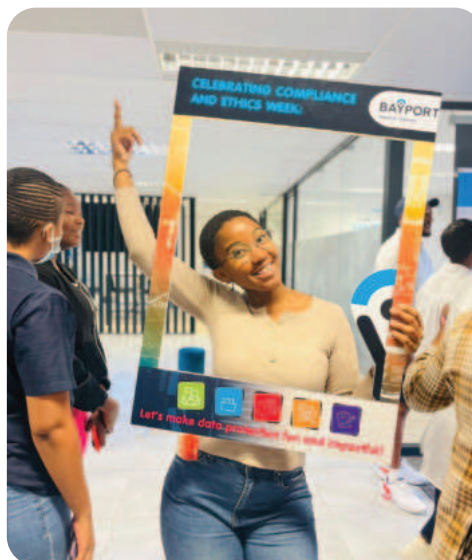
Key initiatives included:

- Biggest Loser vs. Biggest Gainer Challenge: Achieved 40% staff participation, up from 33% participation in 2023.
- Diacore Marathon: Engaged 35% of employees, promoting physical activity and team spirit.
- ICAS mental health refresher sessions: Delivered company-wide to broaden access to emotional well-being resources.

We also hosted Movember – Men's Health Day on 26th November 2024, offering:

- On-site prostate cancer screening
- A medical health talk
- A safe, inclusive platform to engage on men's health topics

These initiatives reflect our integrated approach to wellness—ensuring that all employees feel supported in their journey toward better health, resilience, and engagement.



Women's Day



What We Love about Women

- Loving, supportive, Compassionate. The big heart. She is very funny. Love and Guidance.
- Love and Guidance. She is my life pillar. Patient and Kindhearted.
- Women are fun, beautiful and loving... just like flowers they brighten the world.
- She is selfless and a confident.
- Unconditional love. They are nurturing, loving, dependable, astute, intuitive, tenacious.
- She is a self-sacrificing, nurturing, responsive and empathetic beautiful flower.
- She brings a different dimension into my life. She fills up the emptiness in my inner self and stood by me when I needed her most... oh boy I could go on and on.

your future now
BAYPORT
FINANCIAL SERVICES

Inspirational Message for Inspirational Women

- The world is your oyster - you can achieve anything you want you set your mind to, and you can do it with high heels on :-)
- Mosadi ke thoti ya sechaba and so keeping doing the good and keep holding it together for the benefit of your loved ones.
- Her heart is of pure Gold, her soul lights up the world, that is why she displays a beautiful character. The world needs her.
- "The loveliest masterpiece of the heart of God is the heart of a mother." - Priscilla Mokgat
- I love you and appreciate all that you have done for me or continue to do for me. Keep reaching for the stars and beyond.
- Your kindness, your warmth, and your care have meant everything to me mum. I am so grateful to have you as my mother, and I love you with all my heart and soul. I am so blessed to have you as my mother. I love you mum.
- Behind every great woman... is another great woman. I am these woman because of you.
- You're not just sunshine on a cloudy day; you're the strength that brightens my life. Keep shining my love.
- Your sacrifices and hard work do not go unnoticed. I will forever be grateful. Thank you for being a wonderful mother and grandmother to your first grandchild.

your future now
BAYPORT
FINANCIAL SERVICES

Towards the future



Our business

Our future is anchored in sustainable growth, digital innovation, and ethical governance. Informed by the lessons of the past and shaped by emerging opportunities, our strategic outlook is focused on strengthening governance, enhancing operational agility, and deepening stakeholder engagement.

In 2025, we will continue to prioritise robust compliance, effective risk management, and sound internal controls, ensuring that business risks are proactively monitored and managed across all levels of the organisation. Emphasis will be placed on the enforcement of the Data Protection Act (2024), with the Governance, Risk & Compliance (GRC) team leading implementation and ensuring full compliance.

Our ESG mandate will be further advanced through the continued digitalisation of service delivery, reducing reliance on brick-and-mortar infrastructure and lowering our carbon footprint. This shift not only enhances accessibility for customers in remote areas but enables seamless access to services such as self-origination, quotation generation, document uploads, and financial literacy resources—via a unified digital-branch experience.

While macroeconomic pressures remain a strategic challenge, Bayport will implement a multi-pronged resilience strategy to preserve competitiveness, optimise resource allocation, and protect market share in a volatile external environment.

Our customers

Bayport is building a future where every customer feels heard, supported, and empowered. In 2025, the Customer Experience and Insights (CXI) department will operationalise a “WoW Experience” anchored in service excellence, empathy, and responsiveness. Guided by our core pillars—Client Ownership, Real-Time Feedback, Standardised Service, Sustainable Improvement, Accountability, Timely Service, and Collaborative Partnerships—our CXI strategy will embed customer-centricity into every interaction and process. Initiatives such as “Moments That Matter” will continue to strengthen emotional connection with clients by marking key milestones in their financial journeys, from achievements to moments of vulnerability. A new Standardised Onboarding Process

for Agents, featuring customer experience assessments, will ensure consistency and accountability across service channels. In 2025, we will also deepen our focus on personalised solutions, leveraging client insights to drive relevance, trust, and long-term value.

Our people

In line with our future-focused talent strategy, Bayport will invest in leadership development, diversity and inclusion, and workforce analytics to build a resilient, high-performing, and values-driven organisation.

Key 2025 priorities include:

- Launching leadership acceleration programs and enhancing succession planning to strengthen our future talent pipeline.
- Implementing cross-functional rotation programmes to boost internal mobility and broaden capabilities.
- Updating our Employee Value Proposition (EVP) to reflect a purpose-driven, flexible, and sustainability-conscious workplace.
- Conducting a gender pay equity analysis to ensure fairness and inclusion in compensation practices.

We will also expand access to digital learning through self-paced platforms, embedding continuous development into our organisational culture. ESG principles will be integrated into onboarding and performance management systems—aligning individual contributions with our broader sustainability goals. These strategic investments will ensure that our people remain engaged, equipped, and inspired to drive Bayport’s long-term success.

Closing message

// Change is never linear—it requires clarity, courage, and collaboration. Our people have been the true champions of this journey, driving ESG progress with accountability, insight, and resilience. //

Bayport Botswana's ESG journey, initiated in 2022 under the leadership of BML, has been one of continuous learning, integration, and transformation. With technical guidance and strategic oversight, we've embedded sustainability into core operations—aligning purpose with performance. Change is never linear—it requires clarity, courage, and collaboration. Our people have been the true champions of this journey, driving ESG progress with accountability, insight, and resilience.

In 2024, our ESG reporting reached new heights. We advanced carbon footprint tracking, strengthened supply chain oversight, and launched impact-driven lending products—most notably, the Kgarebe Loan, aligned with the 2X Challenge, to empower women and promote financial independence. While its rollout presented challenges, our commitment to gender equality and inclusive finance remains unwavering.

Our employees have also led the way in community impact—through initiatives like neonatal donations to Princess Marina Hospital and outreach in Otse—demonstrating the depth of our social commitment. Internally, we continued to strengthen our Employee Value Proposition (EVP) and wellbeing policies, ensuring people remain at the centre of our strategy.

We further embedded ESG into our governance by integrating key ESG KPIs into performance reviews and maintaining oversight through assurance functions that promote ethical leadership and transparency.

Looking ahead, we aim to scale environmental efforts, with initiatives like Paper Cut and further investment in green energy and digital innovation. These actions will help us close 2024 gaps and accelerate our sustainability ambitions.

Our ESG commitment is anchored in expanding digital access, promoting inclusive lending, and driving long-term environmental and social value. We thank all stakeholders—staff, customers, partners, regulators, and funders—for walking this journey with us.

Together, we move forward—sustainably.

Nothando Ndebele
Bayport Africa CEO



GRI Index

"Statement of use Bayport Financial Services Botswana] has reported the information cited in this GRI content index for the period[01 January 2024 to 31 December 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Bayport Financial Services (Botswana) (Pty) Ltd Plot 22, Khama Crescent Main Mall Gaborone P.O. Box 2554 AAD Gaborone, Botswana Pg 9: Company Overview
	2-2 Entities included in the organization's sustainability reporting	The scope of our ESG report focuses solely on Bayport Botswana. Pg 6: About this report.
	2-3 Reporting period, frequency and contact point	Pg 6: About this report.
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Pg 6: External Assurance
	2-6 Activities, value chain and other business relationships	Pg 9: Company overview Pg 14: Measuring Our Economic & Social Impact Pg 15: Value Creation & Allocation Pg 33: Supply Chain Management
	2-7 Employees	Pg 44: Employee Profile & Workforce Trends
	2-8 Workers who are not employees	Pg 34: Stakeholder Engagement Pg 49: Employee Profile & Workforce Trends
	2-9 Governance structure and composition	Pg 16: ESG Governance Structure Pg 24: Governance Structure and Oversight
	2-10 Nomination and selection of the highest governance body	Pg 24: Governance Structure and Oversight
	2-11 Chair of the highest governance body	Pg 8: Message from the Chairperson Pg 16: ESG Governance Structure Pg 24: Governance Structure and Oversight
	2-12 Role of the highest governance body in overseeing the management of impacts	Pg 16: ESG Governance Structure Pg 16: Board & Executive Oversight of ESG risks and opportunities
	2-13 Delegation of responsibility for managing impacts	Pg 16: Board & Executive Oversight of ESG risks and opportunities

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Pg 16: ESG Governance Structure Pg 16: Board & Executive Oversight of ESG risks and opportunities
	2-15 Conflicts of interest	Pg 27: Conflict of Interest Policy
	2-16 Communication of critical concerns	Pg 30: Grievance mechanisms Pg 40: Complaints Resolution
	2-17 Collective knowledge of the highest governance body	Pg 24: Governance Structure and Oversight
	2-18 Evaluation of the performance of the highest governance body	Pg 26: Board Development, Evaluation and Remuneration
	2-19 Remuneration policies	Pg 26: Board Development, Evaluation and Remuneration
	2-20 Process to determine remuneration	Not reported on
	2-21 Annual total compensation ratio	Pg 48: Our People: Material Topics Pg 50: Pay Equity
	2-22 Statement on sustainable development strategy	Pg 8: Message from the Chairperson Pg 9: Message from the CEO Pg 17: ESG Strategy Pg 17-20: Impact Areas & Alignment wih UN SDGs
	2-23 Policy commitments	Pg 27: Code of Ethics and Business Conduct Pg 27: Conflicts-of-Interest Policy Pg 29: Anti-Bribery and Corruption (ABC) Pg 29: Fraud Risk Management Pg 30: Whistleblowing: EthicsPoint (NAVEX) Pg 32: Tax and Regulaory Engagement Pg 33: Governance and Policy Framework Pg 39: Client Protection Charter Pg 40: Agent Code of Conduct Pg 49-50: Key Human Capital Polcies Pg 50: Workplace Conduct and Anti-Harassment Pg 50: Diversity,Equity and Inclusion Policy Pg 51: Recruitment and Onboarding Pg 50: Performance Management
	2-24 Embedding policy commitments	Pg 27: Code of Ethics and Business Conduct Pg 28: Control Framework Pg 28: Promoting a culture of integrity Pg 31: Strengthening Risk Culture Pg 33: Information and Data Privacy

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Pg 27: Conflict of Interest Policy Pg 28: Control framework Pg 30: Grievance mechanisms Pg 30: Whistleblowing: EthicsPoint (NAVEX) Pg 40: Complaints resolution
	2-26 Mechanisms for seeking advice and raising concerns	Pg 30: Grievance Mechanisms Pg 30:Whistleblowing: EthicsPoint (NAVEX) Pg 50: Workplace Conduct and Anti-Harassment Pg 52: Leadership Engagement Channels Pg 52: Team Building
	2-27 Compliance with laws and regulations	Pg 26: Audit, Risk & Compliance Committee (ARC) Pg 28: Compliance
	2-28 Membership associations	Pg 13: Membership Association: Botswana Micro-finance association.
	2-29 Approach to stakeholder engagement	Pg 34: Stakeholder Engagement
	2-30 Collective bargaining agreements	N/A
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pg 11: Theory of Change Pg 17: ESG Strategy Pg 17-20: Impact Areas & Alignment wih UN SDGs
	3-2 List of material topics	Pg 10: Theory of Change Pg 17: ESG Pillars & Material Topics Pg 17-20: Impact Areas & Alignment wih UN SDGs
	3-3 Management of material topics	Pg 17-20: Impact Areas & Alignment wih UN SDGs Pg 21: ESG KPIs & Targets Pg 11: Theory of Change: Impact Pg 23: Our Business: Material Topics Pg 37: Our Customers: Material Topics Pg 47: Our People: Material Topics
GRI 101: Biodiversity 2024	01-1 Policies to halt and reverse biodiversity loss	Not applicable
	101-2 Management of biodiversity impacts	Not applicable
	101-3 Access and benefit-sharing	Not applicable
	101-4 Identification of biodiversity impacts	Not applicable
	101-5 Locations with biodiversity impacts	Not applicable
	101-6 Direct drivers of biodiversity loss	Not applicable
	101-7 Changes to the state of biodiversity	Not applicable
	101-8 Ecosystem services	Not applicable

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Not applicable
	102-2 Climate change adaptation plan	Not applicable
	102-3 Just transition	Not applicable
	102-4 GHG emissions reduction targets and progress	Not Reported
	102-5 Scope 1 GHG emissions	Not Reported
	102-6 Scope 2 GHG emissions	Not Reported
	102-7 Scope 3 GHG emissions	Not Reported
	102-8 GHG emissions intensity	Not applicable
	102-9 GHG removals in the value chain	Not applicable
	102-10 Carbon credits	Not applicable
GRI 103: Energy 2025	103-1 Energy policies and commitments	Not applicable
	103-2 Energy consumption and self-generation within the organization	Not applicable
	103-3 Upstream and downstream energy consumption	Not applicable
	103-4 Energy intensity	Not applicable
	103-5 Reduction in energy consumption	Not applicable
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not Reported
	202-2 Proportion of senior management hired from the local community	Pg 49: Employee Workforce & Trends
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not applicable
	203-2 Significant indirect economic impacts	Pg 14: Measuring our Economic & Social Impact Pg 15: Value Creation and Allocation Pg 17-20: Impact Areas & Alignment with UN SDGs Pg 21: ESG KPIs & Targets Pg 37: Our Customer: Material Topics Pg 38: Customer Profiles and Segments Pg 39: Financial inclusion and innovation: Gender Pg 41: Financial Awareness & Wellness Pg 37: Empowerment: The 2X challenge & Kgarebe Loan
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Pg 33: Local Sourcing and Procurement Governance

GRI STANDARD	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Pg 26: Audit, Risk & Compliance Committee (ARC) Pg 29: Financial-Crime Prevention: ABC, AML & Fraud Pg 29: Fraud Risk Management
	205-2 Communication and training about anti-corruption policies and procedures	Pg 29: Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) Pg 29: Fraud Risk Management Pg 29: Our Business: Awareness and Training
	205-3 Confirmed incidents of corruption and actions taken	Pg 29: Fraud Risk Management Pg 30: Whistleblowing: EthicsPoint (NAVEX)™
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Pg 38: Responsible Marketing and Anti-Competition
GRI 207: Tax 2019	207-1 Approach to tax	Pg 32: Oversight and Accountability Pg 32: Tax Policy
	207-2 Tax governance, control, and risk management	Pg 32: Oversight and Accountability Pg 32: Tax Policy Pg 32: Regulatory Engagement
	207-3 Stakeholder engagement and management of concerns related to tax	Pg 32: Oversight and Accountability Pg 32: Regulatory Engagement
	207-4 Country-by-country reporting	Not applicable
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not applicable
	301-2 Recycled input materials used	Not applicable
	301-3 Reclaimed products and their packaging materials	Not applicable
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not applicable
	303-2 Management of water discharge-related impacts	Not applicable
	303-3 Water withdrawal	Not applicable
	303-4 Water discharge	Not applicable
	303-5 Water consumption	Not applicable
GRI 306: Effluents and Waste 2016	306-3 Significant spills	Not applicable

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Not applicable
	306-2 Management of significant waste-related impacts	Not applicable
	306-3 Waste generated	Not applicable
	306-4 Waste diverted from disposal	Not Reported
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Not applicable
	308-2 Negative environmental impacts in the supply chain and actions taken	Not applicable
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pg 48: Our People: Material Topics Pg 49: Employee profile & Workforce Trends
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pg 49: Employee Value Proposition
	401-3 *for us*-Write a statement on parental leave	Not reported. While we do have policies in place,no changes were made to the policy in 2024.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not Reported
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our occupational health and safety management system falls within our risk management framework,encompassing employee health, safety, and incident reporting. Guided by a comprehensive emergency response plan, we focus on preparedness, response,and recovery strategies, including procedure execution, information,sharing, and coordination during emergencies. Pg 53: Employee Wellness
	403-2 Hazard identification, risk assessment, and incident investigation	Employee health and safety, including incident reporting, are encompassed within our risk management policies and framework. We conduct internal health and safety risk assessments to identify and evaluate potential impacts on employees. In certain operational countries, these risk assessment reports are submitted to regulatory authorities as required.
	403-3 Occupational health services	Not Reported
	403-4 Worker participation, consultation, and communication on occupational health and safety	The occupational health and safety, and crisis management teams that oversee our emergency response plans, comprise both management and worker representatives. Our quarterly town halls provide a platform for two-way communication on HSE matters.
	403-5 Worker training on occupational health and safety	Not Reported

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Material Issues: Our People
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not reported on
	403-8 Workers covered by an occupational health and safety management system	100% of employees are covered by our relevant occupational health and safety management policies, procedures and benefit-Workmens compensation. Pg 49: Employee value proposition- Standard benefits
	403-9 Work-related injuries	Not reported on
	403-10 Work-related ill health	Not reported on
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Pg 51: Learning and Development: Training Highlights
	404-2 Programs for upgrading employee skills and transition assistance programs	Pg 51: Learning and Development: Training Highlights Pg 52: Succession planning and Leadership Pipeline
	404-3 Percentage of employees receiving regular performance and career development reviews	Pg 51: Performance management
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pg 21: ESG KPIs Pg 24: Governance Structure and Oversight Pg 24: Board Members & Executive Leadership
	405-2 Ratio of basic salary and remuneration of women to men	Pg 48: Our People: Material Topics Pg 50: Pay Equity
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Pg 50: Workplace Conduct and Anti-Harassment
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not Reported
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	We strictly prohibit the use of forced or child labour and human trafficking in our operation.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	We strictly prohibit the use of forced or child labour and human trafficking in our operation.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not applicable

GRI STANDARD	DISCLOSURE	LOCATION
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pg 34: Stakeholder Engagement Pg 41: Financial Awareness and Wellness Pg 41: Youth Financial Literacy Outreach Pg 45: Customer Engagement Pg 46: Economic Contribution to Society
	413-2 Operations with significant actual and potential negative impacts on local communities	We seek to contribute to the social and economic development of communities. In furthering its mission, Bayport Botswana has not participated in activities with actual or potential negative impacts on local communities.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not Reported
	414-2 Negative social impacts in the supply chain and actions taken	Not Reported
GRI 415: Public Policy 2016	415-1 Political contributions	We did not make any donations to any political party or other political organisation during the year.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pg 16: Board & Executive Oversight of ESG Risks and Opportunities Pg 11 Every Bayport loan is sold with compulsory credit life insurance that covers the outstanding debt on a customer's loan under specific circumstances.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There have been no incidents of non-compliance concerning the health and safety impacts of products and services during the reporting period.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Pg 40: Responsible Marketing and Anti-Competition
	417-2 Incidents of non-compliance concerning product and service information and labeling	Pg 40: Responsible Marketing and Anti-Competition
	417-3 Incidents of non-compliance concerning marketing communications	Pg 40: Responsible Marketing and Anti-Competition
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pg 41: 2024 Complaints Overview and insights

A large circular collage composed of various images related to Botswana, including landscapes, people, and traditional crafts. The collage is divided into segments of different shades of blue and black. In the center is a white circle containing contact information.

Contacts

Kabo L. Tladi
Head of Corporate Affairs & ESG
BW_ESG@bayport.co.bw
+267 71 310 281

Bayport Financial Services
Plot 22, Khama Crescent,
Main Mall,
Gaborone,
Botswana