

Our People

Our people, our heritage

The Tuen Mun river flows through Hong Kong's picturesque western New Territories and at its mouth lies the district that has been our home for more than 35 years. Tuen Mun was formerly populated by Tanka fishermen living on boats and even three decades ago the area was almost all green space, with only a few developments in what was still a village.

Jobs were then very limited, but GIC provided the small but growing population great opportunities for stable work. Local school graduates joined and built up careers, climbing the corporate ladder, with a number still working here today. Experienced chemists, engineers and other specialist talent were also crucial hires, some moving into the growing neighbourhood. One characteristic they all shared then – and to this day – is pride in working for Hong Kong's most historic manufacturing company.



Our People Today

Employee Benefits, Successes and Challenges

As of the end of 2016, GIC's Hong Kong Division employed 355 full time staff across a wide array of job roles and functions. They benefit from support, policies and initiatives which are some of the most competitive and generous in the manufacturing sector, going well beyond compliance with government legislation.



Do utmost to support colleagues to retain a **healthy work-life balance**, by offering:

- ✓ A minimum of 11 days of annual leave to a maximum of 16 or 21 days according to years of service and grading
- ✓ General holidays rather than statutory holidays
- ✓ More paid sick leave and maternity leave
- ✓ Paternity Leave implementation prior to government ordinance



Ensure colleagues receive industry-leading **travel and other benefits**:

- ✓ Company coaches between our plant and various locations on a regular time schedule
- ✓ Free parking spaces to all staff
- ✓ A 24-hour subsidized canteen where \$8 meals are supplied

At GIC, we...

Truly care for colleagues' well-being, by offering:

- ✓ An in-house clinic
- ✓ An out-patient and hospitalization scheme for both staff and their dependents
- ✓ Trained clinical psychologists through employment assistance programme



Foster a professional work environment, but also **fun with events** including:

- ✓ Excellent quality birthday buffet / luncheon talks
- ✓ Christmas party, sporting events such as mini-soccer competition, basketball competition, etc
- ✓ Company day trips to WWF, Tsz Shan Monastery, etc for staff and families



Leung Yu Kei

Senior Electrical Foreman



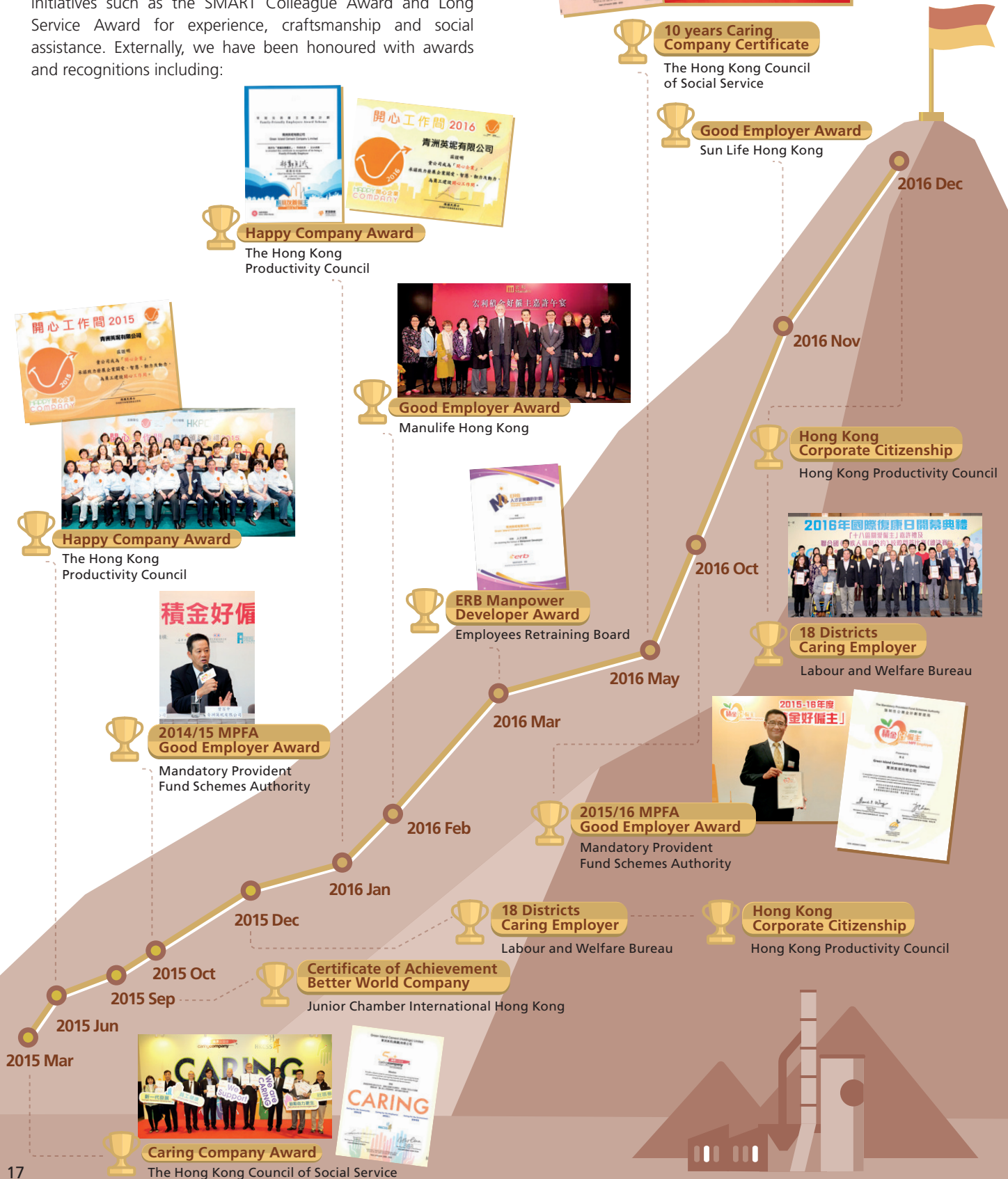
When you are here, you never want to leave. I used to work at GIC as a contractor so was glad to be invited to join them full time. My supervisor is very nice and fair with the team, the fringe benefits such as the company coach and subsidized lunches are good, while the position also offers a stable income.

No other plant offers general public holidays, overall I work happily here and my colleagues are all good, even though sometimes deadlines can be tight. I also always go hiking with my colleagues in the "Green Island Hiking Group".



Achievements and Successes

We are immensely proud to have been consistently recognized by our industry, our peers, government departments and other organizations. Internally we recognize our colleagues through initiatives such as the SMART Colleague Award and Long Service Award for experience, craftsmanship and social assistance. Externally, we have been honoured with awards and recognitions including:



Challenges

While we are immensely proud of our colleagues, we are also realistic in recognizing the challenges we face together.

With an ageing staff population, we are very mindful of the potential loss of craftsmanship and knowledge as colleagues reach retirement age. We strive to ensure that unique skills, learning, best practice and experience are passed on to the next generation of the workforce by 2027.

There are also potential impacts on our business and people given the wider demographic of Hong Kong's ageing population. We recognize that we need to develop mechanisms which make us known – within and outside our industry – as an employer of choice.

Working here at GIC needs a combination of employee attributes including a desire to be creative, to move around and potentially change roles, as well as being interested and inspired by problem solving. As a company which constantly looks to innovate and challenge, we look for people happy to do likewise. Overall, the open culture amongst our staff means that we look out for one another and truly work as team.



Kwok Ying Ming

Senior Charge Mechanical Supervisor

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When I joined GIC I was employed as a mechanic in the Maintenance Department. At the time I had no experience with conveyor belts, but learnt this expertise from different contractors. Now I've become Head of the Conveyor Belt Team meaning that I supervise operations and oversee the installation and repair of all conveyor belts throughout the Plant.

I have practiced mentoring by passing my expertise in conveyor belts to team members who have since become Area Supervisors in charge of the Raw Mill and Ship Unloader. I'm now selecting more young people in the Plant to teach, as talented people can learn the basic techniques in three years. I treat them as brothers and sons. I love the tools and equipment and treat them with the greatest respect.

Overall I am sure that my expertise can be passed to the next generation. I'm very happy working here for GIC and I have good bosses and partners.

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Showing remarkable commitment and loyalty, Virginia has worked at GIC for 35 years and started her career when it was still known as China Cement. As she recalls, it was a very different industry – and she was then GIC's only female employee:



Virginia Ma

General Manager - Group Human Resources and Administration

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At that time (in 1982) in Hong Kong, the industry was dealing with the unions and Labour Department because of unlawful employment and incompliance. It was very challenging work. Unlike others, GIC never compromised itself, for example, by hiring under-age staff and staff with insufficient safety knowledge or understanding. At work, I felt very proud because I was the only lady at that time working on health and safety in the only cement plant in Hong Kong.

Today we communicate well and also echo in our beliefs – Integration, Caring and Support and Sustainability. We all enjoy working in a well-balanced, safe, healthy and environmental friendly plant. Whenever we face a challenge, I can go back to my team and they offer me different approaches. Yet, we still have plenty of room to advance and improve.

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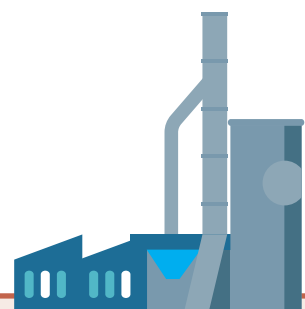
Our Mainland China Division

As of the end of 2016, our workforce in GICYF and GGGIC totalled 228 and 389 employees respectively.

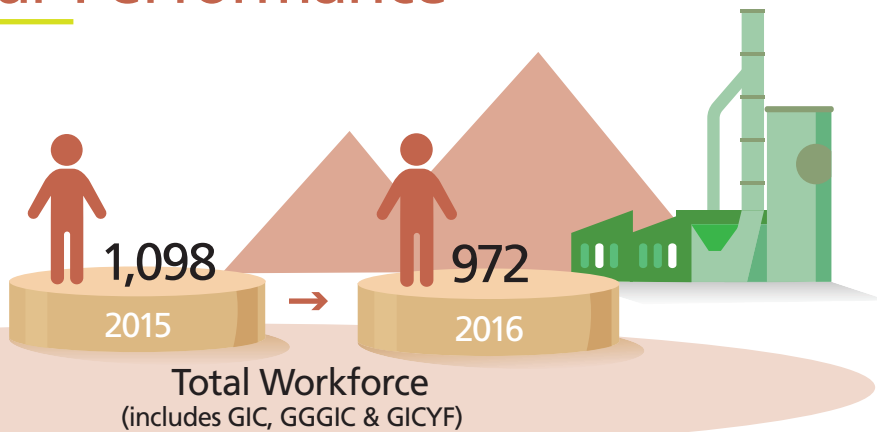
We comply with all laws and regulations as required by the Chinese Government regarding employee compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination and other benefits and welfare as well as employment of minors and forced labour.

In addition to the above, we comply with the National Family Planning Policies. In this respect, we are very concerned about the work-life balance of our employees, in particular by encouraging them not to work overtime. Instead of two 12-hour shifts, we have three 8-hour shifts.

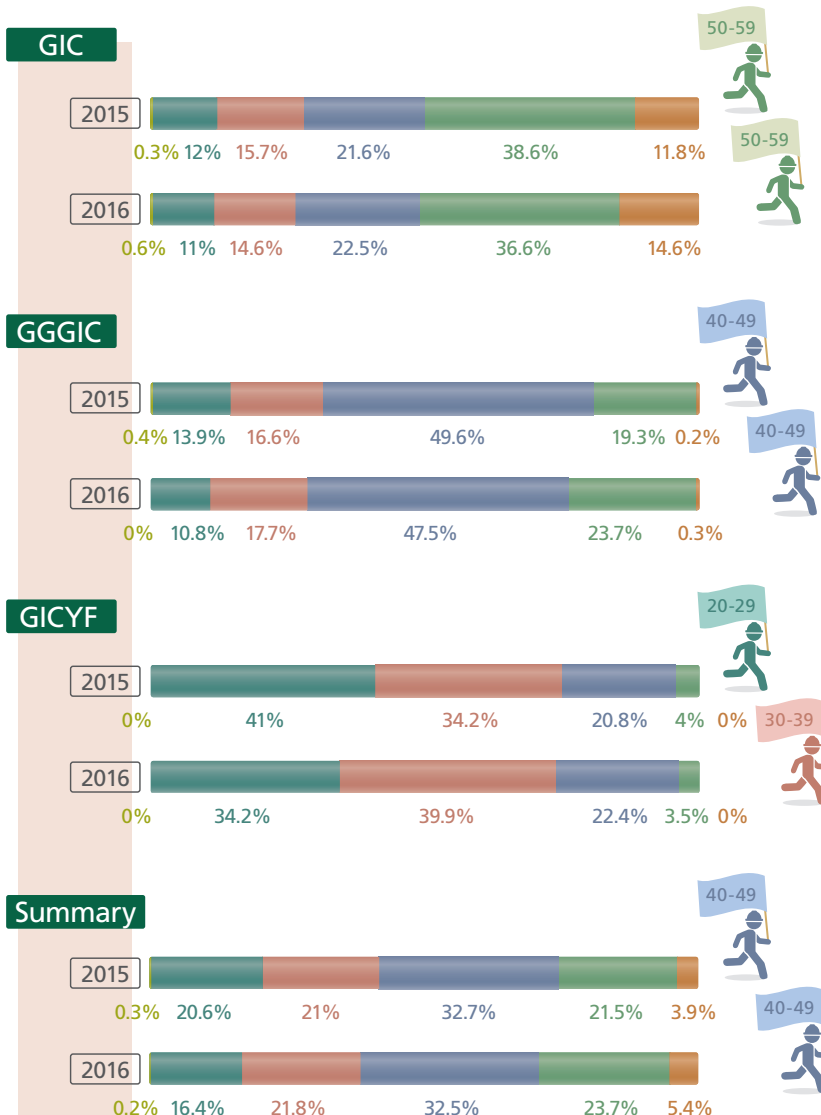
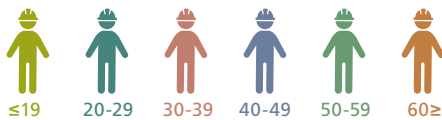
Regarding training and development, we provide in-house training which employees can attend during office hours. They can enjoy paid leave if employees would like to voluntarily attend external seminars or conferences while they also have some study allowance.



Our Performance



Total workforce by age groups

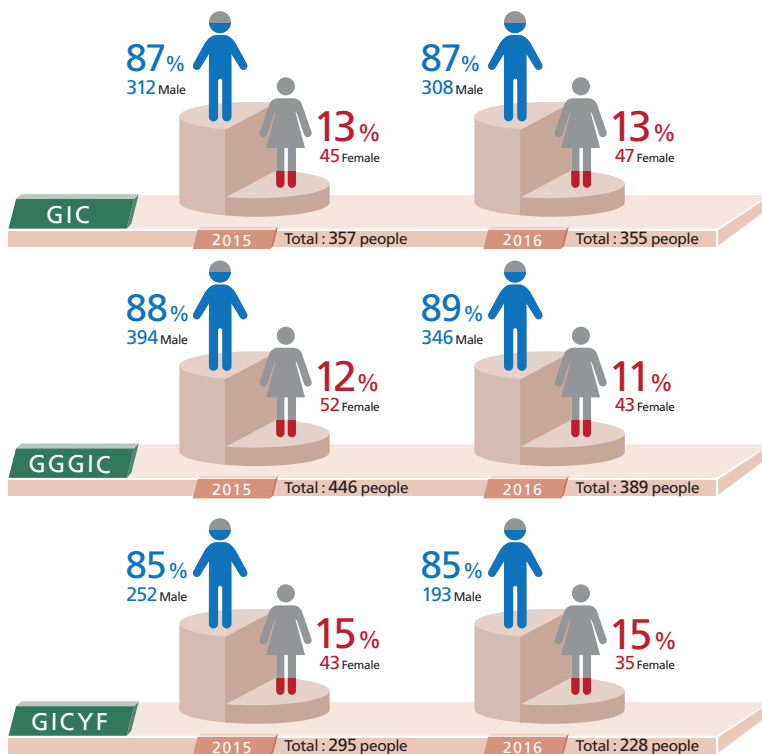


At GIC we have the highest proportion of employees in the age group of 50-59 (37%), while GICYF and GGGIC have their highest proportion of employees aged from 30-39 and 40-49 respectively in 2016. Part of the reason for the distribution is because GIC Hong Kong's overall turnover rate is relatively low, namely 17% and 12% in 2015 and 2016 respectively.

In other words, GIC is facing an ageing problem. GIC realizes that it is a major issue to be addressed and solved in the near future. Succession plan has been developed, including running an in-house GIC Academy which promotes a continuous training of engineering staff as well as professional training of graduate engineer through a HKIE Scheme A program. The objective is to attract young talent to join and stay with the Company.

At the same time, we are mindful that ageing problem needs to be avoided at both GGGIC and GICYF. They are relatively younger companies but should learn from GIC's experience on how to tackle this issue in the future.

Total Workforce by Gender



Women account for roughly 15% of the total workforce for the three divisions. As a traditionally male-dominated sector, it is incumbent on us to incentivize women to join us here at GIC through making the working environment more attractive.



CB Lam

General Manager - China Cement Division

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Here in China, the cement industry is bigger and universities offer cement production courses. We employ these graduates, but we have competitors. Our potential talent are impressed that we are not that 'dirty and messy' and that we try hard to make our products more environmentally-friendly.

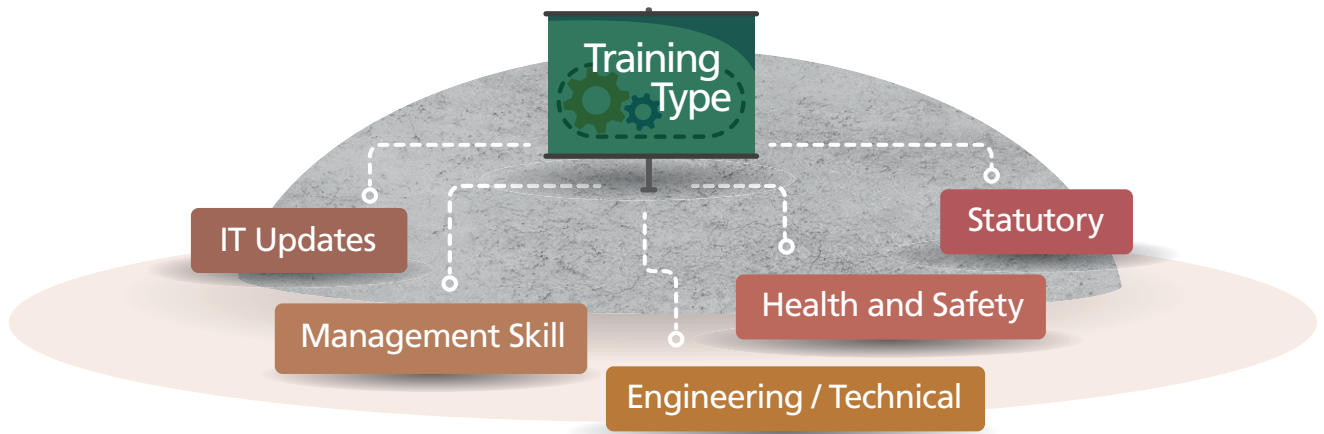
The challenges Hong Kong faces of an ageing population could possibly occur in China in 10-20 years. As such, we need to think more about how to capture and retain young talent and be an 'employer of choice'.

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Present: Our Training Policy

Our training policy is based on allowing all employees to maximize their full potential by taking advantage of our numerous opportunities for learning and development. This takes the form of in-house training, training with external speakers and external training where employees can take courses during office hours. It includes the aspects shown in the diagram:



Health and Safety Training System

Health and Safety is of the utmost importance to all of us at the Plant and an Occupational Health and Safety training system for personnel of all categories is rigorously implemented.

For the Study and Training Allowance, colleagues will be granted an allowance and time off subject to the relevance of the programme to their job, examination or career development opportunity. We believe that through willingness and training, both our staff and the Company will have a wider variety of platforms for growth.



Wayne Ho

Assistant Administrative Officer

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I have worked here for more than twenty years. I was a mailing clerk when I first joined GIC, but the Company has given me plenty of opportunities to learn by job rotation and now I'm responsible for a number of property management tasks. Even though I work in the back office, I'm still required to attend the OHS training, such as working at height, electrical safety, risk assessment, etc.

It is important for general non-operational staff to understand the Plant's operation. I'd like the Company to further increase the allowance for personal education, so I can take more courses on property management.

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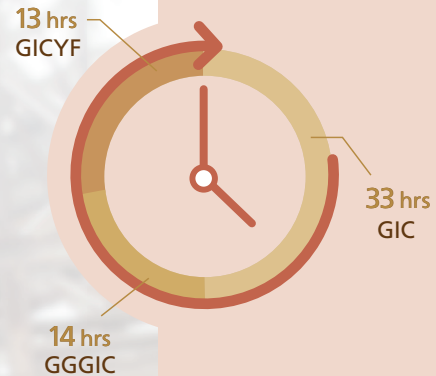
Total Training Hours Per Capita

GIC had fairly consistent total training hours in 2015 and 2016. For GGGIC and GICYF, both showed a significant increase in total training hours from 2015 to 2016, at 114% and 238% for GGGIC and GICYF respectively.

Staff development and growth is vital to the development of a company and we continuously strive to improve our staff training policy. Since the beginning of 2006, a Continuing Professional Development System ("CPD") has been implemented with newly-designed modules and indicators set in order to assure that our staff members receive appropriate and high-quality training.

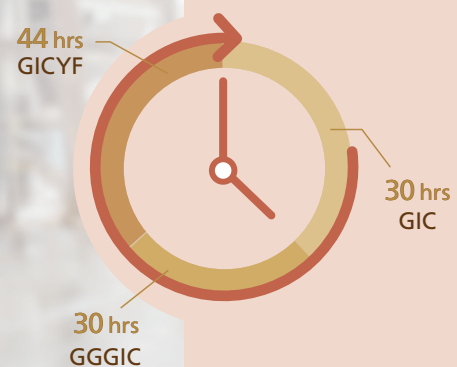
2015

Total training hours per capita



2016

Total training hours per capita



Our Community

GICH is passionate about caring for our society and community, especially minority groups. We focus on volunteerism in services supporting children and disabilities. We also take part every year in different fund-raising activities.

Plant visits are another important channel for us to connect with the community. We arrange plant tours for various organizations and allow the public, particularly young people, to learn more about us and broaden their minds when planning their future careers.



Voluntary Service

932 hours



Donation

HKD 2,715,000



Plant Visits

568 Visitors from 23 school/organisations

GIC Volunteer Project with YWCA On Ting Nursery School

This volunteer project has been running for nine years. Parents of this kindergarten were less likely to have the resources and time to provide extra-curricular activities for their children, so the GIC team read Chinese and English stories and played board games with them.

The team visited regularly and built a strong relationship with the children, while everyone has had a lot of fun along the way!



GIC Volunteer Project with Tuen Mun Yuk Chi Resource Centre



Through this community partnership project, we gain more awareness and understanding of people with disabilities and autism, promoting mutual exchange opportunities and building a communion community.

We arrange day trips which also provide great opportunities for them to enjoy a relaxing day with their peers and families.

Career-related Experiences – Plant visit by NLSI Peace Evangelical Secondary School (one of the participant schools)

We responded to the school requests to offer students career-related experiences under the HKDSE requirement of 'Other Learning Experience'.

Students from NLSI Peace Evangelical Secondary School visited us in November 2015 and 2016 to learn about the cement production process and increase their knowledge in Occupational, Health and Safety practice.





Leung Kee Chiu

Senior Safety Officer

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Our Recreation Team organizes voluntary work and for seven years I've joined a storytelling programme where we get to read storybooks to children every Wednesday.

The first year we were recognized and awarded as a 'Caring Company', we met someone from YWCA at a Caring Company function who was seeking support for their kindergarten in Tuen Mun. I then told my colleagues and that's how we started this programme. We once have had more than 20 colleagues taking part.

”

Leung Chung Kan

Electronic Engineer

“

I've always been interested in voluntary work, ever since I was very young. I've gained a lot from it and have built up confidence and leadership by doing so. GIC not only provides people, but also financial support.

We've made good friends with the people at the YWCA Tuen Mun On Ting Nursery School, but the number of people joining community work has decreased in recent years. This is due partly to increased workloads and busier personal lives. I'd like senior people from the Company to take part as that would help recruitment of volunteers and allow us to find more community organizations to work with.

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Plant Tours organized for Hong Kong General Chamber of Commerce

Since 2006, we have participated in the Business-Schools Partnership Programme organized by the Hong Kong General Chamber of Commerce. Its aim is to enhance young people's knowledge of and insights into the corporate world and to better prepare them in serving society.

Thirty students from Mission Covenant Church Holm Glad College and fourteen students from Baptist Wing Lung Secondary School visited GIC in 2015 and 2016 respectively to attend presentations delivered by our managers, learning about our business strategies and operations management, followed by a plant tour.

Other Participation



Our Mainland China Division



GGGIC and GICYF are committed to promoting the culture of social responsibility to become a decent corporate citizen while achieving business success. We encourage our employees to participate in community service programmes, such as blood donation.

We care about the environment of our community and have made financial contributions to Dong Dian village, our neighbouring community, supporting them in building infrastructure such as pavements and tapwater facilities. We also donated computers to the Village Council, assisting them in setting up a paperless office.



Future

We aspire to once again attract young, dynamic talent to the industry, such as qualified and trained chemists and engineers, to help evolve the business and drive innovation further forward.

In this respect we launched our Succession Programme back in 2010, a scheme which has enabled fresh graduates to join GIC as “Engineering Trainees”. Through the Succession Programme we have hired technical trainees (fresh graduates from VTC) as well as graduate engineering trainees. They have worked across different departments and we are happy that a number of these trainees are still with the Company.

The new formal mentoring programme, initially implemented in the Garage and Conveyor Belt Team, started in August 2017. Through instructions and techniques, the younger staff learn from their mentors, knowledge will also be recorded to ensure that all the necessary expertise, craftsmanship and skills to become a GIC asset and can be inherited after a staff member's separation of service.

Likewise, in our Mainland China operations, in order to retain talent and make careers as exciting as possible, we consistently seek to deploy new technology and ideas.



In their own words: Hear from different generations of our staff:



Louis Leung

Accounting Manager

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I was looking for a job with work-life balance after working days and nights at an audit firm. I joined GIC as they are stable and offer long-term development.

Unlike working in an audit firm, we need to understand GIC's business because it has multiple processes and operations. It is interesting work and I have been here for more than 15 years. I am also proud that our products supply all over Hong Kong as I grew up here.

”



Vincent Lam

Senior Production Engineer

“

I worked in the Process Section as Assistant Process Engineer when I first joined GIC. GIC provides lots of opportunity for design and design implementation, meaning it is both very challenging and satisfying work as knowledge can really be implemented. I have been promoted four times in six years as I think I can meet the boss' expectations.

On a technical point, GIC is very quick at upgrading computers for staff, while ultimately letting young people see that GIC provides a clear career path is a good way to retain young talent.

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Danny Wong

Assistant Integrated Management System (“IMS”) Engineer

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I joined GIC two years ago and am an Integrated Management System (“IMS”) Engineer focused on environmental monitoring systems. I started in the control room and worked in rotating shifts, namely I had to work in day, swing and night shifts. We get an extra shift allowance and the Plant at night time is actually quieter than during the day as we keep operations going. It also means we have more time to learn from our supervisors.

Overall, the people at GIC are really nice and always willing to pass on their experience. The job is stable, overtime is not pushed as the Company encourages a work-life balance, and most importantly it's a great place to learn as no other company has the scale of our machines and equipment, allowing engineering graduates to really learn.

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With more than a century of history behind us we are confident that through technology, creativity and hiring the best people, our next hundred years will be just as successful.

To get there we are focused on areas including succession planning, ongoing and enhanced training and development, the adoption of hi-tech automation and the diversification of our workforce. In doing so we place particular importance and emphasis on our drive to attract more female talent to the business.

