

# Our People



As one of our core values, we are dedicated to building a better workplace for all our colleagues. We strive to cultivate an engaging workplace that offers meaningful jobs to a dynamic group of caring and committed employees. As a company that constantly looks to innovate and challenge, we seek out team members who embody our core values, look out for one another, and can truly work as a team. Despite local manpower shortages and a decrease in skilled labours, we work hard to remain an employer of choice that attracts and retains the best talent. We do this by safeguarding employee health and safety. We also offer one of the most competitive benefits packages in the manufacturing sector, going well beyond local legal requirements.



## At a Glance – Our People Highlights



**954**  
Employees



**9.12%**  
Average turnover rate



**6.6:1**  
Male / female ratio



**20.35**  
Average hours of training



**249**  
Lost Days due to work injury, a 46% decrease from the last reporting period

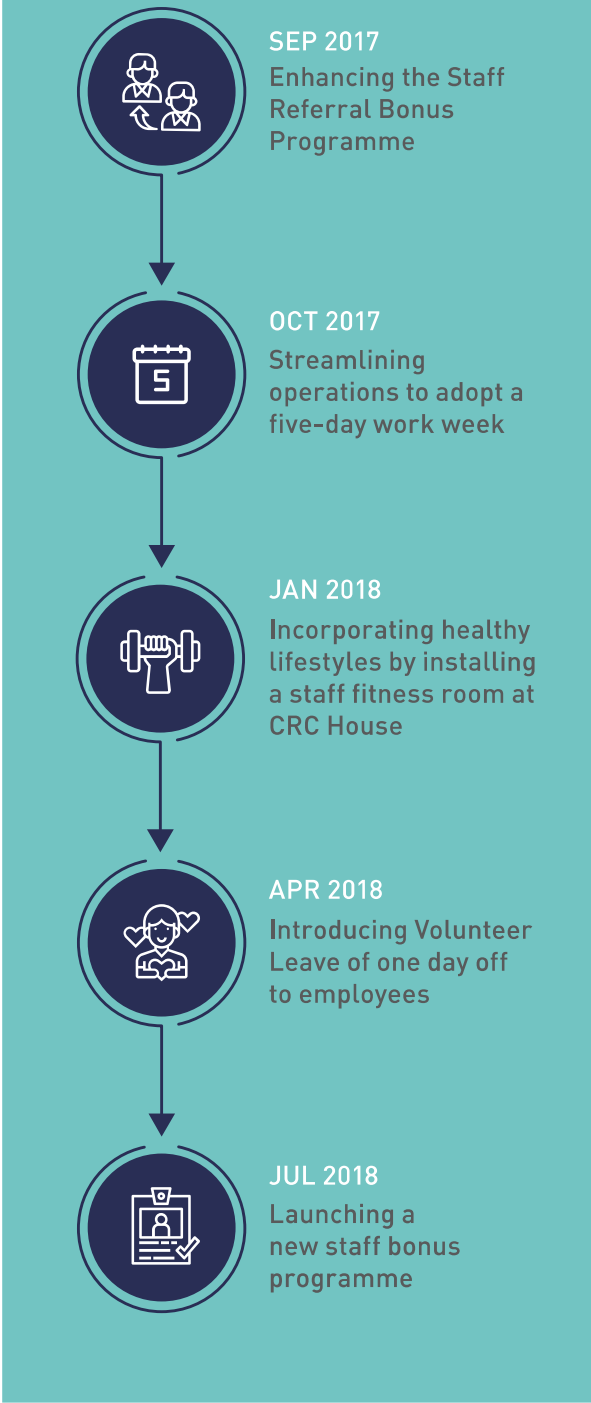
Our recently updated Employee Handbook outlines our approach to employment, including fair hiring practices, compensation and dismissal, working hours, rest periods, anti-discrimination, and employee welfare all come together to promote an honest and supportive workplace. Bound by our Code of Conduct, our hiring practices take into account the abilities and performance of employees regardless of their race, ethnicity, gender, creed, religion, age, disability or sexual preference.



All levels of employees are encouraged to keep abreast of CKIM's activities in relation to the Group's goals, directions and performance. CKIM offers several channels for employees to express their opinions on employment practices and to offer suggestions. Most employees do so by speaking or writing directly to their supervisor, Department Manager or General Manager. By having these channels of communication, we can ensure both an open and transparent workplace while protecting employees' privacy.



Highlights of new and ongoing initiatives during the reporting period include:





## Health and Safety

It is essential that we provide a safe workplace for all our employees so that we can create an atmosphere where employees feel safe, happy, motivated, and responsible. We understand nothing can compensate for the pain or loss of an injured family member and colleague. Given the terrible impact of industrial injuries, we have proactively adopted preventive measures and set safety KPIs to reduce workplace incidents and injuries. Being fully committed to complying with local relevant statutory health and safety legislation and statutory provisions, we have achieved OHSAS 18000, a critical barometer for industrial safety.



### Number of Lost Days Due to Work Injury

 46% ↓

### Number of Work-Related Fatalities

 0

Over many years of taking care of each other at GIC, we have 'we are peers' culture where employees are incentivized and motivated to ensure the health and safety of their colleagues. The success of this approach has resulted in a significant decrease in the number of lost days due to work injury. The rate has dropped by 46% since 2017 and the number of work-related fatalities has been maintained at zero.

To ensure our facilities are properly and safely managed, we maintain an ongoing scheduled preventive maintenance programme in various operational departments. Together with the guiding principles set forth in the Integrated Policy of Quality, Environmental, Safety and Health and our Ten General Safety Rules, our Occupational Health and Safety (OHS) training system is rigorously implemented for all staff - from frontline operators to office staff - to minimize industrial injuries. Our in-house safety and environment rules, which are implemented through our Unsafe Acts / Conditions Control Procedure, Safety Working Cycle, as well as Inspection Programme and Training, ensure we are running an effective safety and health management system to minimize the exposure of health and safety risks to our staff.

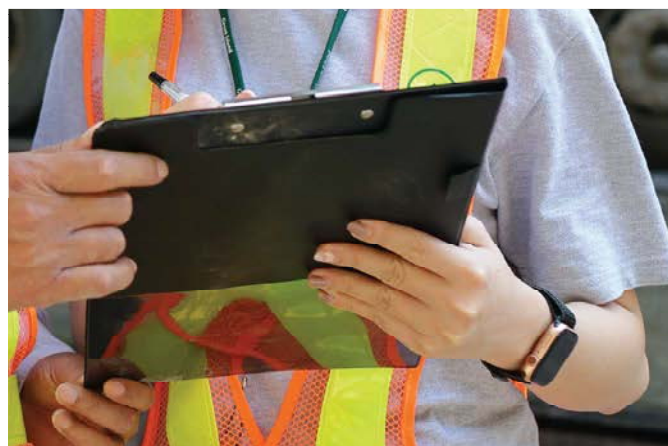
## Highlights of our OHS initiatives:



▲ “Safety is everybody's responsibility and everyone is a safety officer.”

In July 2017, we launched an incentive scheme to improve safety performance by introducing a monthly safety bonus. To highlight accountability, financial penalties are imposed on the individual's monthly safety bonus if there is a violation of rules and an occurrence of lost time injury. The scheme encourages staff to stick with our safety rules, to be considerate and create a safe working environment. The higher the staff grade, the higher the responsibility and the higher the penalty for non-compliance. Since the scheme was launched, our accident rates have dropped and we are now reviewing the 43 rules for further improvement and comprehensiveness.

In this reporting period, a new electronic system of safety management (SAFSM) was developed to make a more traceable and reliable safety management database.



Time spent on paper work is reduced and efficiency is increased, and thus productivity. The new SAFSM enables direct input of raw data, from daily findings, in the system and reports can be quickly generated reducing time for data processing as well as human error. We are now working on upgrading the new system, so as to replace the previous practice of using printed documents onsite (which are apt to dissolve in extreme weather conditions), with a digitalized version. While the GGGIC and GICYF operations also have a similar system in place, all OHS team members using the system have given positive feedback.





## Learning and Development

We believe we can only be as good as our best and brightest team members. So, our approach to training aims to facilitate honest and transparent coaching, provide feedback and recognition, and support employees' development, motivation and engagement. As part of our commitment to SDG 8, we provide a variety of training and development programmes for our employees to maximize their potential and enhance their capabilities. During the reporting period, the Group offered an average of 20.35 hours of training to each employee.

Overseen jointly by our Human Resources and OHS departments, our learning and development programmes develop in-house talent and promote workforce mobility as well as occupational health and safety. During the reporting period, we provided 151 internal and 25 external training courses on topics ranging from First Aid to effective presentation skills to welding safety and more.

GGGIC and GICYF have both focused on providing their staff development programmes in product quality, environmental management and occupational health and safety. Various working manuals, such as the Laboratory Quality Manual,

Quality and Safety Integrated Manual and the Safety and Environmental Management Standards Manual were updated during the reporting period.

## Nurturing Talent

For the long-term success of our Group, we value qualified, motivated employees who help us evolve and drive innovation. As a basis for strategic development and effective succession planning, we aim to attract young, dynamic industry professionals, especially chemists and engineers. Our succession programme promotes continuous advancement through annual reviews and internal on-the-job training. We will continue working on expanding our programmes for the advancement of future executives and strengthening our recruitment of university graduates and graduates with international professional experience.

We also recognize our talent through nomination and selection of 'Smart Employees' from within. We believe that motivated and engaged employees are the key to our success and they support our drive for innovative projects that address both our material issues and our expanding portfolio.

## Scheme “A” Graduate Training

Talent training initiatives help us stay in touch with the needs of our workforce, ultimately boosting team morale and productivity. The initiatives also demonstrate our commitment to providing an engaging and caring working environment and further build GIC’s sustainable edge in the industry. In 2017 we launched a new scheme to support graduate trainees who aim to become future engineering experts. The scheme not only offers a valuable opportunity for trainees to acquire the latest theoretical and practical skills in the cement industry, trainees also gain exposure to GIC’s key environmental initiatives such as waste to raw material processes, waste to energy opportunities, as well as waste and emission reduction efforts. Moreover, trainees are given the opportunity to put engineering theories into practice in the cement-manufacturing sector, and participate actively in relevant in-house and external Continuing Professional Development (CPD) activities.

From the perspective of three of our graduate trainees, the Scheme has built a concrete foundation of their engineering career, and instilled inspiring insight for their future career development at GIC:



I had a valuable opportunity to participate in a 5-day training in our cement plant in Yunfu, where I could learn about various technologies, such as waste-heat electricity generation and the rope-way conveying system. I had the opportunity to participate in CPD seminars and technical visits.



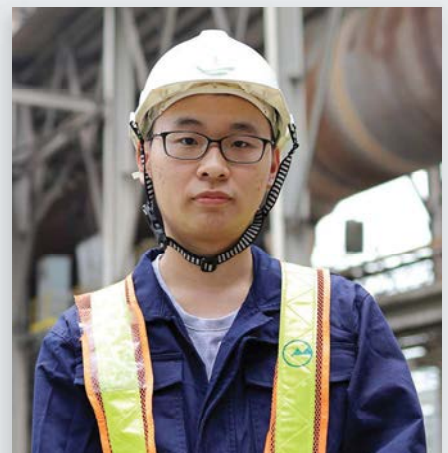
- CHUNG Hing Kit, Jacky



I learnt practical maintenance skills and knowhow under the mentorship of two experienced frontline operators. I also witnessed the commencement of two of GIC’s key environmental projects - turning waste-glass into cement and using typhoon yard waste as an alternative fuel, which showed me how we can contribute to the waste problem to the city as a company.



- WONG Ho Kiu



The scheme has sharpened my project management skills through job rotation in both Production and Maintenance departments, where I acquired valuable knowledge in cement plant operations and performed equipment analysis under the coaching of experienced engineers. I also got some hands-on plant maintenance experience in welding and the dismantling of mechanical components.



- LUI Wan Kit, Maurice

We will continue enhancing and strengthening the Scheme “A” in coming years to support our next generation of cement industry experts. Our trainees will become self-motivated team players, equipped with solid technical as well as soft skills, and will be able to lead GIC in addressing future challenges that our industry may face.