

# 7

## Caring for Employees

The Group considers employees as its precious assets. Adhering to our people-oriented philosophy, we constantly enhance our human resources management system so as to attract, identify and nurture talent. We are committed to providing a harmonious, diverse and friendly working environment for our employees and helping them to realise their potential.

### 7.1 People-oriented Approach

The Group attaches great importance to team building and talent development. We adopt a fair and open recruitment policy to promote diversity and inclusion as well as to ensure employment opportunities for people of all kinds. We expect all employees, regardless of their age, gender, race, religion, nationality, marital status, family status, disability or pregnancy, to be well respected.

We employ senior executives in regions where the Group operates to better understand the needs of local customers and the community. In formulating our human resources management system, we have made reference to the Employment Ordinance, Code of Practice on Employment under the Sex Discrimination Ordinance, Disability Discrimination Ordinance, Family Status Discrimination Ordinance, Race Discrimination Ordinance, and Code of Practice against Discrimination in Employment on the Ground of Sexual Orientation in Hong Kong. We comply with the relevant laws and regulations of the region where the Group operates<sup>47</sup>. We have put in place policies on equal opportunities and anti-discrimination. All employees require to abide by the policies to establish and sustain an equal working environment. We do not tolerate any acts of discrimination, harassment or assault in our workplace<sup>48</sup>.

We place emphasis on building a diverse workforce that draws in talent from different backgrounds and promotes the Group's sustainable development. As an employer that advocates equal opportunity, we have signed up to the Talent-Wise Employment Charter and the Inclusive Organisations Recognition Scheme initiated by the Labour and Welfare Bureau, the Rehabilitation Advisory Committee, the Hong Kong Council of Social Service and the Hong Kong Joint Council for People with Disabilities to offer internships and job opportunities to the physically-challenged, thereby contributing to a barrier-free workplace and a caring community.

The Group has been widely recognised for its efforts in employee care. During the year, we were granted awards including the Gold awards for Excellence in Graduate Recruitment/Development and Talent Acquisition under Human Resources Innovation Awards 2017 from the *Human Resource* magazine. We also won the Best Employer Branding Award from CTgoodjobs, a subsidiary of the *Hong Kong Economic Times*, and received a Silver Award from LinkedIn at the Transformation Awards 2017.



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<sup>47</sup> G4-DMA (Compliance (Social /Labour)), HKEx B4 General Disclosure, HKEx B4.1

<sup>48</sup> G4-DMA (Diversity and Equal Opportunity), G4-DMA (Non-discrimination)

## Remuneration and Benefits<sup>49</sup>

In line with the Group's business and human resources needs, we offer competitive remuneration packages in accordance with employees' abilities and performance. We constantly review our remuneration packages, and provide a competitive incentive scheme to reward and recognise our employees for their performance. For those engaged in sales, we have developed a scorecard mechanism to ensure that their performance assessments take into account factors such as sales and compliance on a fair basis.

Our incentive schemes not only assess employees' business performance, but also their compliance with corporate culture and behavioural standards. We hold a grand ceremony every year to commend individuals and teams who achieve impressive performance and to boost morale. In addition, we select exemplary service cases on a quarterly basis and have them featured in our staff magazine to promote a service culture and enhance service level.

We offer our employees comprehensive benefits covering Occupational Retirement Scheme and MPF Scheme; medical, life and accident insurance; free health checkup; paid leaves (including annual leave, marital leave, compassionate leave, personal leave, paternity leave as well as a 14-week maternity leave). We also provide our employees with preferential rates on mortgages, personal loans and other banking services to help them manage their finances flexibly.

### Paid leaves



We offer a range of caring initiatives for our employees, such as Chinese New Year red packets and gifts for birthday, wedding and retirement. We have set up staff canteens, medical rooms and breastfeeding rooms in our major office buildings, and provide employees with meal and other allowances. We have a retiree club that holds regular activities to facilitate liaison and communication among retired employees, and we also provide them with medical benefits<sup>50</sup>.



## Staff Training and Development<sup>51</sup>

The Group provides an ideal career development platform for its staff. We support the upward mobility of staff within the Group through our internal recruitment mechanism in order to facilitate mutual development of our employees and the Company. We have a well-established talent pool consisting of professionals from diverse backgrounds with rich experience.

We provide staff with continuing education opportunities. Through diversified learning programmes, we draw up career development plans that are aligned with both the staff's personal aspirations and the Group's long-term development. In keeping with our "four-in-one" talent development culture, we encourage senior executives, department heads, human resources personnel and employees to devise training activities together to enhance employees' performance and meet our business development needs, so as to further strengthen their professional knowledge and skills<sup>52</sup>.



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<sup>49</sup> G4-DMA (Employment), HKEx B1 General Disclosure

<sup>50</sup> G4-LA2

<sup>51</sup> G4-DMA (Employee Training and Education), HKEx B3 General Disclosure

<sup>52</sup> G4-LA10

We are devoted to nurturing young talent. Through our Management Trainee Programme and Graduate Programme, we globally recruit elite university graduates who are aspired to join the financial services sector and with strong potentials. Under these programmes, systematic trainings including classroom training, on-the-job training, post rotation and other schemes like career mentorship and career planning programmes are offered to help young professionals plan their career paths. Since 2017, we have arranged internship opportunities for mainland university students majoring in finance to work in Hong Kong; supported the Pilot Apprenticeship Programme for Private Wealth Management and the Fintech Career Accelerator Scheme organised by the HKMA. These demonstrated our commitment to cultivating young talents, fulfilling social responsibility and contributing to the nurturing of financial talent for Hong Kong and the mainland.

In addition, we promote and facilitate employees' on-the-job training and development. Different training courses are offered, including product and business knowledge, customer service, operational management, compliance and risk management, team management and leadership, etc. In 2017, the average training hours of each full-time employee was approximately 58 hours. During the year, we encouraged employees to take part in inter-departmental exchanges and provided mainland and overseas exchange opportunities for employees to enrich their business knowledge and broaden their horizons. In addition, we are the first bank to develop internal training courses with reference to the Specification of Competency Standards ("SCS"). So far, we have obtained seven, SCS-based courses, ranging from level 3 to 5 (equivalent to Bachelor's degree) under the Qualifications Framework, that are recognised by the Hong Kong Council for the Accreditation of Academic and Vocational Qualifications, thereby helping to enhance employees' professional skills and their recognition. To promote development of Southeast Asian staff, for the past two years we have arranged over 100 executives and backbone staff from our Southeast Asian institutions to come to Hong Kong and learn about best practices in the finance sector. This helped nurture international talent for the Group and enhance the Group's steady development.



The Group's management and key staff of our Southeast Asian institutions conducted exchanges in Hong Kong

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## 7.2 Listening and Communication<sup>53</sup>

To keep employees abreast of the latest developments of the Group, we communicate important Group messages through different channels, such as intranet, email, departmental briefings and our staff magazine.

We value feedback from our employees and provide them with a variety of channels to express their views. Apart from reporting to their direct supervisors, employees can also voice out their opinions according to the Procedures and Rules of Handling Employee Complaints/Opinions, or through an intranet discussion forum and the Chief Executive's Mailbox. We proactively follow up and handle their complaints<sup>54</sup>. We also collect opinions through our employee satisfaction survey to strengthen communication with staff. We provide appropriate feedback and take follow-up actions based on the opinions collected, and continually optimise our working environment, management policies and measures.

We value our employees' views when rolling out critical policies related to staff benefits. We explain new policies to staff before their official release, particularly those that have extensive bearings and involve complex content<sup>55</sup>. In addition, we organise various staff focus groups to have better understanding of their needs and expectations.



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<sup>53</sup> G4-DMA (Labour/Management Relations)  
<sup>54</sup> G4-DMA (Grievance Mechanism for Staff), HKEx B4.2  
<sup>55</sup> G4-LA4

### 7.3 Occupational Health and Safety<sup>56</sup>

The Group provides a safe working environment for employees and organises regular trainings to raise their knowledge of occupational health and safety to identify any potential safety risks, increase their alertness and assist those in need<sup>57</sup>. These include basic fire prevention programmes, anti-robbery drills, occupational health and safety seminars as well as first aid certification programmes. In addition, we have a designated team to coordinate and monitor the implementation of our Occupational Health and Safety Guidelines and conduct regular safety inspections to prevent accidents.

We have Management Guidelines on the Three Lines of Defence, covering defence from robbery, fire and physical damage, and issue a monthly journal to raise employees' awareness of self-protection and accident prevention.

In addition to providing a safe working environment for our staff, we also help to safeguard the mental health of our employees. We offer staff a psychological counselling service. Employees can access free clinical counselling, such as psychological consultation and treatment services, to address their physical and mental health issues, as well as problems encountered in family, work and interpersonal relationships. Furthermore, we provide emergency support to staff in need and help them overcome their difficulties.



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<sup>56</sup> G4-DMA (Occupational Health and Safety), HKEx B2 General Disclosure, HKEx B2.3

<sup>57</sup> G4-DMA (Customer Health and Safety)





## 7.4 Work-life Balance

The Group advocates work-life balance and encourages employees to strike a balance between their career development and personal life. During the year, we organised a series of recreational activities including handicrafts workshops, etiquette workshops, yoga classes, dragon boat experience day, and singing contests, etc, to enrich employees' leisure time and strengthen their cohesion. In addition, we have formed different sports teams, including football, tennis, basketball, table tennis, badminton, bowling, athletics, lion dancing and dragon boat racing, as well as a choir and a dance team. They perform and participate in various competitions organised by the banking industry and Chinese enterprises, fully realising their potential and demonstrating their talent.

To commemorate the centenary of BOC's service to Hong Kong, we organised a grand event and celebrated together with distinguished guests from political, economic, commercial and social sectors, our employees and honourable predecessors. The celebration reviewed the course of the Group's development and splendid achievement, as well as marking the start of our new centenary journey. As part of our celebration activities, we hosted a Staff and Family Members Carnival at Hong Kong Disneyland for our staff and their family members. The Carnival attracted over 28,000 staff and their family members. We also invited families and seniors from grassroots communities to join us at the Carnival, so that our employees could fulfil their social responsibility while having fun with their family members.

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### Badminton Team

BOCHK Challenge Cup  
 Women's Individual Champion,  
 First Runner-up & Second Runner-up,  
 Second Runner-up (Mixed)  
*Organiser: Chinese Bankers Club, Hong Kong*



### Basketball Team

The Hong Kong Chinese Enterprises Association  
 Basketball Competition  
 Champion  
*Organiser: The Hong Kong Chinese Enterprises Association*



### Athletic Team

Green Power Hike 2017  
 50km Bank Cup Champion and  
 Second Runner-up  
 25km Bank Cup Champion  
*Organiser: Green Power*



### Bowling Team

2017 Hong Kong Banking and Financial Industry Bowling Tournament  
 Team Champion  
 Women's Individual Champion  
*Organiser: Chinese Bankers Cup, Hong Kong*

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## Seminar about Caring for Senior Citizens with Dementia

BOC Life  
Wong Hak Kan



I used to know little about dementia, except a thing or two from media coverage. I never tried to learn anything about the disease until some seniors around me started experiencing related symptoms. When I started feeling panic about what to do, I learnt about this seminar organised by the Group. Through the 90-minute lecture, I grasped basic knowledge about dementia including triggering factors, treatment approaches, nursing methods, and organisations we could turn to for help. Taking care of dementia patients is a huge and lasting task, and it is a challenge both mentally and physically. I learnt that a positive attitude matters a lot. With such attitude, we could walk through a wonderful lifetime with the patients.



## A Freshman in BOCHK

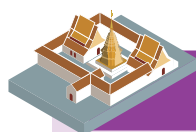
Global Corporate Banking Department  
Tang Ming Yee



As a management trainee in BOCHK, I felt quite nervous at first as it was a brand new start of my career. Fortunately, I was never alone. My colleagues always taught and shared with me professional knowledge regardless of how busy they were. Also, I got along well with my peers. We tackled problems together regarding work and life. The Human Resources Department made meticulous arrangements that I could receive training in different units, thereby obtaining an in-depth understanding of the entire BOCHK business framework. I am grateful for being a member of BOCHK and witness the transformation of BOCHK into an internationalised regional bank. Through the Belt and Road Initiative, we will surely strive to make contributions to society and the country.

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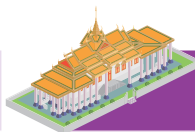


## No Pain, No Gain

BOC Thailand  
Li Ling



2017 was the year when my hard work paid off. In January 2017, BOC Thailand formally joined the big family of BOCHK. We looked forward to boosting our business development with BOCHK's advanced management philosophy and system. To this end, the entire bank has pulled together throughout the past year. Departments at different levels kept organising training, learning and exchange activities, while staff members proactively gave their suggestions. As a result of these efforts, BOC Thailand saw steady development.



## I'm Proud of Working at BOC

BOC Jakarta Branch  
Marvelia Harlim

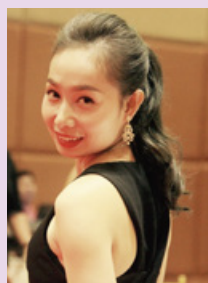


I joined the BOC Jakarta Branch in August 2017. At the very beginning, I knew nothing about customer services at banks. Guidance from my colleagues enables me to work independently. I feel grateful for their help. Besides my caring co-workers, the company also arranged training and business trips for me. I learnt a lot in just a few months. Looking back, I feel extremely thrilled to have joined BOCHK. As I always tell my friends, working at BOCHK makes me proud.



## Diligent Work Realises My Dreams

BOC Phnom Penh Branch  
Sameth Ratana



I have worked for BOC Phnom Penh Branch for six years. Phnom Penh Branch is my second home. My work is fascinating, because I can always learn new knowledge from organising different programmes and activities. Teamwork matters the most for my job and I will continue to team up with others, to contribute to BOCHK's growth and becoming the largest commercial bank in Cambodia.

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