





Sustainability at HKEI
Sharing our Planet
Serving Hong Kong

Working with Partners



Working with Partners



Management Approach

We recognise employees, contractors and other suppliers as essential partners for achieving our mission to serve Hong Kong in a sustainable and responsible manner.

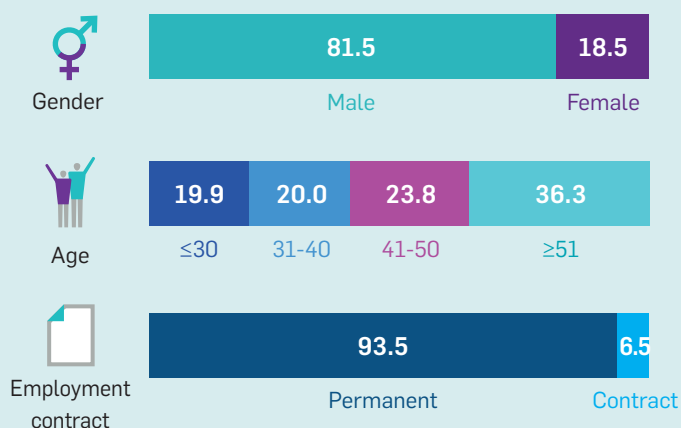
We pride ourselves on being an employer that nurtures people to fulfil their full potential. We value teamwork and collaboration, encourage our employees to be actively engaged at work, and support them to achieve a healthy work-life balance.

“SHINE” represents our values of developing human resources which stands for “**S**ynergy”, “**H**olistic development”, “**I**deal workplace”, “**N**urture future leaders” and “**E**xcellence”. Our Human Resources Steering Committee guides the company’s efforts in nurturing a harmonious and productive workforce.

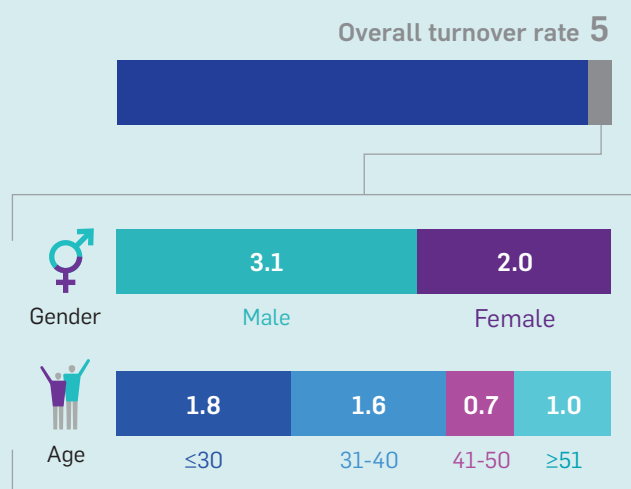
We are committed to providing a safe and accident-free workplace to our employees and contractors. Our Health & Safety Policy, which applies to all areas of our business, is overseen by our Health & Safety Board. We have safety management systems in place that conform to international standard ISO 45001.

We require all suppliers to share our core values and work with them closely to achieve shared goals. Our “Code of Practice for Suppliers” outlines standards for them on business ethics, human and labour rights, health and safety, and environmental protection.

2019 Employee Profile (%)



2019 Turnover Rate (%)





Building Strong Relations with Employees

HK Electric is recognised as an employer of choice. In 2019, we ranked fourth among Hong Kong's Top 20 Most Attractive Employers in the Randstad Employer Brand Awards, moving up from sixth place in 2018 and seventh place in 2017 and 2016.

We treat our people fairly, listen to their feedback, respond to their needs and reward their performance. By providing an appealing work environment, extensive career-development opportunities and attractive remuneration, we strive to ensure that our employees will grow together with the company, develop their talents and achieve their aspirations.

Consequently, many employees enjoy long and fulfilling careers with us. Our voluntary turnover rate, which was 5% in 2019, remains consistently low.

Providing Equal Opportunities

HK Electric is an equal opportunity employer committed to fair and equal treatment in all aspects of human resources management, from recruitment and training to promotion, compensation, benefits and termination. We do not tolerate discrimination, harassment, vilification or victimisation of our employees under any circumstances.

We brief all newly-hired employees on equal opportunity issues and Hong Kong's anti-discrimination ordinances as part of their orientation and also organise regular seminars for all employees. In 2019, more than 330 employees attended training to enhance their awareness and understanding of the anti-discrimination ordinances.

Our E-buddy programme aims to help our new hires assimilate quickly and effortlessly into our corporate culture.



Fair and competitive remuneration is a cornerstone of our human resources strategy. We appraise and reward our employees in accordance with the Pay-for-performance policy. Our remuneration packages are reviewed annually with reference to comparable organisations in related industries. In 2019, we added a new travel allowance to subsidise employees' local transportation expenses.

Listening to Employees' Voices

We are committed to hearing and taking into serious consideration the opinions of all employees. For more than 40 years, our Joint Consultation (JC) Committee has facilitated open communication between employees and management. In 2019, six JC panels comprising more than 70 directly-elected representatives from various employee groups met 20 times to discuss a range of topics related to business operations and employee welfare.

Senior management is committed to engaging directly with colleagues at all levels. Each year we organise a series of meetings to facilitate a company-wide exchange of views. In 2019, these included open discussions on promoting innovation as well as a "can-do" attitude.

In addition to inviting employees to participate in quarterly focus groups on specific topics, we regularly hold management forums, subject matter briefings and taskforce meetings. Employees are always welcome to provide their feedback via our employee hotline and suggestion boxes. In March 2019, we introduced a new mobile application, "My HKE", as a two-way communication platform for our employees to connect with the company and their colleagues in a seamless way.



Case Story 5

When we "can-do", we will do better



At HK Electric, we recognise that our employees are essential to the success of our business and we value their contributions and achievements, big and small. We aim to cultivate a healthy, engaged, dedicated and productive workforce and to provide our employees with rewarding careers and work-life balance.

This approach is underpinned by a "can-do" spirit that permeates everything we do. We encourage our employees to be responsible and proactive, adopt a positive and open attitude, embrace challenges and build resilience. With this, we believe our employees can surpass their own expectations and make great things happen.



"At HK Electric as in any organisation, every one of us individually is only a small cog in a big machine, but collectively, we could make a difference. Our ability to provide a world-class electricity supply service for Hong Kong relies on the collective contributions from us all," said HK Electric Managing Director Wan Chi-tin at a communication session with about 500 employees in January 2019.

We are grateful that our employees embrace this proposition. In 2019, several colleagues who were eager to champion this "can-do" spirit helped create a series of mini-movies in which they shared their experiences.

"My job is to provide back office support and my services may not be visible to our customers, but it still means a lot to me when I provide my ungrudging support to our frontline colleagues."

Tang Ping-fai
Senior Tradesman
Transmission & Distribution Division

Committed

"Hong Kong has a scenic night view which has to be built up and maintained with devotion and commitment as we have to keep the lights on all the time. I endeavour to tackle electricity network issues by heart no matter how easy or difficult they are and whether the customers are located in urban areas or on a far-reaching outlying island. Helping our customers solve these problems made me happy."

Chiu Ho-fai
Construction & Maintenance Engineer
Transmission & Distribution Division

Adaptable



Caring

"Customers can feel my empathy over the phone because I always want them to know how much I care."

Katy Ng
Senior Customer Services Executive
System Control Department

*If you are
happy, I am
happy*

"I always think that if I have any creative ideas that can help my colleagues in other teams do their jobs better, why not share my thoughts and skills with them? It is good for the company and win-win for all."

Tsang Wing-chi
Manager (Mechanical Contracts)
Group Commercial Division

*Doing a job
well requires
attention to
detail*

Proactive

*Moving forward
together as one*

Whole- hearted

Every little effort counts

"I believe that even for simple requests, customers will feel good if we serve them sincerely with care and attention."

Anthony Tobias
Senior Customer Services Executive
Customer Services Division

Can-do Spirit

*The simple things
can be the most
important*

"I can remember the details because I learn them by heart. I perform simple jobs but with great care. Seeing the sincere and smiling faces of colleagues receiving my tea service makes me feel satisfied too."

Wong Yung-koi
Office Attendant
Human Resources Division

Trustworthy

*Lighting
up each
home
with love*





Nurturing Talent

Our employees' performance is essential to our success, so we invest continuously in the personal and professional development of our people. To overcome labour-supply challenges in our industry, we aim not only to attract experienced candidates, but also to inspire young people to embark on new careers with us in the power sector.

One of our key objectives is to ensure that our workforce will continue to provide the skills and expertise we need to excel in all core areas of our business without relying on external expertise. To achieve this, we facilitate long-term career planning to retain and nurture talent within the company.



[Belt and Road
Advanced Professional
Development
Programme in Power
and Energy](#)

HK Electric supports the "Belt and Road Advanced Professional Development Programme in Power and Energy" and shares with the participants Hong Kong's strengths and experience in the energy sector.

Trainee Recruitment

We raise awareness among young people about career opportunities with HK Electric by promoting our trainee programmes through career fairs and expos, participating in talks organised by universities and the Vocational Training Council, and arranging visits to our operations and facilities for both secondary school and university students.

University students may also qualify to participate in internship and placement opportunities through our Vacation Trainee and Industrial Placement programmes, in order to gain valuable on-the-job experience.

In 2019, we recruited nine Graduate Trainees, three Trainee Technicians and five Trainee Technicians (II). We also revamped our Graduate Trainee programmes to ensure they address the latest requirements of the Competence-based Professional Assessment introduced by the Hong Kong Institution of Engineers.

Opportunities for Growth

Talent development is a key challenge for our business. To meet this challenge, we adopt a multi-pronged approach of aligning the talent development programmes with our business needs, strengthening succession planning, and striving to meet our employees' goals and aspirations.

We offer a range of learning opportunities to help employees enhance their professional knowledge and competencies. Selected employees receive tailored project exposure, job rotations, mentorship, and classroom training on leadership and management skills. These leadership learning and development programmes build on a 4-level Competency-based Leadership Framework with e-learning and multimedia resources for self-initiated, interactive learning.



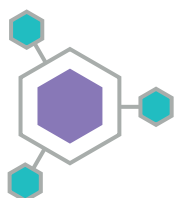
Talent Development

Development programme



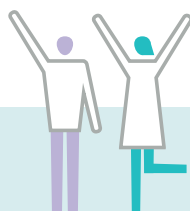
Trainee programmes	To support trainees to build a professional career	Activities include familiarisation visits, environmental seminars, sharing sessions, a mentorship programme, and workshops on career development, presentation skills, business etiquette, team building and inter-generation communication and, graduation camps.
Young talent development programme	To accelerate advancement of talented, young individuals to become successful first-line leaders	Tailor-made learning based on competency assessments and personal development planning. Activities include experiential learning, case discussion, experience sharing, benchmarking visits and action-learning projects. Department heads are invited to serve as mentors.
Leadership development programme	To inspire and prepare mid-level leaders to succeed in critical leadership roles	A two-year intensive development programme involving the mapping of development focuses and actions through development centre, and one-on-one mentorship by senior executives. Structured learning takes place through book reviews, topical workshops and action-learning projects as well as visits to other organisations cum sharing with their management.

Knowledge sharing



HK Electric Institute	To enable the smooth transfer of knowledge and expertise to younger employees	Courses on power engineering delivered by highly experienced incumbent and retired employees.
Seminars and workshops	To strengthen learning culture at all levels	Knowledge-sharing seminars and workshops on specific topics such as big data, smart city, problem solving and use of office software.
Knowledge inventory	To codify critical knowledge items and enable systematic planning for knowledge transfer	Individual business units update their knowledge inventories annually to define critical knowledge items, identify respective knowledge owners and successors, assess their proficiency level, and map out individuals' learning plans.

2019 Employee Training



Gender



Employee category

	Male	Female	Senior staff	General staff	Workman	Overall
Percentage of employees who participated in training courses	99.0	95.7	99.3	98.3	97.9	98.4
Average training hours per employee	32.2	26.0	29.6	33.1	14.6	31.0



Showing that We Care

We want our employees to be healthy in body and mind. We are pleased to participate in the Joyful@Healthy Workplace Charter organised by the Department of Health and the Occupational Safety & Health Council.

We offer a wide range of activities and services to support the holistic wellbeing of our employees. In 2019, the theme of our Employee Wellness Programme continued to be "Drive your own Purpose". The objective is to motivate our employees to set personal goals for maintaining good work-life balance and improving their physical and emotional health.

Running Together

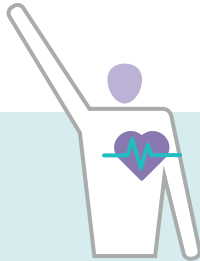
HK Electric's "Runners' Club", established in 2018, provides training by a professional coach on running posture, stretching, balance and coordination, and increasing one's running speed, etc. It is a good opportunity for employees to run in the company and under the encouragement of fellow colleagues.

After a year of training, many runners have reported noticeable improvements in speed and endurance. In 2019, club members volunteered to race in several meaningful charitable events, including "Green Run", "AVS Run and Walk for Volunteering" and "Run for the Roses".





Drive your Own Purpose 2019



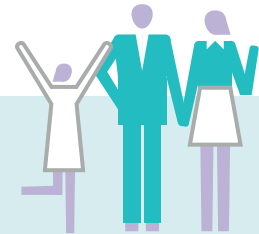
Physical and intellectual wellbeing

- Interest activity groups and classes
- Health talks, fitness courses and recreational facilities
- Distribution of free fruits
- Free flu vaccinations
- Medical check-ups for eligible employees
- Self-service health booths located on our office premises to allow employees to regularly self-assess body weight and blood pressure



Emotional and social wellbeing

- Outings and eco-heritage tours
- Volunteering activities
- Employee Recreational Subsidy
- 24-hour Employee Counselling Hotline Service manned by professional counsellors
- Good Neighbours' Club (a continuous learning and resource platform for employee volunteers to provide emotional support to their peers)
- Sharing sessions and workshops on promoting emotional wellness



Good family relationships

- 5-day week
- Maternity leave entitlement increased from 10 weeks to 14 weeks
- Paternity leave entitlement increased from 3 days to 5 days
- Lactation rooms for breastfeeding mothers
- Medical check-up plans and flu vaccinations for employees' family members at preferential rates
- Children's Education Subsidy





Health & Safety

We take a proactive approach to mitigating all health and safety risks, which primarily arise from:

- Workplace incidents involving employees and contractors;
- Power supply interruptions affecting critical community facilities and customers with special needs;
- Incidents of power equipment affecting neighbouring communities; and
- Unsafe use of electricity on customer premises.

Safety is our First Priority

We have three safety management systems in place covering the operations of LPS, the operations of our electricity network and the development of our power infrastructure. All three management systems conform to the latest international standard, ISO 45001:2018. LPS also has a Natural Gas Safety Management System governing the design, construction, commissioning, operation and maintenance of our gas facilities and gas-fired generating units.

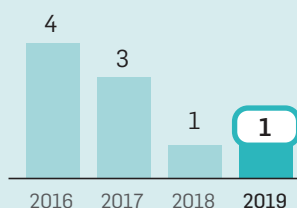
We achieve health and safety awareness throughout our organisation by fostering a “culture of safety” and offering a wide range of incentives that motivate our employees to strive towards incident-free operations.

Four HK Electric teams are Champions and 1st Runners-up in both Cup and Plate competitions (Enterprise Category) of the Safety Quiz 2019 co-organised by the Labour Department and the Occupational Safety & Health Council.

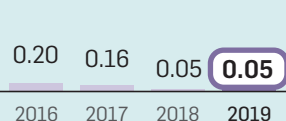


Safety Performance

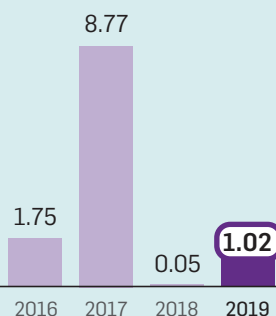
Number of Lost Time Injuries



Lost Time Injury Frequency Rate*



Lost Time Injury Severity Rate*



* Per 200,000 employee-hours

Risk Prevention Indicators 2019

Number of Work Safe Behaviour observations

>200

Number of safety inspections

>2,700

Average safety training hours per employee

~9


Key Elements of our Management Approach to Health & Safety

Rules, practices and procedures



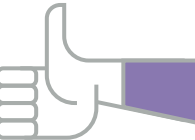
- Comprehensive safety rules, procedures and instructions to ensure all operations are conducted in a safe and responsible manner
- Company-wide system for appointing and registering competent and authorised persons to ensure that only personnel with the necessary skills and experience can perform work on or near our facilities
- Regular risk assessments and preventive or mitigation measures to eliminate or minimise risks
- Ad hoc and regular safety audits and inspections to identify improvement opportunities
- Systematic reporting and follow-up on every workplace incident to prevent recurrence
- Work Safe Behaviour programme to eliminate risky behaviour in a range of operational areas
- 5S Good Housekeeping programme to enhance workplace efficiency, occupational health and safety, space utilisation and cleanliness
- Workplace hygiene inspections and participation in Hong Kong's voluntary Indoor Air Quality Certification Scheme to ensure a healthy working environment
- Oil-free distribution substations and zone substations to reduce potential fire hazards

Training and awareness



- Comprehensive safety training for employees with the introduction of virtual reality technology to bring training sessions to near real-life environment
- Health and safety alerts for employees
- Company-wide Safety Climate Index (SCI) survey every three years
- Various promotional campaigns for employees and contractors including Health & Safety Forum; Health & Safety Week; Safety, Health & Environment Day; Environmental, Health & Safety Quiz; and health and safety talks
- Relevant safety information on our website for third-party contractors carrying out works near our power supply lines
- Promoting safe use of electricity to customers through group tours of our Power Quality Centre and electrical safety talks at community centres and housing estates

Encouragement



- Various incentive and award schemes to recognise employees for zero-accidents
- Launched a Continuous Safety Improvement and Innovation Scheme in the year
- Incentive scheme for reporting near-miss incidents which was enhanced in 2019 with an additional reporting channel using chatbot technology
- Membership of the "Charter on Preferential Appointment of OSH Star Enterprise", involving a pledge to give preference to contractors that have effective safety management systems in place for repair, maintenance, alternation and addition works



Contingency Preparedness

Interruptions to electricity supply may significantly affect community facilities such as hospitals, road traffic control systems, communication infrastructure, escalators and lifts of buildings. We make every effort to deliver a reliable source of power and provide 24-hour emergency support to our customers via telephone and SMS.

We take extra care of the special power supply needs of customers operating life-support equipment by encouraging them to register with us so that we can provide advance notification of planned power supply interruptions. We also have contingency power supply plans in place for hospitals.

Please refer to the chapter on [Serving Hong Kong](#) for more information about our supply reliability and customer service.

We are well-prepared for potential emergency situations such as fire, oil and chemical spills, typhoons, flooding, emergency evacuations, rescues from confined spaces and heat-stroke treatment. We identify potential health and safety risks for our employees, contractors and customers as well as for the public, and mitigate these risks by developing and implementing appropriate procedures. We also conduct regular drills to enhance our response capabilities to these situations.

We have established a 3-level contingency plan to minimise health risks to our employees and the community as well as to maintain our business continuity and electricity supply services during an outbreak of influenza or similar diseases.

Developing Safely

In 2019, HK Electric's Projects Division won a Gold Award in the RoSPA Health & Safety Awards. This prestigious industry awards scheme hosted by The Royal Society for Prevention of Accidents (RoSPA) in the United Kingdom receives entries from organisations around the world. The Gold Award recognises the company's achievements in health and safety management for development projects, particularly our leadership and workforce involvement practices.



Safety is a Common Culture

HK Electric's Generation Division hosted its annual Outstanding OSH Employee Award Ceremony in December 2019. Besides our employees, some contractor personnel from different ethnic groups were also recognised for their outstanding safety performance.



Confined space rescue drill.



Hong Kong	957
Mainland China	17
Asia (excluding Hong Kong, Mainland China)	47
United Kingdom	14
Europe	12
Australia	5
United States	16
Other region	3
Total	1,071



Managing our Supply Chain

We depend on a variety of suppliers, including contractors and consultants, to help us construct, operate and maintain our power facilities and support our daily operations.

All of our suppliers must adhere to our “Code of Practice for Suppliers”, which sets forth clear standards on business ethics, human and labour rights, health and safety, and environmental protection. We encourage our suppliers to report publicly on their CSR performance and to influence their business partners to abide by our Code as far as practicable.

Responsible Procurement

Every tender or quotation that we receive is processed according to established commercial procedures. Our major suppliers are required to undergo assessment and screening in order to be listed on our Recognised Tenderers Register (RTR). We periodically review the RTR and request major suppliers to submit an update on their CSR performance. In 2019, for example, we evaluated the CSR performance of 53 major suppliers under the RTR system.

Special procedures are in place to handle our fuel, limestone and urea suppliers on a case-by-case basis, which include consideration of their CSR performance. These suppliers accounted for approximately 1.2% of all our suppliers in 2019.

When making procurement decisions, we consider impact on the environment together with other criteria such as quality, price and punctuality in supplying products or services. In accordance with our Green Purchasing Policy and Green Purchasing Guidelines, we strive to work with suppliers who conserve resources and protect the environment.

Influencing our Suppliers

We value our suppliers as respected business partners who are integral to helping us achieve our corporate mission, and we engage with them regularly to pursue shared goals for sustainable development.

In particular, we actively pursue with our contractors on measures to improve their environmental, health and safety performance. Please refer to the previous section on [Health & Safety](#) for more information.

HK Electric was named “HSBC Living Business Sustainable Supply Chain Leader” at the HSBC Living Business Awards in 2019. We were delighted that during the year some of our contractors received similar awards in recognition of their CSR performance.

Promoting Sustainable Procurement

HK Electric is a founding member of the Hong Kong Sustainable Procurement Charter (SPC), established by the Green Council in 2018. In September 2019, we hosted an SPC meeting in the company's Smart Power Gallery for members to discuss the latest sustainable procurement trends, share best practices and learn about energy saving technologies that are modelled in the Gallery.

