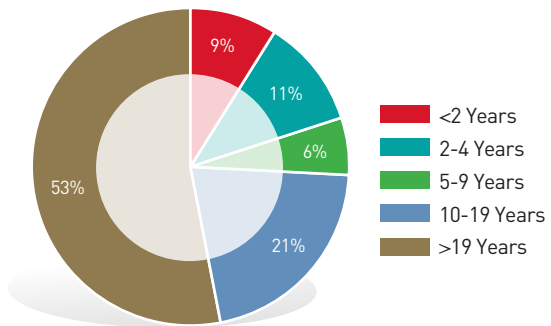


# Our People



Years of Service



Power Assets has been undergoing strategic change in tune with the changing marketplace and organisational developments. To successfully manage these changes, we have directed our efforts towards engaging our employees in order to foster a strong, open and effective employer–employee relationship. We continue to base our human resources strategy and policy on five principles – Synergy, Holistic Development, Ideal Workplace, Nurturing Future Leadership, and Excellence, so as to encourage every employee to ‘SHINE’.

## Creating the Ideal Workplace

We aspire to provide our employees with the ideal workplace. In pursuit of this goal, we seek to employ dedicated talents; equip them with the skills they need; reward them fairly and well; engage with them; and offer them rewarding career. Our sustained investment in employee relations has encouraged a feeling of belonging and mutual concern within the organisation. We are proud of the loyalty of our employee base - our employees in Hong Kong have an average tenure of 19 years with us.

As a socially responsible corporation, we are committed to providing equal recruitment and employment opportunities regardless of age, gender, disability, family status, race, or any other category protected by legal regulations. We do not tolerate discrimination, harassment, vilification or victimisation.

## Recruitment

We recruit employees based on qualifications, capabilities, experience, and areas of expertise, resulting in a solid mix of talents. We aim to identify and select the best and most suitable talents amongst fresh graduates as well as apprentices and technicians, tapping into the local pool as far as possible. In Hong Kong, women account for 17% of the 2000-strong workforce as well as senior managers.

In 2012, 16 fresh graduates joined the company as trainees in Hong Kong. Thirty-four trainees completed their two / three-year training.

## Ethics

We believe that honesty, integrity and fair play are essential assets, and these form the foundation of our "Code of Conduct" which was revised in 2012 to align with global requirements and standards on personal conduct and integrity.

We do not tolerate any breach of the "Code of Conduct" and have well-established channels and procedures for reporting, handling and investigating violations and complaints. We have established a whistleblower hotline to provide a safe channel of communication for employees as well as external business partners.

## Remuneration

We recognise that a fair and competitive remuneration package forms the cornerstone of being the employer of choice. To stay competitive, our total remuneration package is reviewed annually, paying special attention to relevant industries and comparable organisations. In 2012 we continued our "pay-for-performance" policy that appraises and rewards our employees for initiative, hard work and achievements.

## Holistic Development

Training is an essential part of the working life of our employees regardless of level. One of our principles is to inculcate strategic thinking and management principles among employees to encourage personal growth. In 2012, each of our employees spent an average of 40 hours in training relating to both professional and personal development while trainees received in total 2,380 hours of training.

## Nurturing Future Leadership

We have a succession planning system which identifies, assesses and develops the future leaders of the business.

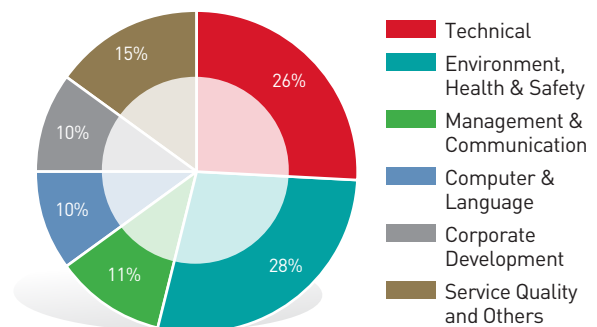
In 2012, 14 high performing young engineers and managers participated in our one-year "Leadership Development Programme", involving on-the-job assignments along with developmental activities to widen their business perspectives and increase versatility. In addition, three young promising engineers were seconded overseas for short-term training under "Young Engineer Programme".

We currently offer structured training programmes to around 50 to 70 young graduates.



▲ A light moment at one of the "Corporate Excellence Series" workshops, attended by about 240 managers.

### Training Hours: 77,840 hours



# Our People



▲ A holistic approach to employee wellness – a mental health awareness workshop under way.

## Creating Employee Wellness

Under our “Employee Wellness Programme”, a wide range of work-life balance initiatives were organised in 2012 to promote the physical, emotional, intellectual and social wellness of our employees.

To encourage our employees to become “Good Neighbours”, we set up the “Good Neighbour Programme”, in which three series of workshops were conducted offering knowledge and skills to handle stress as well as some other common emotional/mental health problems. In 2012, a total 11 workshops were conducted, covering 262 employees. The programme continues in 2013.

In 2012 the “Good Neighbour” ethos was extended by our employees into the community through a number of projects for the less privileged.

## Synergy through Communication

We have a comprehensive network of channels that connect employees and management. Seven Joint Consultation Panels comprising over 70 elected members meet regularly to channel employees’ views to management and convey company policies to employees.

## Health and Safety

We aim to excel in occupational health and safety performance and achieve accident-free operations. To this end, we make considerable investments in training and wellness programmes. Twenty-six health and safety seminars and workshops were held during the year for employees and contractors.

A “Health and Safety Board” monitors overall health and safety policies and issues, while “Loss Prevention and Training Section” of individual divisions focus on day-to-day health and safety matters. After a comprehensive review, our Health and Safety Policy has been revised to reinforce our commitment to protecting the health and safety of the public, in addition to our employees, customers and contractors, by conducting our business in a safe and socially responsible manner.

In 2012, apart from routine safety inspections, we implemented various workplace initiatives such as “Work Safe Behaviour Programme” to increase safety consciousness among our employees.

In recognition of our practices and programmes to prevent workplace injuries, we have received the International Safe Workplace Certificate under the “Safe Community Programme” of World Health Organization.

▼ Safety first – every day, in every aspect of our operations.



## Outside Hong Kong

A strong commitment to employee welfare, safety and skill development is a characteristic across all our businesses.

In Australia, SA Power Networks continued its nationally accredited training and apprenticeship scheme during the year, with 164 apprentices in training and 25 graduates participating in a three-year development programme.



▲ Helping graduates embark on engineering careers – young participants in SA Power Networks’ training and apprenticeship scheme.

Our other Australian associates CitiPower and Powercor had 90 participants in their apprenticeship programme, including 15 new recruits. The business undertook revisions in its health and safety management systems to ensure compliance with regulatory standards. An Occupational Health and Safety leadership training programme was rolled out for all CitiPower and Powercor leaders to reinforce the “Never Compromise” culture. The operations recorded three Lost Time Injuries (LTI) for 2,073 employees in 2012.

During 2012, UK Power Networks completed the construction of its electricity infrastructure serving the Olympic Park and maintained fault-free supply during the Olympics. Despite the pressure of a fast-track programme, the team achieved over



▲ Cheers! NGN staff complete a coast-to-coast cycle ride to raise funds for cancer research.

1,509 safe working days with no reportable safety incidents. In addition, UK Power Networks initiated an education programme for all site workers on safe working.

Northern Gas Networks is the only gas distribution network in the UK to receive both the Occupational Health and Safety accreditation, OHSAS 18001 and the worldwide accreditation of ISO 14001 for the Environment. LTIs in 2012 were three, representing another exceptionally strong performance.

In Thailand, Ratchaburi Power Company Limited (RPCL) continued to monitor noise, heat, lighting and ambient air quality to ensure a safe working environment for its 48 employees. RPCL achieved the OHSAS 18001-2007 accreditation in Safety Management, and its cumulative man-hours without time lost due to accidents now exceed 1,170,000.



▲ Rowing to raise funds – Powercor staff participate in the “Give Where You Live Geelong RiverFest”.