



Our People

Our Approach

Our staff are the human face of our brand, the engine of our success and the primary bridge between our business and the local community. We hire and retain talented individuals by making Hang Seng a great place to work. We reward employees with competitive compensation and benefits packages, supportive working conditions and a good work-life balance. We also listen to and learn from our people, recognising them as individuals with a diverse set of strengths, needs and motivations.

The Bank's human resources policies are designed to attract people of the highest calibre and motivate them to excel in their careers, as well as to uphold the Bank's brand equity and core values. We provide a wide range of staff training and development programmes, with the aim of cultivating a team of professionals that will contribute to our success.

We promote a culture of personal and professional respect among colleagues. We provide a comfortable, inclusive, dynamic work environment that emphasises equal opportunities for all.

Our workplace enhancement programme empowers employees with flexibility and entrusts them with accountability. We offer employees choice as to where and how they work, as well as flexi-hours, based on their personal preferences and project needs.

We have established a 'digital floor' at our head office, which uses a new workspace model: Activity-based Working. This

supports a diverse range of working styles, encourages creativity, agility and collaboration, and promotes improved employee's health and wellness.

As part of our 'speak up and speak out' culture, we hold town hall-style meetings and exchange sessions at which employees ask questions and share opinions and ideas.

Our volunteer team activities provide opportunities for staff to become more involved in the development of the communities in which they live and work.

We are one of Hong Kong's largest listed companies in terms of employees. Among more than 10,000 full-time equivalent staff, 98% are permanent and 2% are contractors¹.

Our Bank's significant location of operations is Hong Kong, and members of the Senior Management² team are hired locally³.

Of our senior leaders, 41% are female. This is well above the HSBC Group's diversity target of 30% of senior roles being filled by women by the end of 2020. 58% of our employees are female, and 42% are male.

As one of Hong Kong's most reputable banks, we strive to lead by example. We comply fully with the Sex Discrimination Ordinance, Race Discrimination Ordinance, Disability Discrimination Ordinance and Family Status Discrimination Ordinance.



We are one of Hong Kong's largest listed companies in terms of employees. Of our senior leaders, 41% are female.

Note:

¹ The figures reported in this chapter cover all employees in our Hong Kong operations unless stated otherwise.

² 'Senior Management' refers to those executives who are: (a) Executive Directors of the Bank; (b) Alternate Chief Executives of the Bank; (c) members of the Executive Committee of the Bank; or (d) head(s) of the Bank's principal subsidiary/subsidiaries with offshore operations and with total assets representing more than 5% of the Bank's total assets.

³ 'Local community' is equivalent to our significant locations of operations.

Promoting High Performance

The Bank has a well-established system for appraising employee performance and encouraging a culture of lifelong learning and continuous improvement.

Our Everyday Performance and Development approach encourages frequent, holistic and meaningful conversations, throughout the year, between managers and employees. These provide an opportunity to discuss progress, give feedback and recognition, identify support that may be needed, and address issues that could affect an employee's well-being.

To help employees perform at their best, managers and employees are encouraged to maintain open, honest dialogue throughout the year with respect to role expectations, performance feedback and career development. All employees have a formal performance review at the end of every year, during which they discuss their performance and progress in line with previously established goals and objectives. They also receive performance and behaviour ratings under the Bank's employee assessment framework. The behaviour assessment looks at how individuals manage issues such as risk and compliance, as reflected in how they act to protect the interests of colleagues, customers, the environment, markets and the Bank. Assessment ratings determine differentiated pay recommendations during the annual pay review.

Pay and Benefits

We offer competitive pay and benefits to attract talented staff, and we use a performance-based remuneration system that motivates employees and rewards them in line with their contributions to growing our business. A variable-pay scheme – based on individual contributions and the performance of the Bank – provides additional incentives.

To retain staff and maintain our competitiveness, we regularly review our rewards and career opportunities, particularly for key positions. The Bank's pay and benefits are well above the minimums stipulated by local laws and statutory regulations.

Fair Rewards for Equal Work

The Bank's prudent human resources policies are established and operated in strict compliance with Hong Kong legislation, ordinances and regulations.

As an equal opportunities employer, we determine employee remuneration with reference to performance and market benchmarks. Wages are not differentiated by gender.

For casual part-time employees, legislative requirements and market practice provide a framework for the negotiation of contractually agreed benefits on an individual basis.

Staff Turnover

Our voluntary turnover rate in Hong Kong in 2018 was 17.9%. We closely monitor turnover and gather insights and information through exit surveys. These enable us to address employee concerns and implement retention measures.



Business Principles and Values

Our business principles and corporate values guide staff to uphold the highest personal standards of integrity, and to comply with the spirit and letter of all laws and regulations when conducting business. We operate with courageous integrity, whereby every employee is empowered to do the right thing without compromising ethical standards and to behave in a dependable, open and connected way. The 'At Our Best Recognition' programme promotes the Bank's core values by recognising positive behaviours that are aligned with our principles.

Acting with Courageous Integrity

We empower our employees to always act in accordance with our core value of courageous integrity, and to be dependable, open and connected in all that they do.

Dependable – do the right thing

- Stand firm for what is right, deliver on commitments, and be resilient and trustworthy
- Take personal accountability, be decisive, and use good judgment and common sense
- Empower others

Open – to different ideas and cultures

- Communicate openly, honestly and transparently, value challenges and learn from mistakes
- Listen, treat people fairly, be inclusive and value different perspectives

Connected – to customers, communities, regulators and each other

- Build connections, be aware of external issues and collaborate across boundaries
- Care about other people and their progress, show respect, and be supportive and responsive

Training and Skills Development >>>

We invest in staff training and development to build and sustain a competent, professional, ethical workforce that will contribute to the success of the Bank.

Our commitment to staff development aligns with our recognition that authorised institutions engage and deploy personnel with sufficient skills, knowledge, professional qualifications, experience and soundness of judgment for the responsible discharge of their duties.

Building a Culture of Success

To ensure employees' seamless integration with Bank culture, and to fully develop their competence and potential, we provide new joiners, third-party service providers and agency contractors with a comprehensive induction programme. This enhances understanding of our history, vision, culture, values, risk management, corporate governance and sustainability objectives.

To equip staff with the skills and knowledge to meet future challenges and professional requirements – especially as regards regulated businesses and activities – the Bank offers a wide range of training and development programmes. These cover sales and relationship management, products, operations, compliance, credit and risk.

The Bank holds training on anti-money laundering, conduct, anti-bribery and corruption to strengthen its financial crime risk management culture. On average, the Bank's staff members received five days of such training in 2018.

We also provided approximately 82,100 hours of training for all employees, as appropriate, on related policies and procedures. Further programmes built awareness of human rights issues that are relevant to our working environment and operations.

Maintaining Professional Standards

Depending on their role, staff receive training in areas such as financial knowledge, banking products and operations, compliance, risk management, leadership and management, and sales and relationship management. Reinforcement and refresher programmes help ensure that employees have the latest information and skills to carry out their duties to the highest standard.

Other internal training programmes are designed to develop employees' capabilities, to advance their careers, and to enhance their management and interpersonal skills. We have enhanced our education subsidy scheme, to encourage and support members of staff who wish to further their higher education (e.g. undergraduate and postgraduate degrees) and/or attain professional qualifications. Since this policy enhancement, applications have risen by 55% from 2017.

The Bank offers a suite of online resources, and e-learning and instructor-led programmes, on its intranet, to support staff learning and development.

To strengthen staff's retirement-planning knowledge and skill, we partnered with the Institute of Financial Planners of Hong Kong to provide an in-house Qualified Retirement Advisor programme.

Developing Future Leaders with a People-centric Culture

To strengthen our people-management capabilities and cultivate our preferred corporate culture, we hold workshops for senior leaders, experienced people managers and new people managers. Workshops for senior leaders stress the importance

of authenticity, and encourage staff to speak up, to develop an open culture. (See [Cultivating a Speak-up Culture >>>](#))

Our workshops for experienced people managers focus on addressing practical people-management challenges. Participants gain the confidence and skills to handle a variety of challenges, via discussions about real cases and experience-sharing sessions.

The Bank has also designed workshops to build core team management skills among new people managers. These workshops help participants transition from individual contributors to people managers and equip them with core management capabilities.

A series of training on financial knowledge, wealth management, banking products and operations, risk and compliance, and sales relationship management is provided to client-facing staff as appropriate to facilitate them to deliver professional and fair trading to customers.

In 2018, we held a total of 382,000 hours of training.

Training	2018	2017	2016
Average Training Days per Full-time Employee			
Number of days	5	5	5
Average Training Hours by Gender			
Male	46	43	47
Female	38	36	41
Average Training Hours by Employee Category			
Executive	29	32	37
Officer	49	41	50
General staff	40	41	38

Training and Skills Development >>>

Nurturing Talent and Succession Planning

To build and maintain high quality internal talent, we identify and develop individuals who display high potential for leadership roles and other key positions. Our Leadership Capability framework nurtures people management and leadership skills. (See [Building Better Leaders >>](#))

We develop young talent into banking professionals by offering internships across our businesses and functions. In 2018, more than 450 university students joined our internship programmes, to gain the knowledge and skills needed in our industry.

We are committed to promoting internal mobility within the Bank, and retaining expertise and talent by encouraging employees to pursue their career goals. In 2018, more than 900 employees successfully applied for different roles within the Bank to nurture their talent and broaden their experience.

Management Trainee Programme

Our Management Trainee Programme (MT Programme) is a three-year, fast-track programme for recent graduates seeking long-term careers in the banking industry. It prepares participants to take up executive-level positions in one of the Bank's eight business functions through an intensive programme with comprehensive classroom training on business operations, products and services; exposure to Mainland and overseas business; job rotations within and across business functions; senior management mentorship; and support for attaining professional qualifications.



In 2018, more than **450** university students joined our internship programmes, to gain the knowledge and skills needed in our industry.



The great variety of learning and development opportunities provided by the Bank's MT Programme impresses me most. At work, we are mentored by business leaders who constantly share with us knowledge and experience, based on their subject expertise. Outside work, classroom training and leadership workshops offer us holistic views of the Bank's business and equip us with skills to take up management positions in the future.



Yutie Cheng

Management Trainee (2016 intake), Retail Banking and Wealth Management



What attracted me to the Bank's MT Programme is its all-round training and rotational experience. This gives us chances to learn, develop and contribute to not only one, but various teams throughout the three-year programme, widening our exposure and enhancing our professional capabilities in the banking industry.



Jenny Tsoi

Management Trainee (2016 intake), Financial Control



Our People

Training and Skills Development >>>

Building Better Leaders

The retention and development of high-potential employees supports the sustainable growth of our business. Examples of the specialised training provided by our Leadership and Management Development programmes are:

Talent Development

We accelerate the professional growth of high-potential talent with feedback and coaching, self-learning online resources, planned job moves for career and skills development (including cross-fertilisation between businesses and functions) and individual development plans.

Performance Management

People managers are offered training to enhance their ability to facilitate the personal and professional growth of their team members. Through our Everyday Performance and Development programme, managers build a values-led, high-performance culture by providing effective performance feedback, coaching and career development guidance in their interactions with staff.

Our Charter

In 2016, we established our Charter to bring together the Bank's purpose and values in the context of its history and future. This resource helps us make better decisions when

faced with difficult choices. The Charter encourages employees to act with courageous integrity, to speak up and to use sound judgment when navigating challenging situations. Employees can access real-life workplace examples and relevant reference materials on our intranet.

Culture Change

Our corporate values (Dependable, Open and Connected) are embedded in our daily work practices. Our recognition programme rewards positive behaviour that aligns with our corporate values and supports the Bank's long-term growth strategy. In 2018, we launched People Management Clinics to help experienced people managers address practical challenges. We also have workshops that help new People Managers build core team management skills.

Leadership Development

Our leadership programmes are designed to develop people management skills that drive high performance, create a positive employee experience, and build strong capabilities to lead oneself as well as businesses and functions.

Co-op Programme

We operate a six- to 11-month work placement programme for non-final-year university students. This helps them gain

practical experience, and the skills and knowledge needed for a successful career in the banking industry.

Summer Internship

We offer non-final-year university students eight- to 10-week internships that provide first-hand experience and insights into the fast-changing banking industry, as well as the opportunity to learn more about what it takes to build a long-term career in banking and finance.

Summer Seed Programme

Our Summer Seed Programme is an intensive 10-week work placement initiative for penultimate-year university students. It offers the chance to gain valuable experience and a better understanding of the core business functions of banks. Students who perform strongly may be granted early selection for the Bank's Management Trainee Programme.

Fintech Career Accelerator Scheme (FCAS)

Following a successful pilot in 2017, we continue to participate actively in Hong Kong's FCAS. This internship programme was initiated by the Hong Kong Monetary Authority and the Hong Kong Applied Science and Technology Research Institute. It sponsors six- to 12-month internships for local university students, to support fintech career development.

Employee Engagement and Communication

The Bank aims to create a work environment that promotes employee engagement, champions diversity and an inclusive culture, and empowers staff to perform at their best.

Employees are encouraged to engage in two-way communication with senior management and colleagues at all levels. In 2018, we continued to run the multi-pronged staff engagement programme 'You Matter', to foster an open, progressive and dynamic culture. The programme promotes key elements of our brand equity such as customer service excellence, inclusion and creativity. It also includes a series of town hall and exchange sessions with senior management, informal networking events, and forums hosted by heads of businesses and functions to profile their scope of work.

To enhance communication, collaboration and collegiality, we will launch 'H@SE', a mobile app for staff, in January 2019. This provides an interactive platform for over 8,000 staff in Hong Kong. Not only will this new app allow staff members to get the Bank's latest updates, it will also enable them to freely share comments, and cast a vote on various topics, just like other social media apps. This app will serve as a dedicated tool to engage employees and facilitate transparent, direct and two-way communication with staff.

Information on the Bank's direction and strategies, culture and values, policy updates and employment matters is conveyed to employees through business briefings, town hall meetings, the intranet, morning broadcasts, circulars and emails.

We encourage staff to provide suggestions, comments and feedback through employee surveys, exchange sessions, thematic focus groups and other channels. We also gauge the sentiments and behaviours of our staff to enhance training, communication and employee engagement plans with the aim of promoting the adoption and practice of our corporate culture.

Cultivating a Speak-up Culture

Team leaders are increasingly aware of the value of exchange meetings. Staff enjoy the informality of these meetings which come in different forms, sizes and styles.

For past three years, our annual employee surveys showed that staff who recently participated (within 3 months) in an exchange meeting increased from 14% (second quarter 2016) to 31% (second quarter 2017), and further to 56% (second quarter 2018). In 2018, the Chief Executive hosted more than 10 exchange sessions in which staff could raise issues and express their opinions openly and directly.

This additional channel of enhancing the approachability of senior leaders was the number one suggestion made by staff in previous surveys, when they were asked what could be done to address a fear of speaking up. Employees respond positively to these sessions, and the Bank will continue to make them a core part of its staff engagement.

Our most recent employee survey, in the fourth quarter of 2018, confirmed that more than 80% of employees are

Due consideration is given to ensuring there are appropriate notification periods and communication channels when any significant operational changes that could substantially affect staff are implemented.



willing to voice concerns when they see behaviour that is considered to be wrong. The Bank's commitment to encouraging staff to speak up has been received positively.

The survey also indicated that employer advocacy in Hang Seng has increased since the second quarter of 2018. Employees – whose advocacy has increased – attributed this to aspects of the working culture and employee experience, apart from remuneration package. Behavioural analysis supports this view: fair treatment of employees, an open and honest environment, and supporting employees' potential are all closely linked to increased advocacy.

Starting in 2019, bank-wide employee surveys will be conducted on a biannual basis to gauge the sentiment and behaviour of staff. Pulse surveys will be rolled out between the biannual surveys to study issues of key strategic importance to the business.



Equal Opportunities, Diversity and Inclusion

Hang Seng strives to attract and retain best-in-class talent with a positive, welcoming company culture. Our employment practices do not discriminate on the grounds of gender, gender identity, sexual orientation, ethnicity, race, disability, age, religious belief, family status, marital status, pregnancy, socioeconomic background, or any other aspect of personal difference that is unrelated to job requirements or role. In championing a diverse, inclusive workplace, we expect all members of our team to appreciate, respect and care for each other, regardless of personal differences.

To combat discrimination, harassment and victimisation in the workplace, we have an Equal Opportunities Policy. Our human resources policies comply with relevant government legislation, ordinances and regulations. The principles of our Equal Opportunities Policy are incorporated in our Staff Code of Conduct, with which all staff must comply. No violation of relevant laws and regulations was reported in 2018.

The Bank is committed to promoting diversity and an inclusive work environment in which employees feel comfortable to be themselves and are encouraged to realise their potential. We strongly believe this contributes to a more innovative, collaborative work environment.

We care about our employees' needs inside and outside the workplace. Staff may face different work-life challenges at different stages of their lives. Therefore, we offer flexibility to work from home, to work part-time or to take sabbatical leave, so employees may fulfil their responsibilities as parents or caregivers. We have also upgraded our office facilities, with Mother-care Rooms at our three core buildings that cater to the needs of nursing mothers.

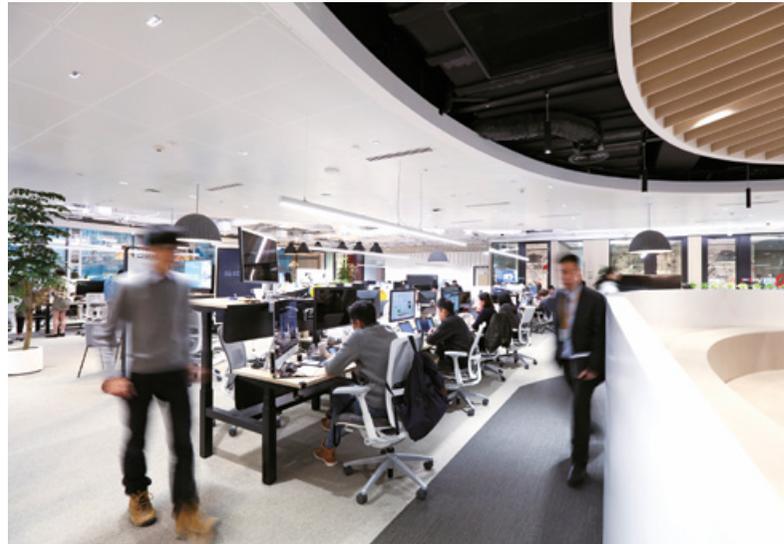
We regularly review and, when appropriate, revise our diversity and inclusion policies, to ensure they are in line with regulatory requirements, market trends and industry best practice.

We belong to the Gender Focal Point Network, a Hong Kong Government-led initiative to promote equal status, rights and opportunities for women in all aspects of life. The network enables us to share best practices with other industry players and stay up-to-date with regulatory requirements.

Our Employee Resource Network Group initiative encourages the establishment of voluntary, employee-led groups that promote a diverse, inclusive work environment.

All staff receive training on issues such as diversity and inclusion, equal opportunities, and data privacy. This is also included as part of our New Joiners Induction Programme.

We believe gender diversity is important for human capital development. By tracking and reporting our findings to senior management, we work to ensure that a balanced representation of gender is achieved at all levels.



The principles of our Equal Opportunities Policy are incorporated in our Staff Code of Conduct, with which all staff must comply. No violation of relevant laws and regulations was reported in 2018.



Employee Well-being >>

Work-life Balance

Employees who enjoy a good work-life balance are better equipped to perform well. We support our people to manage their work and life commitments efficiently, with initiatives such as flexi-hours, adoption leave and volunteer leave. We introduced a flexible working arrangement in 2018: employees are encouraged to agree options with their managers, such as flexible working hours, personal time and working from home, to match their personal circumstances and avoid excessive working hours.

We regularly review employee benefits against the market to ensure they are fit for purpose and support staff well-being. In 2018, we increased our annual leave entitlement. We also began granting annual leave for contract staff upfront in their joining year.

To provide greater support for families, our paid maternity and primary adopter leave increased from 14 weeks to 16 weeks, effective 1 January 2019. In 2018, 172 female employees and 124 male employees applied for maternity and paternity leave, respectively. Return-to-work and retention rates following parental leave were close to 100%.

To encourage our people to contribute to the community and experience the personal rewards of civic participation, eligible Hang Seng staff may take up to two days of volunteer leave per year to engage in charitable initiatives.

In 2018, we continued to organise leisure and recreational activities that encourage employees to keep physically active, pursue their hobbies and interests, and build closer connections with their colleagues, friends and family members. Highlights included a singing contest, a family fun day and our inaugural Bring Kids To Work day, through which parents were able to show their children what they do on a "typical day at the office". More than 43,000 people took part in our various classes and events in 2018.

In addition to our annual Hang Seng Cup competition, which promotes team spirit and greater cross-departmental interaction through basketball, football, bowling, badminton, table tennis and golf, we held our first 'eSports Carnival' in 2018, where colleagues partook in friendly competition in the digital arena. We also supported staff participation in external sporting competitions such as the city-wide Corporate Games organised by the Leisure and Cultural Services Department, in which our basketball team brought home the Overall Champion (Basketball Group A) title.

In 2018, we increased the number of our vacation quarters at five-star hotels to seven rooms. More than 7,500 staff and their family members took advantage of this exclusive benefit.

Catering outlets are available in some of our office buildings. The cafe at Hang Seng 113 has become a convenient venue for staff to enjoy a relaxing lunch and organise team-building activities after office hours.

Health and Wellness

Striking a balance between work and personal demands can be challenging. Our Employee Assistance Programme provides staff with access to professional counsellors. This service – available 24 hours a day, seven days a week – is free and confidential.

As part of our commitment to supporting the health and wellness of our employees and their family members, we provide a wide range of benefits such as hospitalisation and surgical benefits, outpatient treatment, dental services and medical wellness checkups. We also provide seasonal influenza vaccinations for employees and their eligible dependents.

Effective 1 January 2019, our employee medical benefit coverage has been enhanced to provide more flexible choices for our staff and their dependents.

To further engage employees and improve their health and wellness, commencing January 2019, all staff at core buildings and branches can enjoy weekly fruit. 'Happy Hour Gatherings' are to be held monthly at different core buildings. While enjoying free drinks, snacks and games, employees from different business and functions can relax, mingle with their peers and stay connected.



Employee Well-being >>

Lifestyle and Leisure

Employees may wish to take time away from the workplace to pursue personal interests or activities with the security of knowing their job will be waiting for them on their return. We introduced the flexible working arrangement in 2018 and offer a bundle of options, such as alternative work location, part-time work, sabbatical leave and personal time. These offer employees the opportunity to achieve a better balance between the office and personal commitments. These initiatives also enhance engagement, increase retention and attract talent.

Our workplace enhancement programme uses technology and digital solutions to achieve a paperless working environment and to reduce storage space. This will allow us to build more meeting rooms, spacious office pantries and breakout areas to support mobile and collaborative work.

Wealth and Finances

To assist the financial well-being of our employees, we provide special offers for credit cards, insurance, and other products and services. We offer favourable terms for staff housing loans, enabling employees to purchase a primary residence, and provide assistance with subsequent property purchases, to help employees adjust to changing family circumstances.

To provide more flexibility, the maximum loan tenor for new purchase property application for our employees has been extended from to 65 years old from 60, effective from 1 December 2018. Employees continue to have the option of shortening the loan repayment period based on their personal financial circumstances.

To encourage staff to plan for retirement at an early stage, we provide a wide choice of fund options in the Defined Contribution Scheme. We also provide regular fund factsheets, to help employees identify and understand their tolerance for investment risk and volatility.

Other Well-being Activities

We are committed to creating a work environment that enables employees to be at their physical and mental best. In 2018, we organised a series of workshops and activities to increase employees' awareness of physical and mental health, to enable them to take better care of their bodies and minds, and to start making the daily changes necessary for their well-being to flourish.

We organised talks and seminars to give information and support to working parents, and help them fulfil the demanding dual roles of active family member and effective employee. These activities and programmes have been well-received by staff.

In 2018, the Bank launched informal networking events, to create forums for staff to connect with senior managers and mingle in a fun, fast-paced style. Working parents, millennial employees and new joiners were invited to participate, share challenges and offer support.

Occupational Health and Safety >>

We uphold high standards of occupational health and safety (OH&S) in the workplace. This involves engaging employees at all levels through committees, forums and working groups, as we develop our OH&S policy and management framework.

In 2009, Hang Seng established its [Health and Safety Policy >>](#). That same year, it became the first bank in the world to implement a certified BS OHSAS 18001:2007-compliant Occupational Health Safety Management System (OHSMS). It is designed to reduce the exposure of staff, contractors and customers of Hang Seng and its subsidiaries in Hong Kong to

health and safety risks associated with the Bank's business activities.

The OHSMS is overseen by a Safety Management Committee (SMC), comprising senior management representatives who are responsible for monitoring and advising on OH&S programmes. The concerns and views of staff are represented by the SMC's Working Team, a committee comprising middle management representatives, who are supported by approximately 300 Job Hazards Analysis (JHA) team members. (See [OH&S: Everyone's Business >>](#))

Job hazard analysis and risk assessments are undertaken by the JHA team at least once every six months. If there are any changes or proposed changes to activities – including the use of equipment and materials, special or temporary activities or renovations, or actions taken following incidents – the existing analysis and assessment will be reviewed as soon as possible. When a workplace hazard is identified, safety instructions are made available for staff reference.

Staff are encouraged to bring hazards or potential hazards to the attention of their department's JHA representative. Safety

Occupational Health and Safety >>

measures will be implemented to mitigate the risks. Hazards reported in 2018 included improper handling, 'slip, trip and fall' hazards and loose-lying cables.

We provide a range of training courses to enhance the OH&S knowledge of our staff, from classroom-based training to web-based e-learning. OH&S training is included in our New Joiners Induction Programme.

Employees from different sites and business lines are trained to be Qualified First Aiders. This enables them to offer prompt assistance to colleagues and customers in the event of a medical emergency or accident. A number of our first aiders have been trained to operate the automated external defibrillators that are installed in various bank premises.

Our Contingency Plan for Communicable Diseases sets out the key issues to be addressed, and actions taken, in the event of a serious outbreak. Our intranet provides information on the importance of personal hygiene and good health practices, and on the contingency measures that will enable the Bank to continue serving the community during emergencies.

In 2018, we sought ways to encourage staff to improve their wellness and achieve work-life balance. A promotion programme called 'Time to Appreciate Your Body' included health, safety and wellness seminars, workshops and massage therapy sessions. These aimed to improve employees' physical and mental health, to remind us to appreciate life and make the changes necessary for our well-being. We also organised a 'Health and Safety Week', full of activities including seminars, fire safety exchange sessions and information booths to promote health, safety and fire safety awareness. These promoted a 'Be healthy, be safe' message and aimed to minimise work-related illnesses and injuries.

OH&S: Everyone's Business

Under our BS OHSAS 18001:2007 – OHSMS certification, we have established processes for addressing a broad range of OH&S issues at bank-wide and functional levels.

Functional level

- Personal protective equipment
- Organisation and operation of the SMC
- Staff representative participation in health and safety inspections, safety audits and accident investigations
- OH&S training and education
- Complaints and reporting mechanisms
- Safe workplace rights

Bank-wide level

- Compliance with the International Labour Ordinance as required under the internationally recognised BS OHSAS 18001:2007 certification standards
- Arrangements and systems for resolving OH&S-related problems
- Commitments regarding target performance standards and levels of practice



Occupational Health and Safety Statistics

Lost Day Rate [^]	2018	2017	2016
Male	0.73	0.04	0.06
Female	0.26	2.22	2.62
Overall	0.99	2.26	2.68
Total Lost Days	92.5	187.5	224.5

Occupational Injury Rate [#]	2018	2017	2016
Male	0.03	0.01	0.01
Female	0.03	0.10	0.12
Overall	0.06	0.11	0.13

Absenteeism Rate [*]	2018	2017	2016
Male	1.50%	1.25%	1.49%
Female	2.15%	1.95%	2.24%
Overall	1.87%	1.66%	1.93%
Number of Occupational Fatalities	0	0	0

Note:

[^] The lost day rate is calculated based on the number of days lost per 200,000 hours worked (100 employees working 40 hours per week for 50 weeks).

[#] The injury rate is calculated based on the number of injuries per 200,000 hours worked.

^{*} The absentee rate indicates the number of absentee days (as a result of occupational injuries and other illnesses) as a percentage of the total number of work days scheduled for the workforce.

A Statistical Snapshot of Our People >>>>

Headcount by Employment Type and Gender

	Hang Seng Bank and Others #						Hang Seng China					
	2018		2017		2016		2018		2017		2016	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Full-time Permanent Staff	3,580	4,882	3,349	4,611	3,242	4,600	434	1,141	460	1,144	482	1,129
Full-time Contract Staff	65	34	128	92	60	41	44	68	49	61	35	50
Part-time Staff	8	42	4	28	4	25	-	-	-	-	-	-
Temporary Staff	-*	-*	1	2	2	3	-	-	-	-	-	-
Total	3,653	4,958	3,482	4,733	3,308	4,669	478	1,209	509	1,205	517	1,179
Grand Total	8,611		8,215		7,977		1,687		1,714		1,696	

Headcount by Employee Category and Gender

	Hang Seng Bank and Others #						Hang Seng China					
	2018		2017		2016		2018		2017		2016	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive	1,205	1,216	1,045	1,047	847	907	150	333	153	311	144	277
Officer	1,702	2,314	1,604	2,108	1,597	2,056	180	503	195	499	191	484
Clerical / Non-clerical	747	1,428	833	1,578	864	1,706	148	373	161	395	182	418
Total	3,653	4,958	3,482	4,733	3,308	4,669	478	1,209	509	1,205	517	1,179
Grand Total	8,611		8,215		7,977		1,687		1,714		1,696	

Note:

'Others' includes Macau / overseas and other Mainland operations (around 1.0% of total headcount of Hang Seng Group).

* The category of 'temporary staff' was retired in 2018. The headcount was reflected in the other three categories accordingly.

A Statistical Snapshot of Our People >>>>

Headcount by Age Group

	Hang Seng Bank and Others #			Hang Seng China		
	2018	2017	2016	2018	2017	2016
Below 30	2,585	2,535	2,530	503	580	598
30 to 39	2,650	2,354	2,108	931	917	913
40 to 49	2,034	2,025	2,061	228	184	157
50 to 59	1,291	1,261	1,240	25	31	27
60 or above	50	40	38	0	2	1
Grand Total	8,611	8,215	7,977	1,687	1,714	1,696

Average Years of Service

	Hang Seng Bank and Others #			Hang Seng China		
	2018	2017	2016	2018	2017	2016
Executive	8	9	10	7	6	6
Officer	10	11	11	5	5	5
Clerical / Non-clerical	11	11	12	3	3	3
Overall	10	11	11	5	5	4

Note:

'Others' includes Macau / overseas and other Mainland operations (around 1.0% of total headcount of Hang Seng Group).

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Average Age

	Hang Seng Bank and Others #			Hang Seng China		
	2018	2017	2016	2018	2017	2016
Executive	40	40	41	38	38	38
Officer	36	37	36	34	33	33
Clerical / Non-clerical	38	37	37	29	29	29
Overall	38	38	38	34	33	33

New Hires by Age Group and Gender

	Hang Seng Bank and Others #						Hang Seng China					
	2018		2017		2016		2018		2017		2016	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Below 30	563	616	553	566	406	428	62	136	94	162	75	151
30 to 39	346	295	258	246	103	130	41	86	35	75	32	57
40 to 49	67	121	61	68	23	26	5	6	4	4	1	2
50 to 59	32	31	27	16	15	13	0	0	0	0	0	1
60 or above	3	4	13	4	7	6	0	0	0	0	0	0
Total	1,011	1,067	912	900	554	603	108	228	133	241	108	211
Grand Total	2,078		1,812		1,157		336		374		319	
New Hire Rate [^]	24.1%		22.1%		14.8%		19.9%		21.8%		18.8%	

Note:

'Others' includes Macau / overseas and other Mainland operations (around 1.0% of total headcount of Hang Seng Group).

[^] The new hire rate is the percentage of total new hires among total employees at the end of the year.

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Employee Voluntary Turnover by Age Group and Gender

	2018				2017				2016			
	Male		Female		Male		Female		Male		Female	
	Headcount	Turnover rate [^]	Headcount	Turnover rate [^]	Headcount	Turnover rate [^]	Headcount	Turnover rate [^]	Headcount	Turnover rate [^]	Headcount	Turnover rate [^]
Hang Seng Bank & others #												
Below 30	368	4.4%	384	4.7%	361	4.6%	411	5.3%	363	4.5%	357	4.5%
30 to 39	238	2.8%	208	2.5%	175	2.2%	196	2.5%	142	1.8%	155	1.9%
40 to 49	70	0.8%	113	1.4%	47	0.6%	77	1.0%	40	0.5%	83	1.1%
50 to 59	49	0.6%	44	0.6%	23	0.3%	30	0.4%	31	0.4%	38	0.5%
60 or above	35	0.4%	36	0.4%	53	0.7%	30	0.4%	57	0.7%	34	0.4%
Total	761	9.0%	784	9.5%	659	8.4%	745	9.6%	633	7.9%	667	8.5%
Grand Total	1,545 (17.8%)				1,404 (18.0%)				1,300 (16.4%)			
Hang Seng China												
Below 30	55	3.2%	86	4.9%	53	3.1%	91	5.4%	55	3.2%	131	7.5%
30 to 39	51	3.0%	101	5.9%	41	2.4%	82	4.9%	56	3.2%	108	6.2%
40 to 49	3	0.2%	8	0.5%	6	0.4%	8	0.5%	8	0.5%	9	0.5%
50 to 59	4	0.2%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	1	0.1%
60 or above	4	0.2%	0	0%	0	0.0%	0	0.0%	2	0.1%	0	0.0%
Total	117	6.8%	196	11.3%	101	6.0%	182	10.9%	121	7.0%	249	14.3%
Grand Total	313 (18.6%)				283 (16.9%)				370 (21.3%)			

Note:

No significant seasonal variations in headcount were reported. Numbers remain generally stable throughout the year.

All headcounts are in full-time employee equivalent (FTE).

Due to rounding, numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

'Others' includes Macau / overseas and other Mainland operations (around 1.0% of total headcount of Hang Seng Group).

[^] The turnover rate is calculated based on the actual number of employees.