

Our People



Our staff are the **engine of our success and the primary bridge between our business and the local community.** We reward them with competitive compensation and benefits packages, and engage them with supportive and flexible working conditions.

Our learning and development programmes cultivate professionals who contribute to our success and who understand sustainability in practice.

Our human resources policies are designed to hire and retain people with the right values and behaviours, motivate them to excel, and uphold our brand equity and core values. We comply with relevant government legislations, ordinances and regulations such as the Employment Ordinance, Minimum Wage Ordinance, Mandatory Provident Fund Schemes Ordinance and Occupational Retirement Schemes Ordinance.

As a home-grown bank, we are committed to offering opportunities to local talents. Ninety-three per cent of our Executive Committee members¹ are hired locally². Of more than 7,800³ full-time equivalent staff, 99 per cent are permanent and one per cent are contractors.

Hang Seng was proud to earn the Employees Retraining Board Manpower Developer Award in 2020. This recognised our achievements in learning, people development and corporate social responsibility.



93%
Executive Committee members¹ are hired locally²



99%
permanent staff

- 1 Including those seconded from our parent company.
- 2 "Locally" refers to our significant locations of operation.
- 3 Unless otherwise stated, figures in this chapter cover all employees of our Hong Kong operations, excluding those seconded from our parent company.

Our People

Founded on Strong Principles

Our Global Principles underpin all policies and procedures, informing and connecting our purpose, values, strategy and risk management. They help us make better decisions when faced with difficult choices. We encourage our employees to act with courageous integrity, to speak up, and to use sound judgement in challenging situations.

Our mission is to “serve customers right and serve the right customers”. We embed this mission via our “RIGHT” Together initiative.

Starting with the RIGHT approach

The bank-wide cultural change initiative “RIGHT” Together aims to enhance our long-term sustainability, maintain the trust of our customers and support a working environment in which employees feel empowered, valued and inspired.

Its five principles promote positive behaviours that form part of our thriving corporate DNA:



- **READY** to challenge across boundaries with an open mind
- **IGNITE** curiosity to identify root causes and long-term solutions
- **Go** ahead, escalate concerns
- **HIGHER** standards by holding yourself and others accountable
- **TOGETHER** we recognise good conduct and behaviour

Mentoring sessions and workshops deepen our speak-up culture. Learning and internal campaigns promote “RIGHT” stories and share lessons learned. Communications and workshops drive and reinforce the accountability of people managers. A “Behaviour first” mind-set was promoted company-wide. And we co-hosted symposiums with regulators and a virtual carnival to foster collaboration and cross-challenge between our first and second lines of defence.

Through annual pay reviews and the At Our Best programme, we recognise colleagues whose actions exemplify our values – dependable, open, connected – and who have the courageous integrity to make changes that contribute positively to the Bank and our customers.

Speaking up

Creating channels and opportunities for staff to speak with senior leaders is one of the effective ways we foster a strong speak-up culture. To enhance the approachability of leaders, we continue to hold Exchange meetings. Through post-event feedback, staff said they enjoyed the informality of such exchanges and regarded the discussions as “fruitful” and “useful”. Staff comments include “Inspiring – great to hear colleagues’ perspectives and sharing from different departments and years of working in Hang Seng”; “Smooth interaction as everyone got a chance to share their views” and “Fruitful content and messages well delivered”.

With the aim of coaching people managers to build confidence and skills to nurture the speak-up culture across the Bank, more than 800 people managers have been trained and mentored by 28 senior leaders through 112 sessions since 2019. They shared good practices and challenges that may be encountered in implementing speak-up. Participants found



the sessions useful as they were provided with a platform to promptly share success stories or lessons learnt from across the Lines of Business.

The impact is demonstrated by an upward trend in the speak-up metrics in our 2020 pulse survey. The speak-up index rose from 74 per cent in first half of 2019 to 80 per cent in second half of 2020. Staff indicated that they are more comfortable in speaking up.

To further embed the speak-up culture, we have upskilled more than 300 control owners and staff from our second line of defence. Representatives from key business and functions spoke at a workshop that aimed at strengthening staff’s confidence and skills in speak-up behaviours. Participants subsequently felt more confident about speaking up to their line managers and counterparts, and applying the skills more effectively.

Our People

Promoting High Performance and Engagement ■■

Hang Seng has a well-established system for appraising employee performance and encouraging lifelong learning and continual improvement.

We encourage frequent, holistic and meaningful conversations between managers and staff. These provide opportunities to discuss progress, give feedback and recognition, identify support that may be needed, and address issues that could affect an individual's wellbeing.

Our HR system enables employees to give, request and receive feedback, and to track their progress in their assigned duties and activities. In 2020, we launched a new Mobile HR app to make such services more accessible. Through this new platform, we aim to empower and inspire our employees in managing day-to-day HR related and self-learning matters.

All staff have a formal review at the end of every year, during which they discuss their progress towards established objectives. They also receive performance and behaviour ratings, as per our employee assessment framework. The behaviour rating looks at how they manage issues such as risk and compliance, and how they protect the interests of colleagues, customers, the environment, markets and the Bank. The results influence pay recommendations during the annual review.

Fair rewards for equal work

We offer competitive pay and benefits to attract talented staff. Performance-based remuneration motivates employees and

rewards their contributions to growing our business. Variable pay is discretionary and is based on group and business performance, and an individual's behaviour, conduct and contribution. To retain staff and maintain our competitiveness, we regularly review our rewards and career opportunities.

Salaries vary according to seniority, role, individual performance, behaviour and the market. Our pay and benefits are well above the minimums stipulated by local laws and statutory regulations. For part-time employees, legislation and market practice provide a framework for contractually agreed pay.

Our human resources policies strictly comply with Hong Kong legislation, ordinances and regulations. As an equal opportunity employer, our pay strategy is designed to attract and motivate the very best people. We determine remuneration by performance, behaviour, internal and external relativity and market benchmarks, regardless of gender, ethnicity, age, disability or any other factor unrelated to performance or experience. We comply with the Hong Kong Equal Opportunities Commission guidelines on equal pay between men and women under the Sex Discrimination Ordinance. We are confident in our approach to pay. We make appropriate adjustments if we identify any pay differences between men and women in similar roles, which cannot be explained by reasons such as performance, behaviour rating or experience.

Retaining staff

Our voluntary turnover rate in Hong Kong in 2020 was over 12 per cent. We closely monitor turnover and gather insights through exit surveys. These enable us to address concerns and implement retention measures.

Employee engagement and communication

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

We organise staff engagement initiatives to foster an open, progressive and dynamic culture. During the pandemic, our Chief Executive hosted online Exchange meetings with all levels of staff, to listen to their views and understand their concerns during this difficult time. The effectiveness of the event was demonstrated by the high attendance rate with a total of more than 3,500 attendees at two online Exchange sessions held.

To enhance communication, collaboration and collegiality, we make frequent use of our intranet, staff app, audio Morning Broadcasts and town hall meetings. Staff can browse the intranet to receive news, strategic messages and updates, and to register for events. Throughout the year, our Morning Broadcasts keep them abreast of the Bank's news and developments.

Staff can also freely share comments and cast votes on different topics on our staff mobile app H@SE. This direct and transparent communication is key to our open and dynamic culture.

Information about the Bank is also conveyed to staff through business briefings, town hall meetings, circulars and emails. We welcome suggestions, comments and feedback through surveys, Exchange sessions, focus groups and the staff app. Their sentiments inform our training, communications and engagement plans, which in turn encourage staff to embrace our culture.

Our People

Promoting High Performance and Engagement

Twice a year, we conduct surveys that focus on staff engagement, and confidence and trust in the Bank's strategy, culture and leadership. The response rate has risen from 66 per cent in the second half of 2019 to 77 per cent in the second half of 2020.

The most recent survey showed the encouraging results of our engagement efforts. Our performance of all seven indexes were above financial services industry benchmarks by one to 14 per cent. In particular, indexes of Employee Engagement, Employee Focus, Strategy, Change Leadership and Speak-up remained steady throughout 2020. And Trust – a key element of Speak-up – rose one percentage point to 82 per cent.

Promoting Equal Opportunities, Diversity and Inclusion

Hang Seng strives for a fair, meritocratic company culture. We 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 teams to appreciate, respect and care for each other, regardless of personal differences. We strive to lead by example. We comply with the Sex Discrimination Ordinance, Race Discrimination Ordinance, Disability Discrimination Ordinance and Family Status Discrimination Ordinance.

Our internal Diversity and Inclusion policy and Equal Opportunities policy provide guidance on upholding equality in the workplace, and ensure that all employees are aware of, and adhere to, our expectations. Managers are particularly reminded of their important role in providing a working environment free of unlawful discrimination, harassment, victimisation and vilification.

Board appointments are based on merit, and candidates are considered against objective criteria with due regard for diversity, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. Transparency in the director nomination process is ensured by a policy that is available on our website: https://www.hangseng.com/content/dam/hase/en_hk/aboutus/pdf/Nomination_Policy_en.pdf



We embrace gender diversity. The Bank has been ranked 49th out of the 3,702 global companies researched in Equileap's 2021 Gender Equality Global Report & Ranking. We are also one of the 10 companies and the only bank achieving gender balance (40 per cent-60 per cent women) at all four levels – board, executive, senior management and workforce.

Female employees by company level (in %)



* Figures including those seconded from our parent company.

Of our senior leaders, 41 per cent are female. This is well above the HSBC Group's diversity target of 30 per cent of senior roles being filled by women in 2020.

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

All staff receive learning on diversity, inclusion, equal opportunities and human rights matters that are relevant to our operations. This is also part of our New Joiners Induction Programme. In 2020, we provided our employees in Hong Kong with approximately 7,000 hours of such learning.

Our People

Training and Skills Development ■ ■ ■ ■

We invest in learning and development to build and sustain a professional, ethical team that contributes to the success of the Bank. We commit to deploying staff with sufficient skills, knowledge, professional qualifications, experience and soundness of judgement for the responsible discharge of their duties.

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

We offer role-specific learning and development programmes to equip staff with the skills and knowledge to meet challenges and professional requirements. These cover sales and relationship management, products, operations, compliance, credit and risk.

To leverage our industry knowledge, insights and market practices, we partner with market experts from educational institutions to design and deliver courses. In 2020, we partnered with the Hong Kong Institute of Bankers for learning on insurance market trends.

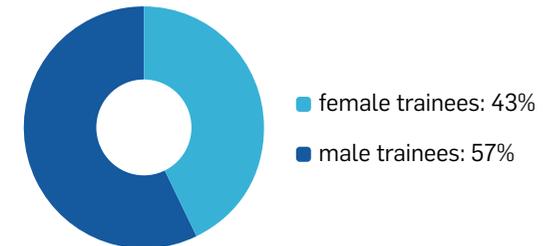
In 2020, we provided our employees in Hong Kong with over 55,900 hours of policy and procedural learning on bribery and corruption, money laundering and sanctions, conduct, values and regulations. Further programmes raised awareness of inclusion and treating others with respect.

We hosted a total of 242,206 hours of learning and development programmes for employees in Hong Kong in 2020. All of our employees took part in training programmes in 2020.

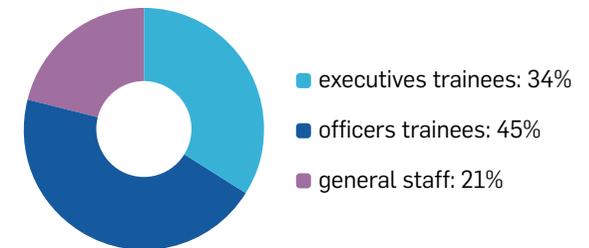
A total of
242,206 hours
 of learning and development programmes
 for employees



Breakdown of trainee by gender in 2020:



Breakdown of trainee by employee category in 2020:



ESG Interviews

People are the most valuable asset at Hang Seng Bank. We groom the next generation and staff force by building their future skills, developing them to become leaders and creating a learning culture that fortifies the Bank's leading position in its 88 years of serving the community and beyond.

Ivy Cheng
 Head of Learning & Talent Development

Our People

Training and Skills Development ■ ■ ■ ■

Learning and Development Programmes	2020*	2019	2018	2017
Average training days				
Per employee in Hong Kong	3.8	5.5	5	5
Average hours by gender[#]				
Male	34	52	46	43
Female	28	40	38	36
Average training hours by employee category				
Executive	25	29	29	32
Officer	33	44	49	41
General staff	37	64	40	41

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

* The number of new hires – particularly for branch staff – fell 74 per cent in 2020, owing to the pandemic. A consequent drop in new joiners programmes affected the year's learning and development totals.

[#] We delivered training courses equally to all staff members depending on their roles and needs. The difference in average training hours between male and female members of staff is mainly due to more male colleagues received role-based training with longer training hours, as well as relatively less male colleagues in total headcount.

Shaping an agile culture

Bank-wide learning improves our staff's Agile maturity in IT projects, and helps them to adopt Agile methodologies in non-IT areas. The results include new and enhanced products and services, improved productivity, and better addressing of customer needs.

More than 1,900 employees have received Agile learning and system incidents fell by 17 per cent since the training launched in 2018.

Engraining sustainability

To be an ESG leader in the banking industry, we equip our teams with the necessary knowledge and skills. In 2020, we launched a speaker series, in which speakers from both Hang Seng and industry subject matter experts shared their insights and experience of integrating ESG into daily operations, including sustainable finance and sales. More than 240 colleagues attended the sharing.

In 2021, we will develop a new e-learning series that introduces ESG and explains the values that we ascribe

to it, as well as how our work and values can benefit the environment and community. We will also strengthen engagement activities that help staff and their families understand that everyone can play a key role in ESG and create a better future.

Nurturing talent and succession planning

Our learning and development programmes enable employees to advance their careers, and to refine their management and interpersonal skills. We have an education subsidy scheme to support staff who wish to further their education (e.g. postgraduate degrees) and/or attain professional qualifications. We also offer an online portal with access to learning resources on a wide range of banking, technical and management subjects.



E-learning and instructor-led programmes are available to support staff learning and development.

Besides, to strengthen our people-management capabilities and cultivate our corporate culture, we provide learning and development programmes for our people managers. Workshops are held to combat workplace discrimination, to embrace diversity, and to give staff the confidence to discuss mental health issues with their colleagues.

We promote internal mobility for employees to nurture talent, broaden experience and retain expertise. In 2020, a total of 894 roles were filled by internal employees, demonstrating Hang Seng's support for the career development of our staff.

Our People

Training and Skills Development

Providing youth opportunities

We are committed to providing opportunities for youth. We identify and develop individuals who display potential for leadership and other key positions.

Management Trainee Programme

Every year, we hire graduates to cultivate young talent. We offer a three-year management trainee programme for recent graduates seeking long-term banking careers. This intensive programme prepares participants to assume executive-level positions in our business functions. Please refer to the [management trainee programme](#) webpage for further details.



Supporting industry initiatives

We develop young talents into banking professionals by offering internships across our businesses and functions. In 2020, 64 university students joined programmes for six-month placements for non-final-year university students. These help them to gain the practical experience, skills and knowledge needed for a successful career in banking.

We participated in new initiatives organised by the Hong Kong Monetary Authority in 2020. New graduates were offered six-month placements as part of the Banking Talent programme. In 2021, we will extend the current placement by six months and offer similar opportunities to more graduates. As part of the Financial Industry Recruitment Scheme for Tomorrow programme, we will also offer 12-month placements to more experienced talents.

Proud to be part of the team

Developing a career at Hang Seng is very rewarding because of the encouraging and appreciative working atmosphere. During the COVID-19 pandemic, the Bank reacted swiftly and provided plenty of support to its employees and the community with education, health and wellbeing programmes, as well as volunteering. That makes me very proud to be part of this company.

I am glad to have had rotation opportunities across the front and back offices, and to have witnessed how different teams work together to achieve excellent customer service. Mentoring stimulates our personal growth and equips us to become future leaders.



Christy Li
Management trainee (2019 intake),
Wealth and Personal Banking



Edmond Fok
Management trainee (2019 intake),
Strategic Planning and Corporate
Development

Our People

Training and Skills Development ■ ■ ■ ■ ■

Building better leaders

Retaining and developing high-potential employees support our sustainable growth. Examples of the specialised learning provided by our Leadership and Management Development programmes include:



Talent development

We accelerate the growth of talented individuals with development conversations, bank-wide projects and planned job moves.

Staff with high potential are nominated for development programmes and invited to participate in enterprise leadership assessments.

Young talents are offered a structured three-year learning and development programme to equip them with banking knowledge and soft skills.

Leadership development

Leadership underpins our sustainable growth. We offer a structured development curriculum, from leading self and building personal impact, and leading teams and coaching to leading the business, and driving growth and change.

The Leading Myself curriculum focuses on the development needs of individual participants, enabling them to work more effectively with others.

The Leading Others curriculum is for newly appointed people managers. We identify gaps in their skills and customise their learning pathways. Workshops help these managers cope with the challenges they face in their new roles.

The Leading a Business or Function and Leading the Organisation programmes equip senior leaders with the skills to deliver growth. They hone leadership styles that support the efficiency of our business.

A theme-based people management workshop teaches experienced managers to address on-the-job challenges.

Skills for the Future

To empower our staff to develop future skills, build their capabilities for changing demands and grow their careers with the Bank, we launched the CareerWise programme in 2020. Its features include:



Rock Your Profile: workshops facilitate personal branding through LinkedIn® professional networking service profiles to highlight staff's expertise and achievements in their respective professional sectors. This also helps to strengthen the Bank's branding in the market and ability to attract talent.



Career KOL: external and internal key opinion leaders share career stories, reflections on their own journeys and reality checks.



Talks-series Video: via video, different departments showcase their teams and personalities, and share interesting glimpses of a wide range of roles to help staff navigate development opportunities within the Bank.



Future Skills: representatives of different businesses and functions act as influencers, encouraging staff to explore their potential.

Performance management

Performance management enables staff to deliver sustainable and long-term results. It involves setting clear objectives, providing regular feedback and recognition, assessing performance and behaviour, and coaching and supporting employees to perform to the best of their ability. Supplementary resources such as performance and talent management guides are available.

We also offered a People Management Clinic Workshop – Managing Behaviour First and Evidence-based Performance Assessment. Facilitated by business leaders and embedded with practical examples, this enhanced the capability of our frontline people managers.

Our People

Promoting Employee Wellbeing

Employees who enjoy a good work-life balance are better equipped to perform well. They may wish to take time away from work to pursue personal interests, with the security of knowing their job will be waiting for them on their return.

We support our people with initiatives such as adoption leave. And to encourage them to contribute to the community and experience the personal rewards of civic participation, they can take two days of volunteer leave per year.

Staff face different work-life challenges at different stages of their lives. Therefore, we offer the flexibility to work from home, to work part-time and to take sabbatical leave, so they can fulfil their responsibilities as parents or caregivers. Employees are also encouraged to discuss options with their managers, such as flexible working hours and alternative locations, to better balance their work and personal commitments. These initiatives enhance engagement, increase retention and attract talent.

Our three core buildings feature rooms cater for the needs of nursing mothers



To support our employees' families, we provide 16 weeks of paid maternity leave and 10 days of paid paternity leave. During 2020, 150 female employees and 125 male employees applied for maternity and paternity leave. Return-to-work and retention rates following parental leave were close to 100 per cent in 2020.

We regularly review employee benefits against the market to ensure they are fit for purpose and support staff wellbeing.

Supporting flexible working

We have established a formal policy to provide flexibility for employees to work from home or other Hang Seng offices, depending on the nature of their job, the requirements of the business, and their own circumstances.



Staff can work anywhere securely using a **laptop, personal computer or mobile device**

To support this, we launched new digital collaboration tools and virtual desktops. And we are digitising paper-dependent operations to remove physical constraints. In September 2020, we implemented Integrated Document Management to centralise all physical and electronic document handling. E-workflows for our operations have made working from home more viable.

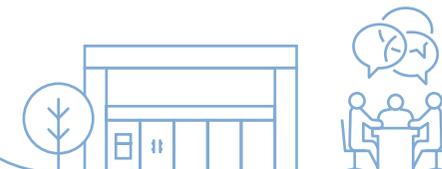
Promoting health and wellness

We are committed to creating a work environment that enables our employees to be at their physical and mental best.

Our Employee Assistance Programme provides access to professional counsellors. This service – available 24 hours a day, seven days a week – is free and confidential.

To support the health and wellness of our employees and their family, we provide hospitalisation and surgical benefits, outpatient treatments, dental services and wellness support. A range of preventive and flexible wellbeing services includes routine medical checks, eyesight checks and vaccinations. We provided on-site seasonal influenza vaccinations for employees in 2020.

The pandemic presented physical and mental health challenges. Our Back to Healthy Lifestyle programme offered online wellbeing workshops. For example, as many of our employees are parents, we hosted workshops to share tips on managing children's emotional health. With fewer opportunities to exercise during the pandemic, we also arranged workshops on weight management and healthy diets.



Our People

Promoting Employee Wellbeing

Meanwhile, we continue to organise leisure and recreational activities to support employees to maintain work-life balance. For instance, we prepared seasonal herbal tea for all staff at our core buildings. Via online channels, we hosted events such as an eSports tournament, a mindfulness workshop, a decluttering talk, drawing and photography classes and cooking classes by our executive chef with guest appearances from senior leaders. In September 2020, we launched the Workout Month to provide comprehensive exercise schedule and live video guidance to help staff keep active day and night. Having received much positive feedback, we have since turned the event into regular online exercise classes.



Games and activities were organised virtually to celebrate traditional festivals and to strengthen connections with colleagues, friends and family members. These included an Easter Egg drawing competition, and mooncake and lantern workshops.

Overall, more than 9,500 participants joined over 170 staff programmes and activities in 2020.

To better understand the impact of COVID-19 on our employees' physical, mental and financial wellbeing, a pulse survey was undertaken in May 2020. The responses supported our belief that our staff are resilient and flexible in the most challenging of operating environments. Our responses to the pandemic have been positively received, and most employees feel positive about our strategy and future.

We will continue to facilitate and promote new ways of working, innovations and enhanced technology, to become a more efficient and agile organisation.

Family Classes

We organised leisure and recreational activities for our employees to enjoy time with their families:

Camping



tips on camping in Hong Kong from an experienced hiking instructor



live demonstrations of fun and safe at-home yoga for adults and children



Balloon-twisting

lessons on making fun balloon animals and flowers.



Revitalised Workplaces

We continued to renovate our headquarters and other core buildings using an activity-based model. By providing more spacious breakout areas to facilitate colleagues' interactions, we seek to cater to diverse working styles, encourage creativity, agility and collaboration, and support health and wellness.

To make our workplace fun and energised, our building premises are also equipped with amenities including game corners with videogame consoles, billiards and a table soccer, a table tennis room, a library, and a recharge room with massage chairs. Two communal floors in our headquarters – opened in 2021 – feature a cafeteria, a kiosk selling healthy fruit and snacks, shower rooms and a wellness corner with fitness equipment such as an aerobic step, a treadmill, a bike and a yoga mat.

Our People

To provide **more flexibility**, maximum loan tenor for new property purchase applications has been extended to 65 years of age.



Promoting Employee Wellbeing ■■■

Maintaining financial wellbeing

To assist financial wellbeing of our staff, we provide special offers for credit cards, insurance and other products and services. We offer special terms for staff's savings and housing loans, enabling employees to obtain a first home, and we assist with subsequent property purchases as family circumstances change.

To provide more flexibility, maximum loan tenor for new property purchase applications has been extended to 65 years of age. Employees can shorten the repayment period, depending on their financial circumstances.

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

To prepare employees for the negative impacts of COVID-19 on their personal or family finances, we presented two webinars as part of a Financial Wellbeing Week in June 2020: "Post-pandemic Investment Outlook and Strategy" and "Post-Covid-19 Impacts on Investment Choices for Retirement Benefits". A financial e-learning resource was also made available on our internal Wellbeing Hub.

Promoting Occupational Health and Safety ■■■

We uphold high standards of occupational health and safety (OH&S). We develop our [OH&S policy](#) and management framework by engaging employees at all levels via committees, forums and working groups.

All staff undergo OH&S training. This ranges from classroom-based training to e-learning, and is included in our induction programme.

In 2020, we successfully upgraded our OHSAS 18001-certified OH&S management system to the latest ISO 45001 standards. This is designed to reduce the exposure of staff, contractors and customers – and those in our subsidiaries in Hong Kong – to health and safety risks associated with our business.

At all premises, we have staff fire marshals and qualified first aiders who can offer prompt assistance to colleagues and customers in the event of an emergency or accident. Some are also trained to operate the external defibrillators installed in various bank premises.



Our People

Promoting Occupational Health and Safety

A Safety Management Committee, comprising senior management representatives, monitors and advises on our OH&S programmes. The concerns and views of staff are represented by a working team of middle management representatives. They are supported by approximately 300 job hazards analysis (JHA) team members. (See Occupational health and safety: everyone's business)

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

Staff are encouraged to alert their department's JHA representatives to hazards or potential hazards. These may include improper handling, "slip, trip and fall" risks and loose-lying cables. Action is taken to mitigate the risks.

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

Hang Seng is dedicated to complying with OH&S-related laws and regulations, including but not limited to the Occupational Safety and Health Ordinance (Cap. 509 of the laws of Hong Kong).



Occupational health and safety: everyone's business

We manage occupational health and safety issues at bank-wide and functional level:

Bank-wide

- Arrangements and systems for resolving OH&S-related issues
- Performance targets and levels of practice

Functional-level

- Personal protective equipment
- Safety Management Committee
- Staff representation in health and safety inspections, safety audits and accident investigations
- Training and education
- Complaint and reporting mechanisms

Our People

Promoting Occupational Health and Safety

Meeting the challenges of COVID-19

COVID-19 created a raft of challenges for our people and business. Despite these, we upheld our commitment to supporting our staff, our customers and our community.

We responded immediately to suspected and actual infection cases by closing and disinfecting workplaces or branches, and requiring our staff to conduct virus testing, to trace close contacts and to implement precautionary self-quarantine. 611 employees took an average of 16 days' special leave for self-quarantine or self-care during 2020.

To further lessen the risk of infection, we established guidelines on working from home, split site operations, social distancing and restrictions on moving from one office to another, depending on the severity level of the pandemic.



Different businesses and functions worked together to ensure a safe, secure and efficient transition to remote working to reduce the number of staff working on-site.

Meanwhile, our frontline staff at branches and back-end operational staff continued to work on-site to ensure uninterrupted services for our customers. To protect them, we arranged frequent workplace cleaning and offered protective gear such as masks and screens on counters. As a token of appreciation, we provided additional compassionate allowances and annual leave. (See [Keeping safe on site during COVID-19](#) in Our Customers for more on how we protected our customers and frontline staff)

COVID-19 enquiries raised by employees were handled by a dedicated HR team to ensure they were answered in a timely and consistent manner. We keep employees up-to-date with work arrangements via an emergency notification system. Regular updates on COVID-19-related topics, including medical and mental health advices, are also available on our intranet and mobile staff app.

To ensure learning and development were maintained throughout this period, a flexible learning approach was adopted, where our staff could continue to attend e-learning and virtual facilitated classrooms through our online portal.

To safeguard our staff during COVID-19, we took the following measures, some of which were put in place after having consulted medical experts:



Barred visitors to our core buildings and stopped staff moving between offices



Temporarily suspended weekly fruit provision and happy hour gatherings in offices



Encouraged working remotely from home and flexible working hours



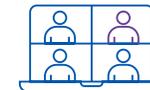
Provided surgical masks for all staff



Provided gloves and goggles for staff at branches



Limited the number of people in meeting rooms



Encouraged video conferencing instead of face-to-face meetings



Provided disinfectant mats at building entrances



Measured body temperatures at building entrances



Provided disinfectant gel in communal areas



Increased the frequency of routine cleaning



Installed protective screens on desks and counters

Our People

Our People In Numbers

Occupational health and safety statistics

	2020	2019	2018	2017
Lost day rate^a				
Male	0	0.23	0.73	0.04
Female	5.95	2.41	0.26	2.22
Overall	5.95	2.64	0.99	2.26
Total lost days	495	232.5	92.5	187.5
Occupational injury rate[#]				
Male	0	0.02	0.03	0.01
Female	0.10	0.06	0.03	0.10
Overall	0.10	0.08	0.06	0.11
Absenteeism rate[*]				
Male	1.06%	1.56%	1.50%	1.25%
Female	1.60%	2.28%	2.15%	1.95%
Overall	1.37%	1.98%	1.87%	1.66%
Occupational fatalities	0	0	0	0

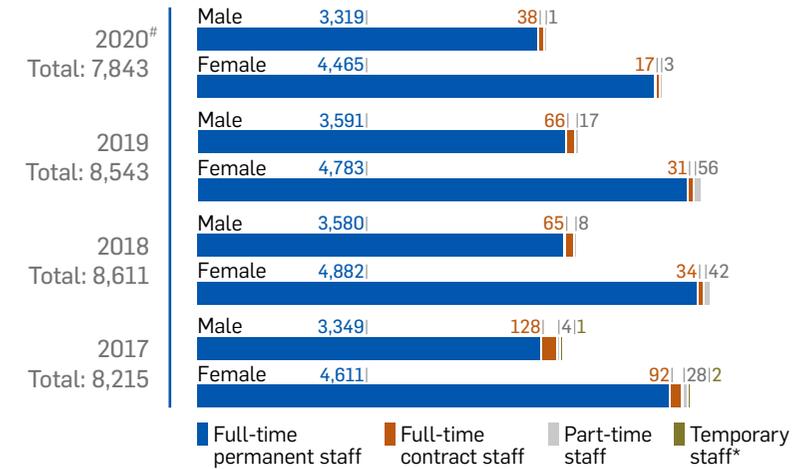
Note:

^a The lost day rate is based on the number of days lost per 200,000 hours worked (100 employees working 40 hours per week for 50 weeks). The full-time employee equivalent in 2020, 2019, 2018 and 2017 was 7,843, 8,315, 8,814 and 7,828 respectively.

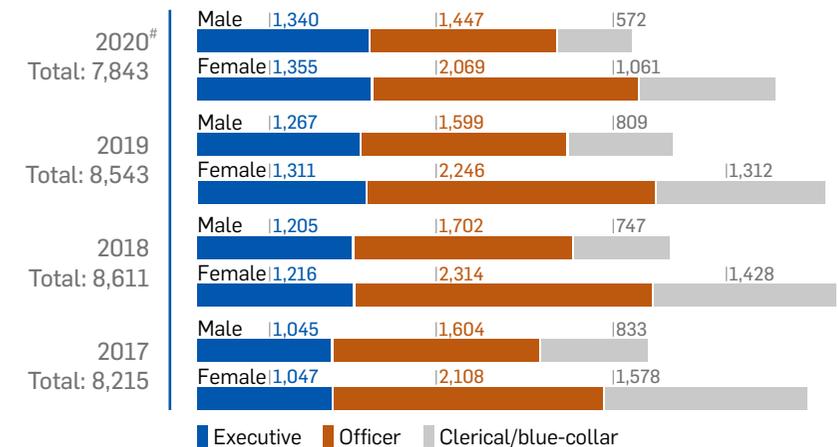
[#] The injury rate is based on the number of injuries per 200,000 hours worked. The full-time employee equivalent is as above.

^{*} The absentee rate indicates the number of absentee days (as a result of occupational injury and illness) as a percentage of the total work days scheduled for the workforce, i.e. average headcount of the year. The average headcount in 2020, 2019, 2018 and 2017 was 8,391, 8,677, 8,421 and 7,863 respectively.

Headcount by employment type and gender



Headcount by employee category and gender



Note:

^{*} The "temporary staff" category was retired in 2018. The headcount was incorporated in the other three categories.

[#] Talents are the most important asset of the Bank. In 2020 we prioritised the promotion of internal mobility and development opportunities for staff. Despite the drop in workforce size, we invested in technology and process efficiency improvement to increase our staff's productivity.

Our People

Our People In Numbers

Headcount by age group

	2020 ⁺	2019	2018	2017
Below 30	1,999	2,536	2,585	2,535
30 to 39	2,712	2,704	2,650	2,354
40 to 49	1,824	1,957	2,034	2,025
50 to 59	1,262	1,271	1,291	1,261
60 or above	46	75	50	40
Grand total	7,843	8,543	8,611	8,215

Average age

	2020	2019	2018	2017
Executive	40	40	40	40
Officer	37	37	36	37
Clerical/blue-collar	37	36	38	37
Overall	38	38	38	38

Average years of service

	2020	2019	2018	2017
Executive	9	9	8	9
Officer	11	10	10	11
Clerical/blue-collar	11	9	11	11
Overall	10	9	10	11

New Hire and Internal Hire

	2020 [*]		2019		2018		2017	
	Male	Female	Male	Female	Male	Female	Male	Female
New Hires								
Below 30	135	98	525	490	563	616	553	566
30 to 39	117	50	227	180	346	295	258	246
40 to 49	15	28	50	85	67	121	61	68
50 to 59	7	3	19	27	32	31	27	16
60 or above	1	1	12	13	3	4	13	4
Total	275	180	833	794	1,011	1,067	912	900
Grand total	455		1,628		2,078		1,812	
New hire rate [^]	5.8%		19.1%		24.1%		22.1%	
Internal Hire								
Internal hire rate [#]	57.3%		42.1%		26.3%		24.7%	

Note:

- All headcounts are in full-time employee equivalent (FTE).
- Due to rounding, numbers may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.
- Hong Kong is the only location of operations covered in this report so workforce data and employee turnover rate by geographical region are not applicable.

⁺ Talents are the most important asset of the Bank. In 2020, we prioritised internal mobility and development opportunities for existing staff. Despite the drop in workforce size, we invested in technology and process efficiency improvement to increase our staff's productivity.

^{*} In 2020, due to impact of COVID-19 and the slowdown in economic activity, the Bank maintained a relatively low attrition rate, which reduced the need for external recruitment. The Bank was also prudent in cost control and headcount expansion.

[^] Percentage of total new hires compared to total employees at the end of year.

[#] Percentage of internal hires refers to the total number of open positions filled by employees divided by the total number of vacancies in the year.

Our People

Our People In Numbers

Voluntary turnover by age and gender

	2020				2019				2018				2017			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a	Headcount	Turnover ^a
Below 30	225	2.9%	191	2.8%	320	3.8%	343	4.1%	363	4.4%	382	4.7%	358	4.6%	409	5.3%
30 to 39	172	2.1%	131	1.6%	256	3.0%	227	2.7%	233	2.8%	207	2.5%	174	2.2%	192	2.5%
40 to 49	36	0.4%	79	1.0%	72	0.8%	113	1.3%	70	0.8%	113	1.4%	46	0.6%	75	1.0%
50 to 59	30	0.4%	41	0.5%	81	0.9%	83	1.0%	49	0.6%	43	0.6%	22	0.3%	30	0.4%
60 or above	40	0.5%	46	0.6%	3	0.1%	4	0.1%	35	0.4%	36	0.5%	52	0.7%	30	0.4%
Total	504	6.3%	488	6.4%	733	8.6%	770	9.2%	751	9.1%	780	9.7%	652	8.4%	737	9.6%
Grand total	992 (12.7%)				1,502 (17.8%)				1,531 (17.9%)				1,389 (18.0%)			

Voluntary turnover by employee category

	2020	
	Headcount	Turnover rate ^a
Executive	254	3.0%
Officer	494	5.9%
Clerical/blue-collar	244	3.8%
Total	992	12.7%

Notes:

- No significant seasonal variations in headcount were reported.
- All headcounts are in full-time employee equivalent (FTE).
- Due to rounding, numbers may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.
- Hong Kong is the only location of operations covered in this report so workforce data and employee turnover rate by geographical region are not applicable.

^a The turnover rate is based on the actual number of employees.

Our People

Our People In Numbers ■ ■ ■ ■ ■

Total turnover by age and gender

	2020				2019				2018				2017			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]	Headcount	Turnover [^]
Below 30	235	3.3%	211	3.7%	327	3.9%	347	4.2%	382	4.7%	392	4.9%	385	5.0%	417	5.4%
30 to 39	183	2.2%	138	1.8%	262	3.0%	232	2.7%	244	2.9%	224	2.7%	194	2.5%	207	2.7%
40 to 49	53	0.6%	99	1.4%	83	1.0%	125	1.5%	77	0.9%	116	1.4%	60	0.8%	108	1.4%
50 to 59	46	0.6%	58	1.0%	91	1.1%	95	1.1%	68	0.8%	48	0.6%	43	0.6%	68	0.9%
60 or above	70	0.9%	63	0.9%	7	0.1%	7	0.1%	43	0.5%	37	0.5%	53	0.7%	30	0.4%
Total	587	7.6%	569	8.8%	771	9.0%	806	9.6%	815	9.9%	816	10.2%	735	9.5%	831	10.8%
Grand total	1,156 (16.5%)				1,576 (18.7%)				1,631 (19.9%)				1,566 (20.4%)			

Notes:

- No significant seasonal variations in headcount were reported.
- All headcounts are in full-time employee equivalent (FTE).
- Due to rounding, numbers may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.
- Hong Kong is the only location of operations covered in this report so workforce data and employee turnover rate by geographical region are not applicable.
- Headcount, number of new hires and total turnover may not be calculated precisely from the data, due mainly to inter-company transfers with subsidiaries and change of employment status of individual employees (e.g. from full-time to part-time, or vice versa).

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