

HUMAN CAPITAL

HUMAN CAPITAL REFERS TO HOW WE VALUE AND ENGAGE OUR PEOPLE.

STAKEHOLDER IDENTIFICATION

- Internal stakeholders – management, staffs and operatives;
- External stakeholders – external consultants (i.e. Hay Group, RBL Group, Aon Hewitt), recruitment agencies (local and international), training institutions (local and international) and government bodies (including the Ministry of Labour, HRDC, Data Protection Office, MRA and MQA).

STAKEHOLDER EXPECTATIONS

- **Pay and Benefits**
 - Market-related terms of employment and benefits;
 - Fair reward for performance.
- **Environment**
 - Collaborative and comfortable working conditions.
- **Development**
 - Professional growth and career development opportunities.
- **Recognition**
 - Clear responsibilities and expectations through a structured Performance Management Process.
- **Caring**
 - Collaborative culture;
 - Employee engagement;
 - Fair and transparent processes and interactions.
- **Responsible**
 - Adherence to established HR policies and procedures including Code of Conduct;

STRATEGIC RESPONSE

- **Competitive Remuneration and Employment Conditions**

CJ is committed to offering a complete compensation package that enables the organisation to attract and retain highly skilled and talented employees for all positions. It is the company's policy to conduct periodic reviews of the Compensation Policy and recommend salary range and benefits adjustments that reflect current competitive practices. We provide an additional consideration to our operatives and lower level staff by providing them with a higher than market average pay package.

CJ also ensures that its employees operate within a collaborative and comfortable environment that's equipped with the latest technologies and state-of-the-art systems to enable them to be more efficient and effective.

- **Safety and Health Policy and Procedures**

CJ is committed to ensuring the safety and health of its people at work. Safety and health considerations are an integral part of the Company's decision-making process. In this respect, CJ ensures compliance with the occupational safety & health requirements and standards, and fosters individual responsibility to adhere to safe work practices and procedures.

HUMAN CAPITAL



HEADCOUNT

1,081
PERSONS
(2017:1,141)



GENDER

61.7%
MALE
(2017:62.0%)

38.3%
FEMALE
(2017:38.0%)



61%
ENGAGEMENT
SCORE
(2017:46%)

- **Talent management and development**

Since 2017, CJ has formally implemented a talent management and development program to retain, manage and develop key talents for executing its business strategy, creating value and ensuring continuity of business operations. Back in 2012, CJ also implemented an accounts training scheme (CATS) with the objective of training and retaining employees in the accountancy and finance field.

- **Group-wide employee engagement surveys and action plans**

Since employee engagement drives performance, CJ has been conducting employee engagement surveys to gauge employee satisfaction and strategic alignment. Employee engagement action plans were subsequently implemented to address the engagement improvement drivers and sustain those drivers that are positively contributing to employee engagement.

- **Business Continuity Planning and Succession Plan**

To manage the impact of an exit of personnel who occupy key and critical positions, whether by attrition or retirement, and ensure continuity of business operations, CJ has started to work on the formulation of succession plans and business continuity plans.

- **Internal communication**

To promote our purpose, values and uphold togetherness across the Group, the Company drives many internal initiatives such as the publication of a quarterly internal magazine, "CJ News", the administration of the Group's

intranet (Together Currimjee), regular get-togethers for the business's leadership team and the organisation of team building events for the Group's employees.

- **Group Code of Conduct**

CJ's Code of Conduct reflects our long-standing and fundamental belief in responsible and ethical business practice. The Code ensures that our employees and all those who work on our behalf behave ethically while interacting with us in our business dealings.

OUTCOMES

- CJ and its subsidiaries have been conducting annual employee engagement surveys. Since 2017, the employee engagement survey has been outsourced to Aon Hewitt, a company that conducts such surveys globally. The survey allows us to benchmark with other local conglomerates.
- The major components of the Aon Hewitt's employee engagement framework are Company Practices, Total Rewards, Quality of life, People and Opportunities. Employees rate their appreciation with regards to these components in the survey, thus culminating in an engagement score. The group engagement score for CJ and its business units has increased from 46% in 2017 to 61% in 2018. This can be attributed to the implementation of engagement action plans throughout all business units in 2018. Focus groups have been organised with employees on the key engagement drivers.



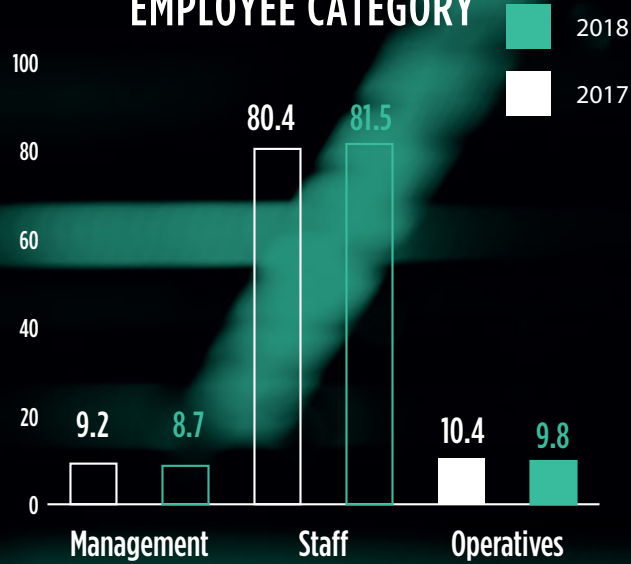
INVESTMENT IN TRAINING

MUR 11M
(2017/2018)

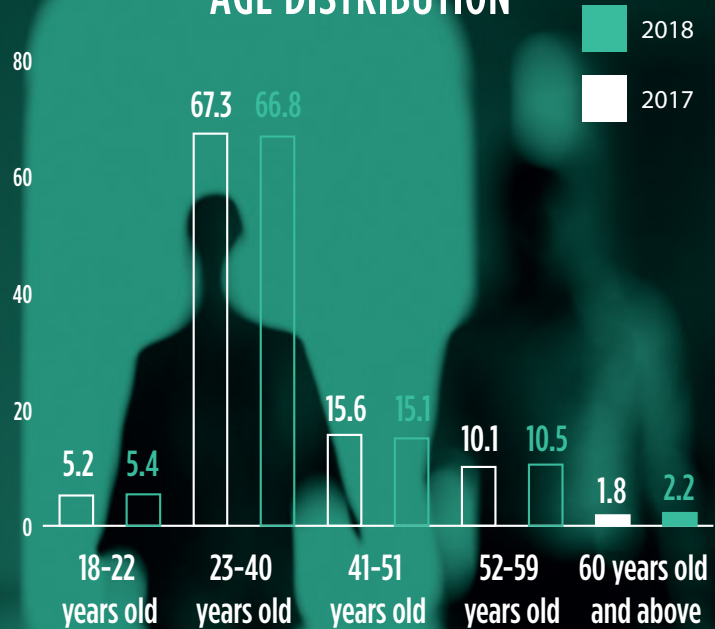


AVERAGE TRAINING HOURS
15.90

EMPLOYEE CATEGORY



AGE DISTRIBUTION



TENURE

