

DEVELOPING HUMAN CAPITAL

At Halcyon Agri, we believe in good management and equal opportunity for all. We recognise all contributions from our employees and that we must work together to make the company a viable, healthy and profitable organisation. We understand that no business or company is free from day-to-day problems and hence, we have policies in place to guide us and we share best practices to help resolve issues.

Mission Statement

To provide a pleasant, nurturing and growth-oriented environment, which encourages our employees to be highly productive and to grow personally and professionally

To develop diversified markets, which provide stability and adequate financial returns allowing us to achieve our vision and to provide full opportunities for all employees

To sustain our vision and mission by constantly seeking renewal via continuous education and learning, and the application of new technologies and skills

To support our customers by providing superior products of exceptional value, which help them gain a competitive advantage in their markets

To operate with integrity and clear business conscience, and to achieve perfect health, safety and environmental records

To develop a world-class group of companies serving the rubber industry

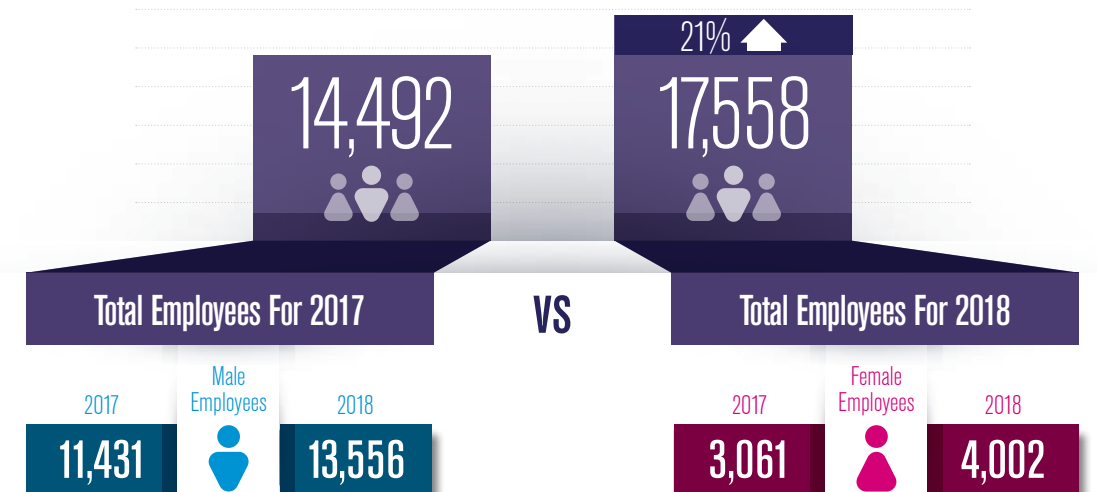
Halcyon Agri Values

Our values direct how we behave and our approach to achieving our goals:



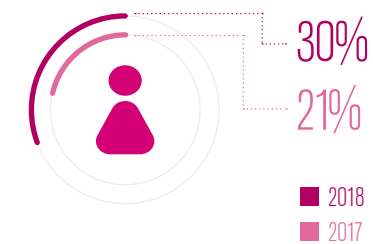
Employee Demographics

We expanded our presence in the rubber industry as we absorb employees from the Corrie MacColl Group as well as employees under the five Indonesian factories acquired in 2018. Our staff strength grew by 21% for total full-time employees.

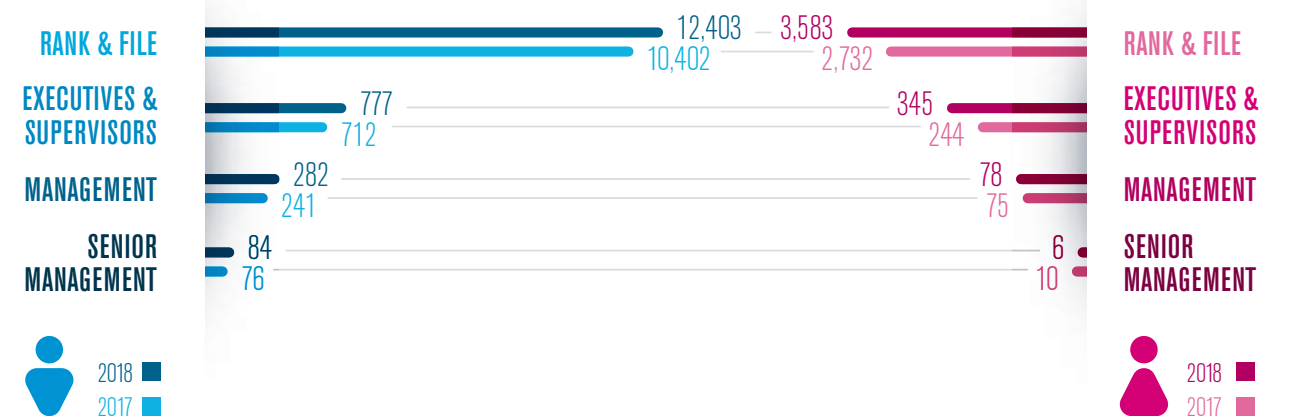
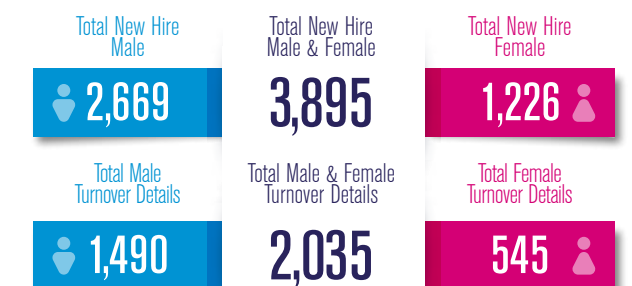


The natural rubber business is a seasonal industry where it is fairly common to have contract workers and part-time employees which may not be advantageous to the individual employees as well as to us. Female workers are also always in smaller numbers than male workers due to the nature of the industry. However, as part of our diversity model in 2018, we increased the total number of female employees across most categories.

Growth in Number of Female Employees

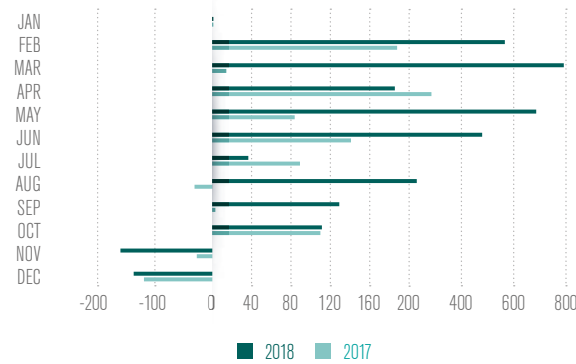


2018 New Hire



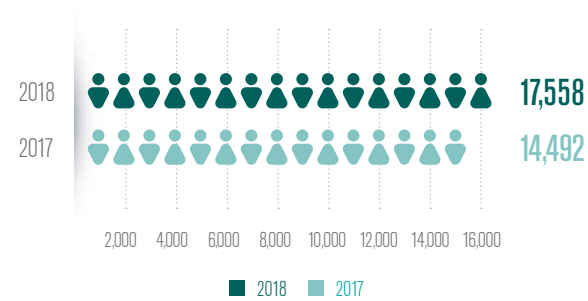
Significant Variances

(2017 vs 2018)

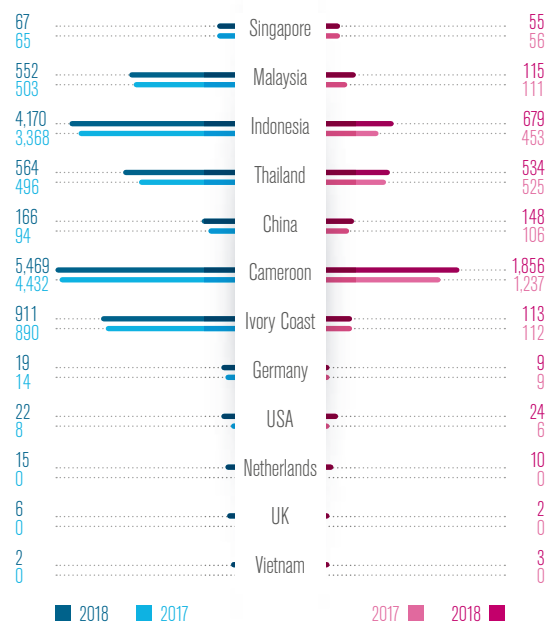


Employment Contract 2017 vs 2018

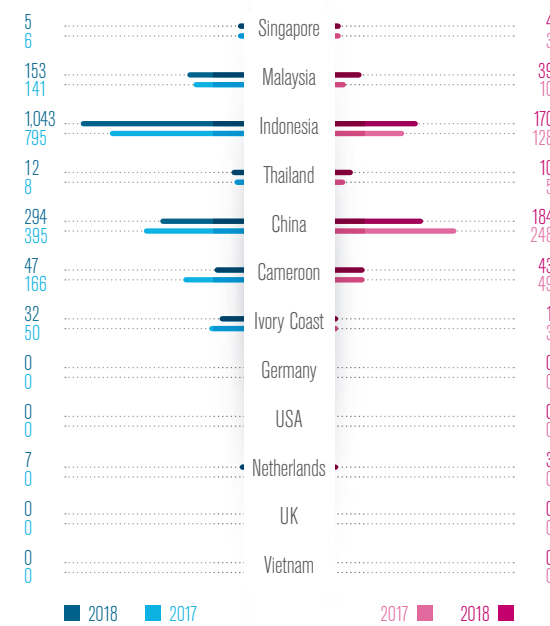
(Total Employees)



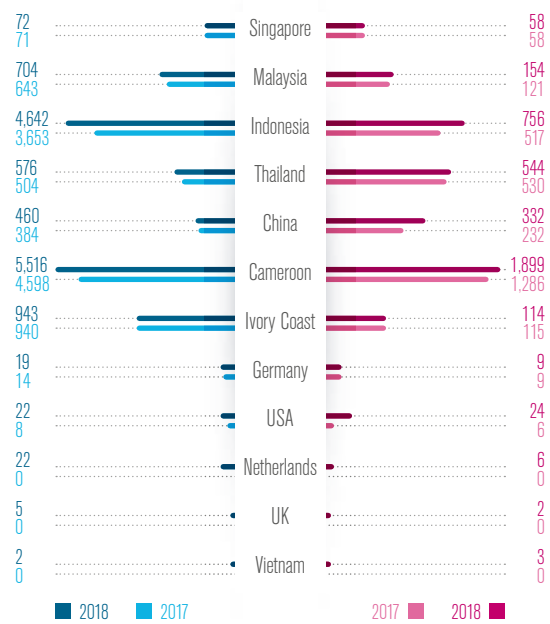
Permanent Contract 2017 vs 2018



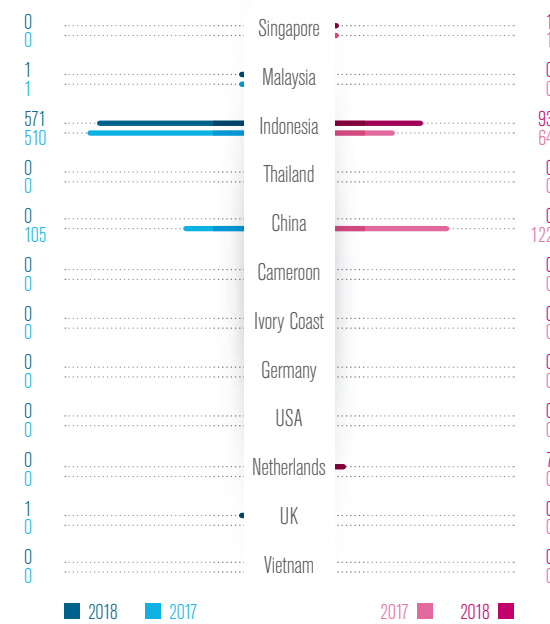
Temporary Contract 2017 vs 2018



Full-Time Employment 2017 vs 2018



Part-Time Employment 2017 vs 2018



Occupational Health and Safety

We recognise that effective Occupational, Health & Safety (OHS) Management is critical to the success of our business. With a large global workforce, we have a responsibility in protecting the health, wellbeing and safety of our employees. We are committed to operate our business in an environmentally-sound manner and to provide a safe and healthy workplace for all employees, suppliers, contractors and visitors.

We made the following commitments:

- Incorporate OHS requirements into our business management decisions
- Continually improve our OHS performance through setting objectives and regularly monitor them
- Hold managers and supervisors accountable for the OHS performance of their facilities and departments
- Provide appropriate resources and training

Each subsidiary's Management is responsible for having an OHS management system in place to achieve the Group's overall objectives, namely:

- Comply with relevant legal, industry standards and Group corporate requirements
- Administer all significant OHS risks through continual improvement in the working environment effective and operational procedures, safe systems and methods of work
- Lead a positive organisation culture in which employees value good OHS practices as a way of life

All employees are responsible and accountable for achieving the Group's objectives and are encouraged to participate in and contribute to the company OHS management efforts. Our factories have a formal joint management-worker OHS committee.

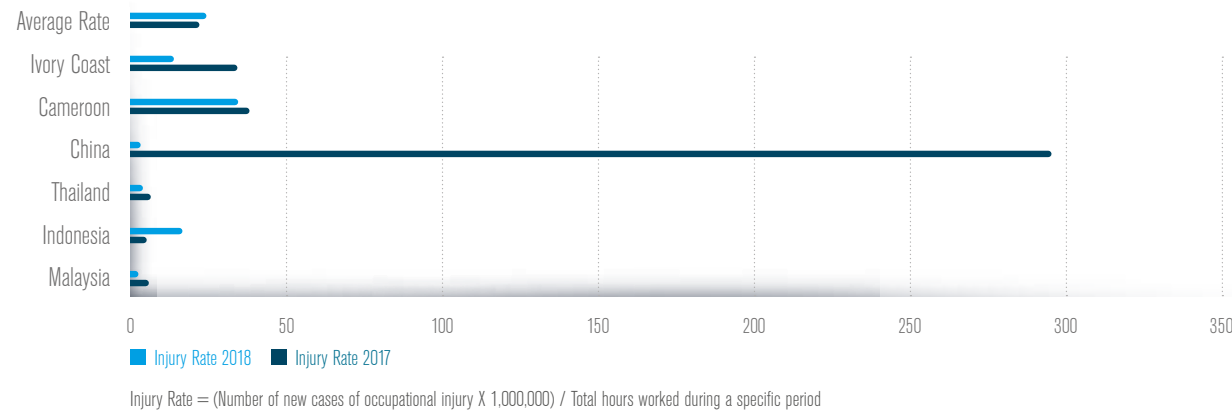
Injury Rate

In 2018, our workers spent a total of 30,600,551 hours in our factory and plantation operations. Though our overall injury rate increased slightly in 2018 (24) compared to 2017 (22), we saw reductions in injury rates across all the countries where we have factory and plantation operations, except for Indonesia. This spike in number for Indonesia can be attributed to our newly acquired factories in early 2018, which have yet to undergo a full year cycle of our HEVEAPRO standards.

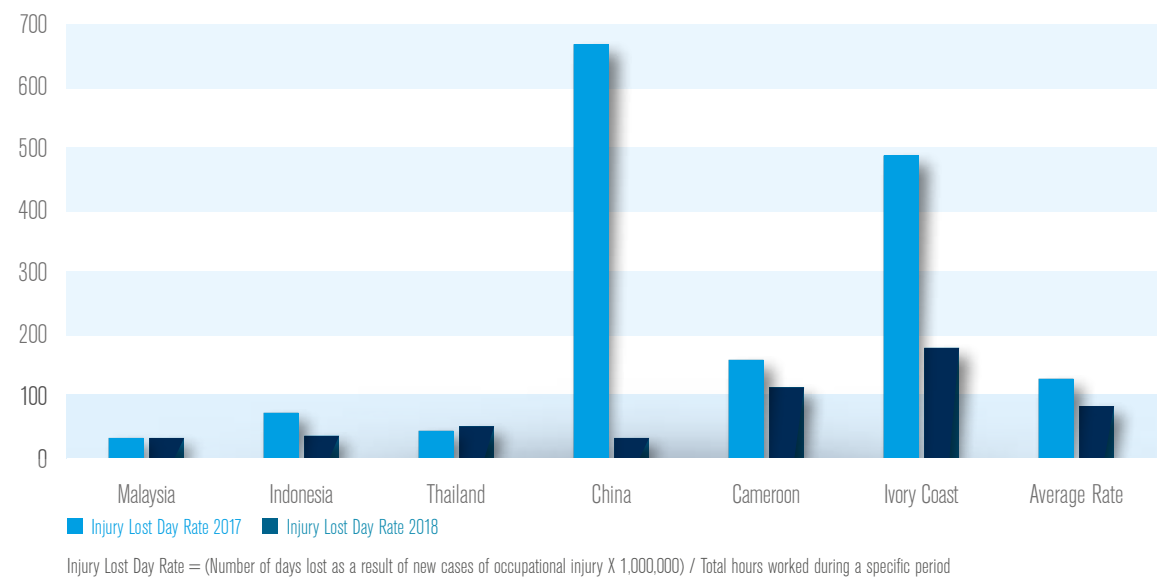
Our overall injury lost day rate improved significantly in 2018 (65 in 2018 compared to 115 in 2017). The severity of injuries has also reduced resulting in fewer lost-workdays. The improvement is a testament to the HEVEAPRO standards adopted over the last two years to manage environmental, health and safety aspects in our operations. Moving forward we hope to reduce our overall injury lost day rate to below 50 and our injury rate to below 20.

In 2018, we attempted to monitor our absenteeism rates across all our plantation and factory operations. However, we had trouble in collecting accurate data. We are fine-tuning this process to ensure that we have data to report on for 2019. 2018 also resulted in zero workplace fatalities across all of Halcyon's factory and plantation operations.

Injury Rate For Plantation And Factory Operation



Injury Lost Day Rate For Plantation And Factory Operation



Workplace Fatalities



Career Development and Training

In 2018, we proactively started to monitor training hours across our factory and plantation operations globally through an online data centre. Training was conducted on chemical safety, confined space work, electrical safety, induction for new workers, emergency response & drills, environmental protection control, fire prevention & protection, first aid, working at height, road safety, personal protective equipment (PPE) usage & maintenance, personal hygiene & sanitation, log out & tag out (LOTO), hot works, forklift safety, lifting equipment handling, handling of cutting tools, general machinery handling and ISO management system awareness.

Training was conducted both in-house and by external parties. Our plantation operations in HeveCam focused on confined workspace due to the high-risk nature of work in latex storage and collection tanks. Fire poses a risk to our business and hence significant training hours were dedicated to emergency response & drills and fire prevention & protection. Most of our workers were also trained in basic first aid.

In 2018, a total of 4,891 workers were trained for 12,183 hours on environmental and occupational health & safety issues. This works out to about an average of 2.5 hours of training per worker. Insights from these statistics will enable us to formulate effective policies and practices to ensure a safe and productive workplace for our employees. We will continue to collate these statistics year-on-year to benchmark them to identify correlations and patterns in relation to workplace incidents.

2018 Global OHS Training Records

