

Nurturing

a culture that supports change

Over the last two years, as it became evident that the pandemic is a people-centred challenge, the Human Resources (HR) function has seen a dramatic shift in purpose. HR leaders have been central to the pandemic response, not just in helping employees transition to working from home, navigating health requirements and adapting to a new digital environment, but also in supporting them through personal challenges and achieving a work-life balance.

In many ways, the pandemic has reinforced HR's strategic value and re-emphasised the human aspect of Human Resources. The function holds strategic importance for CJ and its subsidiaries and has been a major enabler of our business strategy and of a strong culture of adaptability, flexibility and resilience.

We have defined four key drivers to achieve our objectives, all of which have contributed to a 75% employee engagement score for the Group.



Review of organisational structures

We continuously review our organisational structures at the Group level, cluster level and business unit level to ensure that they are fit to execute our business strategies. The last few years have seen a shift towards highly flexible and nimble structures that allow for synergies between activities and internal talent mobility, with the added benefit of cost-effectiveness. To ensure its success, we have a shared services model in place, where critical functions such as Accounting, Human Resources and IT are centralised, thus aligning all Group employees around common processes and behaviours.

In 2021, changes made in our structures led to the increased ability to address urgent HR challenges by quickly redeploying employees to other cross-functional roles or collaborative projects. In turn, this has enabled the Group to preserve jobs, unlock the untapped skills and potential of employees, and create learning opportunities for them in the process.

Digitalisation initiatives

Digital transformation has been underway at CJ for many years now, but has accelerated to sustain our operations in a volatile environment. While technology has been adopted for customer-facing interactions, 2021 was about using technology in a way that works for our employees. We continued automating and streamlining processes at the level of HR, Finance and Accounting during the year, with the aim of boosting productivity and enabling our resources to dedicate more time to value-added tasks. E-payslips and e-signatures for HR policies were put in place, and CJ and all its subsidiaries implemented the HRMS Sicorax system, aligning the entire Group around common HR processes and practices. The use of collaborative tools and internal communication tools has largely improved the employee experience and team spirit within the organisation, suggesting that we are operating as successfully remotely as we were in-house.

Customer Centricity

One of CJ's strategic objectives is to embed a strong customer centric culture within the organisation. To support the business units in this cultural transformation and in delivering memorable customer experience, a framework rooted in four work streams was developed, and which underpins any successful customer-focused initiative:

- **Human Capital** - work on nurturing an exceptional employee experience, which, in turn, drives an exceptional customer experience
- **Customer Data and Measurement** - continuously measure and track customer satisfaction through surveys and well-defined metrics
- **Digitisation, Process improvements and Data Analytics** - offer a seamless and personalised experience to customers across channels
- **Product, Brand and Value Proposition** - deliver compelling a value proposition that addresses the needs of customers



Learning & Competence Development

Building an agile and future-ready organisation, requires a strong culture of continuous learning. Learning and development were always front and centre at CJ, but the crisis has called for the acquisition of new skills, not just in the digital sphere, but also to deliver new business models. In 2021, we focused on strengthening the technical skills required to meet our immediate business needs and drive our strategy forward: this included data analytics and AI, risk-based AML/CFT and Fintech. Training was mainly conducted online, making it possible to scale learning efforts and reach a greater number of employees.



Talent Management & Development

Talent management plays a key role in the execution of the Group's business strategy. The focus in 2021 was on business continuity plans and succession planning for key functions, and individual career and personal development plans, particularly for high-potential executives.



Engaged Workforce

Physical and Mental Wellbeing

The pandemic has further underscored the growing importance of employee wellbeing in the workplace, particularly as markers of stress are at an all-time high with remote working, balancing work and personal responsibilities, and an overwhelming sense of uncertainty. With this in mind, the CJ Employee Wellbeing Programme was launched in 2021 to support our workforce's physical and emotional wellbeing:

- the introduction of a comprehensive protocol document to ensure their preparedness in the event of an infection;
- regular and frequent communication on the evolving Covid-19 situation, vaccine information and best hygiene practices;
- special Covid-19 leaves and access to the company doctor via online sessions;
- free counselling sessions for mental wellbeing and a 24/7 hotline;
- awareness campaigns on mental health through webinars and articles;
- yoga sessions.

KEY OUTCOMES IN 2021



75%
Employee engagement score (above global and national benchmarks)



39%
female employees



180
average turnout for webinars on mental wellbeing



18,506
man/hrs training, of which 80% dedicated to technical training