Our people play a fundamental role in leading change and come from a diverse range of countries, cultures and ethnicities. Goodhope creates and maintains ethical working environments across its operations in a way that sustains harmonious working relationships between the company and the employees, enhances the work environment and enriches the stability of Group’s business. We strive to engage our employees in open and honest dialogues and value their contributions in generating ideas and solutions through involvement and participation.

STANDARDS AND CRITERIA
Our management practices are conducted in line with international and local laws, statutory conditions and international standards and criteria including the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the ILO Fundamental Conventions; the Universal Declaration of Human Rights; the UN Guiding Principles on Business and Human Rights and the UN Convention on the Rights of Children.

Working conditions are monitored and assessed on a continuous basis and we are committed to taking meaningful corrective action to address any identified issues and improve labor practices to better support the welfare and wellbeing of employees and their families.

RECRUITMENT PROCESSES
Our vision of “Being the employer of choice to current and future employees” stems from the need to attract and retain best in class talent and enhance business value. Employment opportunities are offered purely on merit, irrespective of gender, ethnicity, national origin, religion, political affiliation, union membership, age, social background, disability, sexual orientation or any other personal characteristics. Workers are selected for employment based on their ability to fulfil the respective roles and responsibilities. Individuals are selected through a structured recruitment process, which is focused on evaluating skills, competencies and alignment to the organization culture.

We are against child labor and have implemented a minimum age policy requiring that all workers meet the minimum age of 18 years old at the time of recruitment. The Group does not employ staff who are below 18 years of age keeping in line with the international labor laws and regulations. We extend this commitment to all business vendors with whom we work as a standard clause in all contracts.

EMLOYMENT CONTRACTS
Working conditions and employment benefits are detailed in written contracts provided to employees. The conditions meet the requirements of national and local laws and standards on working hours, minimum wage, overtime and annual leave.

HOUSING AND AMENITIES
For those employees living on site at our plantations, we provide housing and amenities meeting national legislation and International Labor Organization (ILO) standards. Services and amenities are provided to our employees include:

i. Housing facility meeting national legislation and International Labor Organization (ILO) standards with provision to electricity, clean water and semi furnished house and vehicle ownership scheme
ii. Religious facilities such as mosques, churches and temples
iii. Supporting facilities such as medical clinic, sports fields, gathering hall, schools, day care centers.

ETHICAL CONDUCT
Business is conducted with honesty, integrity and openness, and with respect for the human rights and interests of our employees. All employees and members shall comply by the Standards of Business Conduct. The Standard of Business Conduct underpins Group’s commitment to the highest standards of corporate behavior; promote fair and ethical business practices while acknowledging the rights of our stakeholders. It sets clear expectations and principles to guide and inspire professional excellence among all employees of Goodhope while providing support to each employee as a guideline when making decisions and taking actions.

GRIEVANCE MECHANISM
Any employee who suspects wrongdoing within the Group is strongly advised and encouraged to raise their concerns. All grievances and complaints from any of the employee are normally resolved at the immediate superior level. If the immediate superior fails to settle the grievance/complaints, it can be then addressed to the higher levels including the HR Department. If required, the settlement of the complaint can be continued at through Bipartite Cooperation Institution forums and can also be escalated to the local manpower services office or can be settled in accordance with the applicable rules and regulations.
CULTURAL DIVERSITY
Diversity is embedded in our recruitment and employee development processes – and reflected in all HR-related initiatives. The Group follows practices of non-discrimination employment policy that offers equal opportunities of employment. Managers are responsible for fostering diverse capabilities and leading inclusively, as a result, our employees come from different ethnic background and cultures. **More than 35% of our plantation employees are hired from the local communities to support local community development.**

WORKER REPRESENTATION
The Group recognizes the rights of its employees to collectively bargain and to give input to management. Employees have the freedom of joining any form of association. The company does not intervene in any manner that is likely to inhibit workers from exercising their union rights. The Bipartite Communication Forum (LKS Bipartite) serves as a means of communication between Company management and employees towards achieving and maintaining a common platform for effective communication, transparency and a conducive work environment.

GENDER EQUALITY
Currently women represent 24% of the Group’s workforce. Continuous efforts are being made to increase women’s representation and leadership in all levels of the workforce including progressively increasing number of women in management positions.

Gender Committees are in place to empower female members in the workforce, to raise awareness, identify and address issues of concern, as well as opportunities and improvements for women.

Through our Gender Committees and commitments, we are working to address key concerns and protect women’s rights in the workplace by:
- Providing training to employees to prevent gender-based harassment and discrimination.
- Ensuring access to a complaints system that specifically includes gender discrimination or harassment.
- Encouraging the implementation of systems that protect the reproductive rights of all.
- Ensuring that the needs of new mothers are considered and that actions are taken to address the needs.
- Implementing women’s sexual health awareness programs, providing nursing stations, and day care opportunities.

Outside of the workplace, we are making further endeavors to integrate gender equality concepts into our education programs and avoid gender bias and the introduction of stereotyping.

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**PAY EQUALITY**
All employees and workers are paid equally based on the nature of their work. The remuneration is based on prescribed salary scales, taking into account various factors such as responsibilities, scope, skills and experience required to perform the role, span of control, criticality of the role, location etc. The scales are reviewed on a periodic basis to ensure parity with the market standards.

**TOWARDS A DECENT LIVING WAGE**
All employees and workers are paid at least the applicable local minimum wage prescribed by the statutory authorities. With the goal of providing a fair and decent living wage for all employees, we are committed to ensure that remuneration is sufficient for the worker and his/her family to afford a basic but decent lifestyle. In order to do so, we have begun to conduct living wage assessments using a credible methodology and will work towards closing any identified gaps.
LEARNING AND DEVELOPMENT
The Group places a high degree of importance on learning and development. Equal opportunities are provided to all employees, to participate in training and to further enhance their knowledge and outlook.

The Group has invested in creating its own learning academy “The Goodhope Academy for Management Excellence” (GAME) Centre. This academy has been providing opportunities to each and every employee at the plantation sector to enhance their inter-personal, leadership as well as technical skills through structured learning and development opportunities. Categories of training include safety, technical skills, managerial skills development, transferable skills such as problem solving and teamwork, seminars and conferences. A wide range of training topics provide learning opportunities that build skills and knowledge to help strengthen sustainability management and policy implementation, e.g. topics on Occupational and Environmental Health and Safety, Certification Standards, Human Rights, Social Requirements, Agronomy, Local Laws and Regulations, Conservation and more.

We have developed comprehensive training modules for Agriculture and Engineering based learnings. These modules known as Core Agricultural Program (CAP) and Core Engineering Program (CEP) were developed by our own expert managers and are used to improve knowledge and educate new employees and conduct refreshers for existing employees.

We also provide structured on-the-job training with cutting-edge Enterprise Resource Planning systems and integrated IT solutions. This enables the ideal capability development and exposure required to meet the aspirations of today’s talented professionals.

Training programs are implemented across all our departments and operations with the central training center (GAME) based at PT Agro Indomas, Central Kalimantan.

Effective training is core to our success, and with this in mind we maintain training records to monitor and evaluate our training programs. This allows us to better identify training needs.

The Group recorded more than 23,205 hours training in FY 2019/20. Gender-balanced participation in training programs was achieved, representative of the workforce gender ratio. The gender ratio of participants in our training programs delivered in FY 2019/20 equals the gender ratio of the Group’s workforce (24% female and 76% male).

Recognition & Achievement
Appreciating those employees who have been able to contribute to the growth of the Company by way of value addition or achievement of an exceptional milestone are recognized through structured rewards and recognition programs. These programs have been rolled out across locations and effectiveness of these programs are assessed for further improvement and relevance.

Performance Management
Clarity of objectives, ongoing feedback and reviews form the bedrock of effective performance management. The objectives are cascaded top down to ensure alignment. This also facilities a better line of sight of one’s job and how it relates to business unit and organization’s performance. Half yearly and annual performance reviews provide opportunities to discuss priorities and feedback for strengthening and improving performance. The rewards mechanism are tied and differentiated based on performance output and ranks.

Career Advancement
Our career development program includes lateral movement as well as upward movement, encouraging our employees to participate in special projects through which they are exposed to different working conditions and to take up higher responsibilities. The career advancement is provided in terms of either advancement within the same department and within the same location or with a transfer to another location with higher scope of duties and complexities in performing the job function. All critical positions are staff identified as critical are monitored periodically and advancement opportunities are provided for deserving employees. Such employees, who take over positions as people managers undergo a structured training intervention - First Time Managers Program.