

## HUMAN RESOURCE MANAGEMENT



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Hamid Seelarbokus  
Group Human Resource Manager

## HUMAN RESOURCE MANAGEMENT

As a dynamic and proactive organization, Omnicane recognizes that strategic human resource management is vital for the success of the Company and that this will enable it to tap into the full potential of its human capital. As such, the Company endeavours to be an employer of choice, to attract, develop and retain talented staff and workers for the success of the Company. The strategic objectives of the Human Resource Department at Omnicane Group are: to provide effective support to the Group in HR-related matters, to promote and maintain sound working relationship between Management and employees, and to encourage a risk-conscious workforce. The year under review has been a crucial year to further strengthen labour-management relations following the workers' strike in November 2014. The Human Resource Department has also been on the forefront to resolve industrial disputes and promote collective bargaining mechanisms at enterprise level. The main priorities for 2016 include the application of the Human Resource Information System, consolidation of Human Resource Risk Management, and setting up of wellness programmes for better productivity amongst employees.

### Employment (G4-DMA, G4-9, G4-10, G4-LA1)

Our human capital is critical for successful implementation of Omnicane's objectives. We thus judiciously employ the right person, at the right time for the right job. Our business requirements and operations are expanding, hence the need for more talented pool of employees. During the year, a total of 1,472 people were employed by the Group, out of which 10% are female. In addition, 25% of the total employees represented staff members, while the rest were workers. We have unfortunately not been able to categorize our recruits and leavers in terms of age group and gender. However, with the implementation of our Human Resource Information system next year, we will have better management of these indicators and categories.

### Labour Force

Entity	No. of Employees
Management & Consultancy	41
Agricultural Operations	536
Milling	488
Thermal La Baraque	73
Thermal St Aubin	46
Logistics	126
Distillery	52
Mon Trésor Hotel	110
<b>Total</b>	<b>1,472</b>

### Employee Turnover

	Recruitment	Resignation/Termination of Contract
Management & Consultancy	1	0
Agricultural Operations	8	39
Milling	69	200
Thermal La Baraque	7	4
Thermal St Aubin	6	2
Logistics	2	9
Distillery	8	4
Mon Trésor Hotel	50	44
<b>Total</b>	<b>151</b>	<b>302</b>

### **Labour/Management Relations (G4-DMA, G4-LA4)**

The Company is aware that encouraging good labour and management relations is important for high productivity and low staff turnover. It is important that our employees feel valued and contribute their skills and knowledge to their maximum capability. In order to promote sound labour and industrial relations, Omnicane encourages dialogue between workers and their supervisors, through work forums such as the Works Council in some entities of the Group. We also promote an open door policy, whereby employees are encouraged to consult the Human Resource Department, for any HR issues or if they seek clarification. Regular meetings with shop stewards are also held. A detailed grievance procedure, wherein opportunity is given to workers to make complaints against their immediate supervisor, is being set up to promote a healthy work atmosphere.

### **Industrial Relations (G4-11, G4-LA4)**

Despite the recent industrial disputes in the sugar sector, Omnicane remains committed to maintaining harmonious employee/employer relationship through constant social dialogue and internal conflict resolution.

Following signature of a Collective Agreement between the Mauritius Sugar Producers' Association and the Joint Negotiating Panel in November 2014, unresolved issues were dealt with by an independent arbitrator whose report was submitted on 31 July 2015.

Throughout the arbitration process, Omnicane spared no effort in collaborating with all parties concerned in a fair and transparent manner in a spirit of smoothing the exercise and resolving the disputes. The arbitration awarded, inter alia, an overall increase in wages, from the interim rate of 13%, agreed in November 2014, to 17.5%.

The current Collective Agreement will lapse in December 2017 and with the dissolution of the Mauritius Sugar Producers' Association, representative of employers of the Sugar Industry on 10 November 2015, Collective Bargaining will have to be conducted at individual enterprise level.

### **Training and Development (G4-DMA, G4-LA9, G4-LA10)**

With changing business requirements and expansion, Omnicane must ensure that its human capital is well equipped to achieve best standards and quality production. Training, at different levels in the hierarchy, is therefore important to develop in-depth knowledge or awareness, and acquire technical and soft skills.

For instance, we have tailor-made courses with Mauritian and foreign institutions to provide process-specific courses for our milling, distillery and thermal energy operations. In line with our quality management system, we have also started to do training needs analysis to identify training requirements for our employees. Training evaluations are also conducted at the end of a training programme to gauge the level of understanding and application at work by the participants.

In addition, through our website, job opportunities are advertised within the different entities of the Group. Through the Youth Employment Programme and Industrial Trainings, we also provide internships for young persons in quest of employment on our different operational sites, so that they acquire the skills and experience necessary for their development. The average hours of training per employee is around 54 hours per year.

### **Riche en Eau Blue Print Scheme**

A signature of title deeds exercise was held for the land allocation under the Riche en Eau Blue Print, on 3 December 2015 and an official handing over ceremony under the aegis of the Ministry of Agro Industry and Food Security, with the collaboration of the Policy Unit of the Mauritius Cane Industry Authority was held on 24 February 2016. Under this scheme a total of 150 ex-workers of Riche en Eau sugar factory have received residential plots of land with the social package for centralisation of milling activities.

## **HUMAN RIGHTS**

### **Freedom of Association and Collective Bargaining (G4-DMA, G4-HR4)**

Employees of Omnicane are free to belong to a trade union recognised by Omnicane. The affiliation to a Trade Union is however subject to the relevant legislation. Collective Agreements are existent in certain entities and Omnicane will not impede on the procedures for recognition of trade union if all legal requirements are met.

### **Diversity and Equal Opportunity (G4-DMA, G4-LA13, G4-HR3)**

Omnicane does not tolerate direct or indirect discrimination against any person on grounds of age, disability, gender, marital status, pregnancy/maternity, race, religion or belief, sex, or sexual orientation, whether in the field of recruitment, terms and conditions of employment, career progression, training, transfer or dismissal. In fact, the Company has endorsed its Equal Opportunity Policy which sets the direction concerning fair treatment of employees with respect to their sex, religion, qualifications amongst others.

However, should there be any case of unfair treatment or discrimination, employees are strongly encouraged to seek early advice/support from their Head of Department or the Human Resource Department. During the year, no incidents of discrimination have been reported to our HR department. Omnicane does not discriminate and provides the same equal pay and opportunities to both male and female employees, doing the same amount of work and having same work requirements.

#### OCCUPATIONAL HEALTH AND SAFETY (G4-DMA, G4- LA6)

Omnicane holds strong importance on an efficient and sound health and safety culture in all its entities, especially those with high operational risks. Through its Group Quality and Health & Safety policies, the top Management is committed to provide a safe working environment to all the employees and any other stakeholder working on our business premises. Through dedicated health and safety officers at each site of operation, we ensure that we go beyond compliance to the local Occupational Safety and Health Act. In fact, our two power plants have been successfully certified to OHSAS 18000 Health & Safety Standard. This enables them to take strong measures to ensure that day-to-day operations are safe and reduce the incidence of work accidents. On its part, in 2015, our power plant at La Baraque introduced medical surveillance tests such as spirometry and blood tests on a regular basis so that a better diagnosis of the health of employees is obtained.

Collective agreements signed among the different sugar industry associations and trade unions cover the following health and safety topics: use of personal protective equipment, estate hospital facilities, Group Personal Accident Scheme, medical insurance cover for employees and dependents, welfare and occupational health issues.

The tables below demonstrate the number of occupational accidents and man-days lost in our different entities, as well as employee representations in health and safety committees. It is worthwhile noting that the total number of accidents has reduced by 34% compared to 2014, following strong measures taken on health and safety at all our operations. Also, there has been no fatal accidents recorded during the year.

#### Occupational accidents and man-days lost

Entity	No. of accidents			Man-days lost		
	Male	Female	Total	Male	Female	Total
Agriculture	32	2	34	144	2	146
Logistics	34	0	34	171	0	171
Thermal La Baraque	9	0	9	70	0	70
Thermal St Aubin	1	0	1	0	0	0
Milling	4	0	4	129	0	129
Distillery	5	0	5	0	0	0
Mon Trésor Hotel	6	0	6	18	0	18
<b>Total</b>			<b>93</b>			<b>534</b>

#### Health and Safety Committees (G4-LA5)

We fully support the constitution of health and safety committees within our different entities. These committee meetings held at least every two months provide an excellent platform for employees and management to interact and discuss opportunities to further improve the safety of our work environment and welfare of our employees.

#### Representation of our workforce on health and safety committees in 2015

	Employee Representative (including Management)	Total Employees	%
Milling	35	488	7
Agricultural & Logistics	11	662	2
Thermal La Baraque	15	73	21
Thermal St Aubin	7	42	17
Distillery	15	52	29
Mon Trésor Hotel	17	110	15