



廣東康華醫療股份有限公司  
Guangdong Kanghua Healthcare Co., Ltd.\*

(於中華人民共和國註冊成立的股份有限公司)  
(A joint stock company incorporated in the People's Republic of China with limited liability)

股份代號 Stock Code : 3689

\* 僅供識別 For identification purposes only

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環境、社會及管治報告  
Environmental, Social and  
Governance Report

2016



# Environmental, Social and Governance Report

## 環境、社會及管治報告

The board of directors (the “**Board**”) of Guangdong Kanghua Healthcare Co., Ltd. (the “**Company**”, together with its subsidiaries, the “**Group**”) is pleased to present the environmental, social and governance report of the Company for the year ended 31 December 2016 (the “**ESG Report**”). The contents of the ESG Report are in compliance with the relevant environmental, social and governance reporting guidelines set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”).

The ESG Report covers the Group's self-owned hospitals located in the PRC, namely Dongguan Kanghua Hospital Co., Ltd. (“**Kanghua Hospital**”) and Dongguan Renkang Hospital Co., Ltd. (“**Renkang Hospital**”).

Any opinions or suggestions in relation to the ESG Report may be sent to the Company's email address at: [khh@kanghuagp.com](mailto:khh@kanghuagp.com).

廣東康華醫療股份有限公司(「**本公司**」，連同其附屬公司，統稱「**本集團**」)董事會(「**董事會**」)欣然提呈本公司截至二零一六年十二月三十一日止年度的環境、社會及管治報告(「**環境、社會及管治報告**」)。環境、社會及管治報告的內容符合香港聯合交易所有限公司(「**聯交所**」)證券上市規則附錄二十七所載的有關環境、社會及管治報告指引。

環境、社會及管治報告涵蓋本集團位於中國的自有醫院，即東莞康華醫院有限公司(「**康華醫院**」)及東莞仁康醫院有限公司(「**仁康醫院**」)。

如有任何有關環境、社會及管治報告的意見或建議，可發送至本公司的電郵地址 [khh@kanghuagp.com](mailto:khh@kanghuagp.com)。

## I. ENVIRONMENTAL, SOCIAL AND GOVERNANCE MANAGEMENT SYSTEM

### I.1 Core values in environmental, social and governance

The Group is committed to integrating corporate, social and environmental responsibilities into various aspects of the Group's operations for achieving sustainable development. To this end, the Group has implemented various environmental, social and governance policies:

- (a) compliance with the requirements of the laws, rules and regulations on the corporate environment, society and governance;
- (b) promotion of the establishment and improvement of relevant management systems and mechanisms in corporate environment, society and governance;
- (c) emphasis on delivering patient-centric healthcare services with the highest possible ethical and professional standard;

## I. 環境、社會及管治管理制度

### I.1 環境、社會及管治的核心價值

本集團致力於將企業、社會及環境責任融入本集團營運的各個方面，以實現可持續發展。為此，本集團已實施各項環境、社會及管治政策：

- (a) 遵守有關企業環境、社會及管治的法律、規則及法規規定；
- (b) 促進建立及改進企業環境、社會及管治的有關管理制度及機制；
- (c) 注重以最高的道德及專業標準提供以患者為中心的醫療服務；

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- (d) active engagement with stakeholders to identify changing needs in corporate, social and environmental aspect of the Group's operations; and
- (e) encourages staff to save energy, cherish resources, support and promote measures on energy-saving and emission reduction.

The Group has set up a special working group formed by the management and hospital executives and managers of each hospital to promote the above policies and prepare the relevant disclosures and report to the Board.

### 1.2 The communication and responses among the stakeholders

As part of the Group's sustainable development objectives, the Group maintains communication with stakeholders through various channels with a view to proactively responding to stakeholders' requests and fostering the Group's capability in fulfilling its environmental and social responsibilities:

- (d) 積極與持份者一道參與，以識別本集團營運的企業、社會及環境方面不斷變化的需求；及
- (e) 鼓勵員工節約能源、珍惜資源、支持及推進節能減排措施。

本集團已成立了專項工作小組，成員包括管理層及各醫院的醫院行政人員及管理人員，以推動上述政策及編製相關披露，並向董事會匯報。

### 1.2 持份者溝通與回應

作為本集團可持續發展目標的一部分，本集團通過多種渠道與持份者保持溝通，旨在主動回應持份者的要求及促進本集團更好地履行環境及社會責任：

Stakeholders 持份者	Communication and responses 溝通與回應	Key issues 主要事項
Investors/shareholders 投資者／股東	Shareholders' general meetings, annual reports and interim reports, results announcements, corporate announcements, investors conferences 股東大會、年報與中期報告、業績公告、企業公告、投資者大會	Corporate governance and strategic development and directions 企業管治及戰略發展及方向
Government and regulatory authorities 政府及監管機構	Regular communications, field visits, meetings, operating information disclosure and reporting 定期溝通、實地視察、會議、營運資料披露及報告	Strict compliance with applicable laws and regulations, license, maintaining and renewal hospital classification, anti-corruption, environmental protection, responsive to the government's latest policies and directives on healthcare 嚴格遵照適用法律法規、牌照、維持及重續醫院分類、反貪污、環境保護、響應政府有關醫療的最新政策及指引

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Stakeholders 持份者	Communication and responses 溝通與回應	Key issues 主要事項
Staff 員工	Labour union, regular communications between staff and management, staff activities, regular in-house publications, trainings and education, responsibility and accountability systems 職工工會、員工與管理層定期溝通、員工活動、定期內部刊物、培訓與教育、責任及問責制度	Staff retention, collegiality, quality standard, ethical practice, career progression, development and training, workplace health and safety, fair and reasonable reward and punishment mechanisms 員工留聘、合作關係、質量標準、道德操守、職業發展、發展與培訓，工作場所健康與安全、公正合理的獎懲機制
Suppliers 供應商	Due diligence, meetings, negotiations, regular review of cooperation and quality check, internal audit of procurements and prescriptions by doctors 盡職調查、會議、談判、定期審查合作及質量檢查、採購內部審核及醫生處方	Stable and uninterrupted supply of quality pharmaceuticals, medical consumables and medical equipment on terms no less favourable than market, proper qualifications and licenses, service support and training on equipment, anti-corruption, environmentally preferable purchasing 按不遜於市場的條款穩定且不間斷地供應優質的藥品、醫療耗材及醫療設備、適當的資格及牌照、設備的服務支持及培訓、反腐敗、環保採購
Patients 患者	Day to day operations and communications, dedicated customer service, satisfaction surveys and feedback, service complaints and response systems 日常運營及溝通、專責的客戶服務，滿意度調查與反饋、服務投訴及回應系統	Clinical standard and the Group's reputation as a quality and ethical healthcare services provider, patient satisfaction, anti-corruption (e.g. refusing "red packets") 臨床標準及本集團作為優質及高道德標準的醫療服務提供商的聲譽、患者滿意度、反腐敗(如拒絕「紅包」)
Community 社區	Community activities, public health awareness events, free medical consultations, regular in-house publications, donations, supporting charitable causes 社區活動、公共衛生意識活動、免費醫療諮詢、定期內部刊物、捐贈、支持慈善事業	Improving the community's awareness of public health and safety and the profile of the Group as a socially responsible healthcare services provider, addressing healthcare needs from the underserved and unprivileged 提高社區對公共衛生與安全的意識及本集團作為對社會負責的醫療服務提供商的形象、處理服務不足的基層醫療機構的醫療需求

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Stakeholders 持份者	Communication and responses 溝通與回應	Key issues 主要事項
Healthcare facilities  醫療機構	Mutual cooperation and patient referrals, technical assistance to lower-tier hospitals, multi-site doctor practice  相互合作及病人轉診，向下級醫院提供技術援助、醫生多點執業	Delivery of optimal clinical solutions to address the different needs of patients, referral of patients requiring acute, complex and critical care from lower-tier hospitals to the Group, the Group's influential presence in the industry  提供最佳的臨床解決方案，以滿足患者的不同需求、將較低等級醫院的急診、疑難雜症及重症監護的患者轉診至本集團、本集團業內有影響力的地位

## 2. ENVIRONMENTAL PROTECTION

The Group regularly keeps track of the latest national and regional environmental laws and regulations and adopts all necessary measures to comply with them. The Board considers that wastewaters and solid wastes (particularly medical wastes) produced by the Group's hospitals are particularly relevant to environmental protection. The Group is compliant with applicable laws and regulations, including, the Law of the PRC on the Prevention and Control of Water Pollution, the Regulations on Urban Drainage and Sewage Treatment, the Regulations on the Management of Medical Waste and the Law of the PRC on the Prevention and Control of Environmental Pollution by Solid Waste. During the year ended 31 December 2016, the Group had not been subject to any penalties in relation to environmental protection.

Developing sustainable best practices requires modification of staff behavior, and this occurs most frequently through ongoing staff education. Education and supporting processes are one of the most critical elements to effective implementation of environmental protection initiatives and reduction in environmental footprint.

## 2. 環境保護

本公司定期追蹤最新國家和地區環境保護法律法規，並採取所有必要措施遵守有關法律法規。董事會認為本集團醫院產生的污水及固體廢物(尤其是醫療廢物)與環境保護尤為相關。本集團遵守適用法律法規，包括《中華人民共和國水污染防治法》、《城鎮排水與污水處理條例》、《醫療廢物管理條例》及《中華人民共和國固體廢物污染環境防治法》。截至二零一六年十二月三十一日止年度，本集團並無遭受與環境保護有關的任何懲罰。

制定可持續最佳做法需要改變員工的行為，而這最常見的方法是持續的員工教育。教育及支持過程是有效實施環保舉措及減少環境足跡的最關鍵因素之一。

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### 2.1 Wastewaters

Hospitals discharge considerable amounts of chemicals and microbial agents in their wastewaters. Many substances contained in the wastewaters, such as chemicals, medicine residues as well as pathogenic resistant bacteria and viruses, resist normal wastewater treatment and could pose a danger to public health and the environment if released untreated into the public sewer system. Due to the chemical and biochemical contaminants, the wastewaters treatment requires specialised technologies and processes that cannot be feasibly conducted at the source. The Group engages a qualified and licensed service provider to process all of the wastewaters produced by its hospitals. Before the wastewaters are processed by the service provider, they are stored in dedicated facilities to ensure they will not contaminate the primary water supply for human consumption and clinical use.

The table below sets forth the discharge volume of wastewaters by the Group's hospitals for the years indicated:

		Change 變動	2016 二零一六年	2015 二零一五年
Wastewaters discharge (ton)	污水排放(噸)	+4.1%	358,743	344,655
Wastewaters discharge per gross floor area (ton/gross floor area)	每建築面積的 污水排放 (噸/建築面積)	-1.1%	1.09	1.10

### 2.1 污水

醫院在其污水中排放大量的化學物質及微生物劑。污水中含有的許多物質，如化學藥品、藥物殘留物、致病性耐藥菌及病毒，抵禦正常的污水處理，如未經處理進入公共污水系統，可能對公共衛生及環境造成危害。由於化學及生物化學污染物，污水處理需要專門的技術及過程，該等技術及過程在源頭上不可行。本集團委聘合資格且持牌的服務提供商處理其醫院產生的所有污水。於污水經服務提供商處理之前，將其存放在專用設施中，以確保不會污染用於人類飲用及臨床使用的原生水供應。

下表載列於所示年度本集團醫院的污水排放量：

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The discharge of wastewaters is integral to the Group's clinical operations and is expected to increase in line with business growth. The management does not currently consider that it is feasible to implement any initiatives or policies to control or reduce the amount of wastewaters discharge without compromising sanity and clinical safety, which are of overriding importance to public health and safety. The Group regularly reviews its wastewaters treatment protocols with a view to ensuring there is no inadvertent contamination of its water supply and that the wastewaters will be properly handled by the hospitals before treated by the service provider. The management believes that the wastewaters produced by the hospitals, after properly treated by the service provider, will pose minimal risks to the environment.

### 2.2 Hazardous solid wastes

Hospital operations generate a variety of solid medical wastes in the diagnosis, treatment or immunization of patients or in research that can pose a danger to public health and the environment if not properly treated and disposed of. Materials containing pathogens are infectious can cause diseases if exposed. These include:

- human anatomical waste: waste from surgery and autopsies on patients with infectious diseases;
- sharps: disposable needles, syringes, saws, blades, broken glasses, nails or any other item that could cause a cut; and
- pathological: tissues, organs, body parts, human flesh, fetuses, blood and body fluids.

污水排放是本集團臨床業務的組成部分，預計會隨著業務增長而增加。管理層目前認為，在不影響衛生及臨床安全(其對公共衛生及安全至關重要)情況下實行任何舉措或政策來控制或減少污水排放量不可行。本集團定期檢討其污水處理方案，以確保其供水不會出現疏忽的污染及在服務提供商處理之前，污水將由醫院妥善處理。管理層認為，醫院產生的污水在得到服務提供商的妥善處理後，對環境造成的風險微乎其微。

### 2.2 有害固體廢物

醫院業務在患者的診斷、治療或免疫接種或研究中產生各種固體醫療廢物，如不妥善處理及處置，可對公共衛生及環境構成危害。含有病原體的物質具傳染性，如暴露在外，則會造成疾病。該等物質包括：

- 人體解剖廢物：傳染病患者手術及屍體解剖的廢物；
- 銳器：一次性針頭、注射器、鋸、刀片、破碎的玻璃、指甲或任何可能導致割傷的物品；及
- 病理：組織、器官、身體部位、人體、胎兒、血液及體液。

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Non-infectious but hazardous wastes include:

- pharmaceuticals: drugs and chemicals that are returned from wards, spilled, outdated, contaminated, or are no longer required; and
- radioactive: wastes contaminated with radioactive substances used in diagnosis and treatment of diseases.

The Group's hospitals have in place a comprehensive medical waste management system:

1. Identification and segregation of waste types: segregation of different types of wastes at source (wards, operation theaters, laboratories, examination rooms etc.) with color coding systems and clear operation guidelines and handbooks, supervised by responsible staff. Effective segregation diminishes total waste and the hospital's environmental footprint;
2. Transport & storage of waste: use of puncture proof and leak proof containers; bags are properly tied and sealed; use of special containers for radioactive wastes; use of designated transport trolleys and timely collection; and storage in covered areas remote from normal passages with security measures to prevent unauthorized tempering;

非傳染性但有害廢物包括：

- 藥品：從病房退回、溢出、過期、被污染或不再需要的藥物及化學藥品；及
- 放射性：用於疾病診斷及治療的放射性物質污染的廢物。

本集團醫院已制定一套全面的醫療廢物管理制度：

1. 廢物類型的識別及分離：以顏色編碼系統及明確的操作指引及手冊在負責人員監督下從源頭(病房、手術室、化驗室，檢查室等)分離不同類型廢物。有效的分離減少廢物總量及醫院的環境足跡；
2. 廢物運輸與儲存：使用防刺穿及防滲漏容器；袋子妥善地捆紮及密封；使用放射性廢物專用容器；使用專用的運輸手推車及及時收集；及保存在遠離正常通道的有蓋區域，並採取安全措施防止未經授權再利用；



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|---|---|
| <p>3. Identify the need for use of personal protective equipment: special clothing, gloves, masks and eye protection identified and provided to the healthcare works responsible for waste transportation and disposal; and</p> <p>4. Proper disposal of waste: collection and subsequent disposal by qualified and licensed service provider (including incineration, landfill or chemical/biochemical treatment, as appropriate to the type of wastes) specialized in medical wastes disposal. On account of the hazardous nature of these wastes, they are not typically recycled.</p> | <p>3. 識別使用個人防護裝備的需要：識別並向負責廢物運輸及處置的醫療人員提供特殊服裝、手套、口罩及眼睛保護；及</p> <p>4. 妥善處理廢物：由專業從事醫療廢物處理的合資格且持牌服務提供商(包括適用廢物類型的焚化、填埋或化學/生物化學處理)的收集及後續處置。由於該等廢物具有有害性，通常不可回收再利用。</p> |
|---|---|

The table below sets forth the volume of hazardous solid medical wastes produced by the Group's hospitals for the years indicated:

下表載列於所示年度本集團醫院產生的有害固體醫療廢物量：

		Change 變動	2016 二零一六年	2015 二零一五年
Hazardous solid wastes (kg)	有害固體廢物(公斤)	+18.9%	<b>365,880</b>	307,036
Hazardous solid wastes per gross floor area	每建築面積的 有害固體廢物			
(kg/gross floor area)	(公斤/建築面積)	+13.1%	<b>1.115</b>	0.986

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The discharge of wastewaters is integral to the Group's clinical operations and is expected to increase in line with business growth. The management does not currently consider that it is feasible to implement any initiatives or policies to control or reduce the production of hazardous solid wastes without compromising sanity and clinical safety, which are of overriding importance. For example, many surgical tools, protective masks and gloves and syringes are strictly for one-time use only; extending their use may reduce waste production but is not clinically acceptable as it significantly increases the risks of cross-infection among patients and staff. The Group regularly reviews its waste management system with a view to ensuring that all of the steps in the chain are properly followed with the safety of the patients and staff as top priority. One of the key steps in managing the hazardous wastes is proper identification and segregation because: (i) this ensures no hazardous wastes are inadvertently mixed with domestic wastes and disposed without proper treatment, potentially posing harm to public safety and environment; and (ii) the service provider processes the wastes collected according to the identification and segregation by the hospitals. The hospitals have a responsibility and accountability system for waste management at the source and provide regular trainings to the front-line staff to ensure that the guidelines and handbooks are strictly adhered. The management believes that the hazardous solid wastes produced by the hospitals, after properly treated by the service provider, will pose minimal risks to the environment.

### 2.3 Domestic wastes

The Group's operations generate domestic wastes that are non-infectious and non-hazardous from the offices, dormitories, kitchens, rooms, including bed linens, utensils, paper, etc. These wastes are identified and segregated at source and are eventually collected, treated and recycled by general wastes service providers.

污水排放是本集團臨床業務的組成部分，預計會隨著業務增長而增加。管理層目前認為，在不影響衛生及臨床安全（其至關重要）情況下實行任何舉措或政策來控制或減少有害固體廢物產生量不可行。例如，許多手術工具、防護口罩及手套和注射器嚴格僅用於一次性使用；延長其使用可能會減少廢物產生量，但從臨床上不可接受，因為這將大幅增加患者與員工之間交叉感染的風險。本集團定期檢討其廢物管理制度，確保以患者及員工安全為首要任務，妥善遵循整個環節中的所有步驟。管理有害廢物的關鍵步驟之一是適當識別及分離，因為：(i) 這將確保有害廢物不會無意中與生活垃圾混合及在沒有妥善處理情況下進行處置，可能危及公共安全與環境；及(ii) 服務提供商根據醫院的識別及分離處理所收集的廢物。醫院從源頭定有廢物管理責任追究制度，定期向前線人員進行培訓，確保嚴格遵守指引及手冊。管理層認為，醫院產生的有害固體廢物經服務提供商妥善處理後，對環境構成的風險微乎其微。

### 2.3 生活垃圾

本集團的業務從辦公室、宿舍、廚房、房間產生非傳染性且非有害性的生活垃圾，包括床上用品、餐具、紙張等。該等垃圾從源頭予以識別及分離，最終由一般廢物服務提供商收集、處理及回收再利用。

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The table below sets forth the volume of domestic wastes produced by the Group's hospitals for the years indicated:

下表載列於所示年度本集團醫院產生的生活垃圾量：

		Change 變動	2016 二零一六年	2015 二零一五年
Domestic wastes (kg)	生活垃圾(公斤)	+4.0%	1,825,000	1,754,500
Domestic wastes per gross floor area (kg/gross floor area)	每建築面積的 生活垃圾 (公斤/建築面積)	-1.1%	5.561	5.624

The Group is conscientious about the environment and is committed to the recycling of domestic wastes where feasible. This primarily includes the recycling of paper, plastic, metal and glass. The Group mandates its staff to segregate the domestic wastes into appropriate categories for proper handling by the service provider. The Group also promotes "paper-less" office, including double-sided or secondary paper printing except for official documents, multimedia form of presentation in meetings and increasing the use of office automation system to reduce administrative paperwork. The hospitals have an engineering department to salvage any usable parts or components from decommissioned equipment and furniture, such as televisions, computers and hospital beds, before they are disposed of. The Group may also donate obsolete but functional items, such as computers, to various charitable organisations. In 2016, despite a considerable increase in business volume, the Group's production of domestic wastes only had a slight increase of 4%. The Group will continue to explore feasible initiatives to reduce domestic waste production and enhance its recycling efforts.

本集團認真對待環境，致力於在可行的情況下回收再利用生活垃圾，主要包括紙張、塑料、金屬及玻璃的回收利用。本集團要求其員工將生活垃圾分為適當類別，供服務提供商妥善處理。本集團亦推崇「無紙化」辦公(包括雙面或二次印刷，除正式文件外)、會議的多媒體展示及增加辦公自動化系統的使用，以減少行政文書工作。醫院設有一個工程部門，於報廢設備及傢具(如電視機、電腦及醫院病床)處置前將其任何可用零件或部件進行回收。本集團亦可將過時但可使用的物品(如電腦)捐贈予各慈善組織。二零一六年，儘管業務量大幅增加，但本集團的生活垃圾產生量僅略微增加4%。本集團將繼續探索可行的舉措，減少生活垃圾產生量並加強回收力度。

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### 2.4 Energy consumption

Healthcare systems are among a community's largest consumers of energy. Hospitals are open 24 hours a day and have sophisticated energy needs, such as particular air flow controls and specialized heating, ventilation and air-conditioning systems. The Group's hospitals' energy consumption primarily includes electricity and water.

The table below sets forth the consumption of the Group for the years indicated:

		Change 變動	2016 二零一六年	2015 二零一五年
Electricity (kilowatt-hours)	電力(千瓦時)	+7.7%	29,087,860	27,014,975
Electricity consumption intensity (kilowatt-hours per gross floor area)	電耗強度 (每建築面積千瓦時)	+2.4%	88.6	86.6
Water consumption (ton)	水耗(噸)	+35.0%	836,998	619,966
Water consumption intensity (ton per gross floor area)	水耗強度 (每建築面積噸)	+28.3%	2.6	2.0

The hospitals' electricity consumption is primarily attributable to air-conditioning, water heating, lighting and energy demanding medical equipment such as MRI and X-ray. The Group's initiatives aimed at reducing electricity consumption include:

- explore the feasibility of using air heat pump water heater and gas-fired boiler;
- installation of inverter-type air-conditioning systems that are more energy-efficient;

### 2.4 能源消耗

醫療系統是社區最大的能源消費機構之一。醫院每天24小時開業，具有極為複雜的能源需求，如特定的氣流控制及專門的供暖、通風及空調系統。本集團醫院的能源消耗主要包括水電。

下表載列於所示年度本集團消耗量：

醫院的電力消耗主要是由於空調、水暖、照明及高耗能的醫療設備(如MRI及X射線)。本集團旨在減少用電量的舉措包括：

- 探索使用空氣熱泵熱水器及燃氣鍋爐的可行性；
- 安裝更節能的逆變式空調系統；

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- installation of high efficiency LED light sources;
  - promote staff awareness and control measures ensure lights are off when no one is using;
  - an energy saving task force is set up to perform regular inspections of air-conditioning systems and other electrical systems to ensure no unintended or unusual usage;
  - installation of motion-triggered lighting systems in escalators and elevators;
  - maximize the use of natural sunlight via roof windows;
  - installation of automatic door closers in wards with a view to increasing energy efficiency by limiting the amount of air movement required, as well as the space that needs to be cooled; and
  - gradually replace obsolete equipment with new equipment that are certified for energy efficiency.
- 安裝高效率 LED 光源；
  - 推動員工的意識及控制措施，確保在沒有人在使用時熄燈；
  - 設立一個節能專責小組，對空調系統及其他電氣系統進行定期檢查，以確保不存在無意或異常使用；
  - 在自動扶梯及電梯中安裝運動觸發的照明系統；
  - 通過屋頂窗戶最大限度地利用自然光；
  - 將自動閉門器安裝在病房中，以通過限制所需的空氣流動量以及需要冷卻的空間來提高能源效率；及
  - 逐步用節能認證的新設備替代過時的設備。

The hospitals' water consumption is primarily attributable to cooling equipment, plumbing fixtures, landscaping, medical process rinses, pure water systems and domestic uses (sinks, showers, toilets). The Group's initiatives aimed at reducing water consumption include:

- leak detection and repair;
  - use of high-efficiency showerheads;
  - use of low-flow plumbing fixtures;
  - use of motion sensor-activated faucets and flow control;
  - use of waterless medical vacuum pumps;
- 洩漏檢測及維修；
  - 使用高效噴頭；
  - 使用低流量水管裝置；
  - 使用運動傳感器啟動的水龍頭及流量控制；
  - 使用無水醫用真空泵；

醫院的耗水量主要是由於冷卻設備、水管裝置、景觀美化、醫療過程沖洗、純淨水系統及生活用水(水槽、淋浴、廁所)。本集團旨在減少用水量的舉措包括：

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- use of reject water produced in the reverse-osmosis process;
  - use full loads in sanitizers, sterilizers and laundry washing machines, consistent with infection control requirements; and
  - minimize water use for irrigation with rain/soil moisture controllers and only during times when wind and evaporation are lowest.
- 使用在反滲透過程中產生的廢水；
  - 符合感染控制要求情況下全負荷使用消毒劑、消毒器及洗衣機；及
  - 使用雨水／土壤濕度控制器盡量減少灌溉的用水量，且只有在風及蒸發量最低的時候才能使用。

In 2016, the Group had a significant increase in water consumption due to leakage in an underground water pipe of Kanghua Hospital. The Group will continue to oversee the effectiveness of the above initiatives and explore new and innovative ways to achieve water saving, which will in turn contribute to electricity saving.

二零一六年，本集團因康華醫院地下水管漏水而大量增加用水量。本集團將繼續監督上述舉措的有效性，並探尋新的創新方法實現節水，進而促進節電。

### 2.5 Antibiotics prescription

Antimicrobial resistance is a global public health challenge, which is aggravated by the overuse of antibiotics. Increased antimicrobial resistance is the cause of severe infections, complications, longer hospital stays and increased mortality. Antibiotics over-prescription is also potentially associated with an increased risk of adverse effects, more frequent re-attendance and increased medicalization of self-limiting conditions.

Inevitably, doctors at the Group's hospitals prescribe antibiotics to patients from time to time. The Group is committed to the judicious prescription of antibiotics by eliminating unnecessary or sub-optimal prescriptions.

### 2.5 抗生素處方

抗菌素耐藥性是全球公共衛生的一項挑戰，過度使用抗生素會造成耐藥性加劇。抗菌素耐藥性加劇是導致嚴重感染、併發症、住院時間延長及死亡率上升的原因。抗生素處方過量亦可能伴隨著不利影響的風險增加，復發頻率增加及自限性條件的醫療化增加。

本集團醫院醫生不時不可避免地向患者開出抗生素處方。本集團致力於通過消除不必要或次優處方審慎開出抗生素處方。

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The Group's clinical governance tracks a number of parameters to gauge the prescription of antibiotics as set forth in the table below:

本集團的臨床治理追蹤衡量抗生素處方的若干參數，詳情載列下表：

Kanghua Hospital	康華醫院	Change 變動	2016 二零一六年	2015 二零一五年	Standard 標準
Rate of antibiotics prescription for Outpatients	門診患者抗生素處方率	+2 b.p.	13.3%	11.3%	≤ 20%
Rate of antibiotics prescription for emergency treatment	抗生素處方用於緊急治療的比率	-0.6 b.p.	34.7%	35.3%	≤ 40%
Rate of antibiotics prescription for inpatients	住院患者抗生素處方率	+0.1 b.p.	54.5%	54.3%	≤ 60%

Renkang Hospital	仁康醫院	Change 變動	2016 二零一六年	2015 二零一五年	Standard 標準
Rate of antibiotics prescription for Outpatients	門診患者抗生素處方率	+2.9 b.p.	14.4%	17.4%	≤ 20%
Rate of antibiotics prescription for emergency treatment	抗生素處方用於緊急治療的比率	-4.1 b.p.	36.0%	40.1%	≤ 40%
Rate of antibiotics prescription for inpatients	住院患者抗生素處方率	+1.3 b.p.	61.9%	60.6%	≤ 60%

The Group's initiatives to the judicious prescription of antibiotics include:

本集團倡導審慎開出抗生素處方的舉措包括：

- providing education and clinical decision support to doctors and patients regarding the long-term and community-wide consequences of overusing antibiotics;
- patients should be educated of the importance of following the use of antibiotics according to prescription;
- 為醫生及患者提供過度使用抗生素的長期及全社會後果的教育及臨床決策支持；
- 教育患者遵照處方使用抗生素的重要性；

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- doctors should always follow the principle of rational, safe and effective antibiotics prescription;
  - antibiotics should be prescribed only for bacterial infections whenever possible and in the proper dose for the correct duration;
  - narrow spectrum antibiotics should be chosen whenever possible to avoid destroying populations of beneficial bacteria along with the disease-causing bacteria;
  - publish internal clinical guidelines for doctors to follow, especially for common infections, with a view to improving antibiotics use;
  - rotating use of different classes of antibiotics where possible;
  - accountability systems to prompt responsible prescription of antibiotics by doctors;
  - strictly prohibit any form of advantages or rebates provided by pharmaceutical companies to incentivize doctors to prescribe more antibiotics; and
  - regular communications with regulators and healthcare organizations, including the Chinese Center for Disease Control and Prevention, to understand the latest community threats and outbreaks with a view to modifying antibiotics prescription strategy as appropriate.
- 醫生應始終遵循合理、安全及有效的抗生素處方原則；
  - 抗生素盡可能於細菌感染時方可按正確藥效時間的適當劑量開出處方；
  - 應盡可能選擇窄譜抗生素，以避免連同致病細菌一起破壞有益細菌群；
  - 發佈醫生遵循的內部臨床指引，特別是針對常見的感染，以改善抗生素使用；
  - 盡可能交替使用不同類別的抗生素；
  - 制定問責制度，促使醫生負責任地開出抗生素處方；
  - 嚴格禁止製藥公司提供任何形式的好處或回扣鼓勵醫生開出更多的抗生素處方；及
  - 與包括中國疾病預防控制中心在內的監管機構及醫療組織定期溝通，了解最新的社區疾病威脅及爆發情況，以期酌情修改抗生素處方策略。



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### 3. EMPLOYMENT

The success of the Group depends critically on its ability to attract, develop and retain its staff. The Group adheres to fair and open recruitment practices, and provides its staff with adequate protection of rights. During the year ended 31 December 2016, the Group continued to strive for improvements and innovations in staff support, development and training to create a safe and comfortable working environment and provide a fair and collegial learning and development platform. The Group prides itself on maintaining harmonious relationships with its staff in the spirit of "Kanghua People". As of 31 December 2016, the Group had a total of 2,345 (2015: 2,461) full-time staff.

#### 3.1 Recruitment

Recruitment is an important component to the continuous growth of the Group. The Group's recruitment process is merit based and is open to all qualified personnel. In addition to internal recruitment by job promotion and rotation, the Group also carries out external recruitment activities. Healthcare professionals are highly sought after in Guangdong Province. Therefore, the Group strategically extends its recruitment efforts to other provinces in the PRC. The Group implements a series of internet recruitment campaigns to reach a wide base of potential candidates and on-campus recruitment drives in key medical schools and nursing schools in multiple provinces to attract talent out of Guangdong Province. Teaching affiliations with academic institutions enable the Group to identify potential young healthcare professionals and recruit them early on. The Group also has in place various referral schemes to identify potential candidates from its existing staff's social networks. Referred staff generally has higher retention rates and increased engagement. The Group audits and verifies staff identify and background as part of the recruitment process to ensure no child labor or forced labour is employed. Depending on the position being hired, the Group also conducts background checks to ensure the veracity of information provided by the potential candidate. The Group has adopted a Recruitment Process Management Policy to standardize its recruitment practice.

### 3. 僱傭

本集團的成功十分依賴於吸引、培養及留住員工的能力。本集團遵循公開公平的招聘方式，並充分保護員工權利。截至二零一六年十二月三十一日止年度，本集團繼續努力在員工支持、發展及培訓上作出改進及創新，以創造安全舒適的工作環境和提供公平的學院式學習及發展平台。本集團秉著「康華人」的精神以與員工保持和諧關係為榮。截至二零一六年十二月三十一日，本集團共有全職員工2,345人(二零一五年：2,461人)。

#### 3.1 招聘

招聘是本集團持續增長的重要組成部分。本集團的招聘流程採取擇優錄用，面向所有合資格人士開放。除通過職位晉升及工作輪換進行內部招聘外，本集團亦開展外部招聘活動。醫療專業人士在廣東省備受歡迎。因此，本集團策略性地向中國其他省份擴展招聘工作。本集團實施一系列互聯網招聘活動以接觸廣泛的潛在候選人，並在多個省份的主要醫學院及護理學校進行校園招聘活動以吸引廣東省外人才。本集團與學術機構的教學關係讓其可物色到潛在年輕醫療專業人士並在早期進行招聘。本集團亦制訂多項推薦計劃以從現有員工社會網絡中物色潛在候選人。獲推薦員工的保留率通常較高及更加投入。作為招聘流程的一部分，本集團會審核及核實員工身份與背景，確保不會僱用童工或發生強迫勞動。視乎被聘用的職位，本集團亦會進行背景調查以確保潛在候選人提供的資料真實。本集團已採納《招聘流程管理制度》以使招聘方式標準化。

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The Group strictly abides by the relevant laws and regulations such as the Labor Law of the PRC and the Labor Contract Law of the PRC, and enters into labor contracts with its staff. Each of the Group's hospitals has adopted a labor union to protect the rights and interests of its staff and encourage them to participate in the management of the hospital's operations.

本集團嚴格遵守相關法律法規，如《中華人民共和國勞動法》及《中華人民共和國勞動合同法》，並與員工訂立勞動合同。本集團各家醫院均已成立工會以保護員工權利及權益，並鼓勵員工參與醫院經營管理。

### 3.2 Equal opportunities employer

The Group is an equal opportunities employer. The Group provides equal opportunities to all staff in a fair, transparent and non-discriminatory environment. Female staff has equal opportunities as male staff, and would not be prejudiced because of pregnancy. No religious or racial discrimination is tolerated in recruitment and career development.

### 3.2 平等就業機會

本集團是平等就業僱主。本集團為所有員工在公平、透明、無歧視環境中提供平等機會。女性員工擁有與男性員工平等機會，不會因為懷孕而受歧視。在招聘及職業發展中亦不容忍任何宗教或種族歧視。

As at 31 December 2016

截至二零一六年十二月三十一日

Age Group/Gender	年齡組別／性別	Kanghua Hospital 康華醫院		Renkang Hospital 仁康醫院		Total Staff 總人數	
		Male 男	Female 女	Male 男	Female 女	Male 男	Female 女
Age 51 or above	51 歲或以上	64	57	55	14	119	71
Age between 31 to 50	31 至 50 歲	288	424	125	154	413	578
Age below 30	30 歲或以下	196	772	50	236	246	1,008
		548	1,253	230	404	778	1,657

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### 3.3 Staff remuneration and retention

The Group's comprehensive staff remuneration and retention policy is designed with a view to rewarding staff performance and long term staff retention. It primarily includes: (i) economic components comprising basic salary determined with reference to the individual's position, seniority and length of service, performance bonus determined with reference to the metrics specific to the individual's job function and other benefits; and (ii) non-economic components comprising personal development, job challenge and satisfaction, recognition, work environment, work safety and career advancement. The Group regularly benchmarks against available market data and adjusts its remuneration structure with a view to remaining competitive. While financial incentives are an important factor in staff retention, the Group recognizes that they alone are not enough to improve recruitment and retention in a sustainable manner. Therefore, the Group places equal emphasis on non-economic factors, in particular personal development, work environment and collegiality. The Group's career advancement track is transparent and achievable. The Group provides a platform and support for its staff to undertake medical education and research in their field of choice.

With a view to retaining and developing talent, the Group actively identifies high potential staff and provide them with additional training opportunities, industry exposure and an accelerated career track. By providing training for new skills and tuition reimbursement for external courses, the Group's staff will feel valued, important and invested in the Group. The Group regularly carries out staff appraisals to discuss achievements, strengths, and areas for development, and to set personal objectives with a view to ensuring they feel motivated and appreciated for their contribution. The Group maintains open channels of communication with its staff to keep them informed of the latest developments and provide them with opportunities to voice their opinions. The Group also recognises that its healthcare professionals, in particular doctors and nurses, may be subject to a high pressure and demanding work environment from time to time due to their job nature, which may result in attrition. The Group actively monitors the emotional wellbeing of its staff and provide counselling and supporting arrangements

### 3.3 員工薪酬及留任

本集團的全面員工薪酬及留任政策旨在獎勵員工表現及長期留住員工。該政策主要包括：(i) 經濟部分，當中包括參考個人職位、資歷及服務年限釐定的基本薪金、參考個人職能特定指標釐定的績效花紅及其他福利；及(ii) 非經濟部分，當中包括個人發展、工作挑戰性及滿意度、成就感、工作環境、工作安全及職業晉升。本集團定期以可用市場數據為基準，調整其薪酬結構，以保持競爭力。雖然財務獎勵是留住員工的一個重要因素，但本集團認識到，單純的財務獎勵並不足以可持續地改善招聘及留任情況。因此，本集團同樣重視非經濟因素，尤其是個人發展、工作環境及共同治理。本集團的職業晉升渠道透明可行。本集團為員工提供平台及支持，以在其選擇領域進行醫學教育及研究。

為留住及培養人才，本集團積極發掘高潛質員工，向彼等提供額外培訓機會、行業曝光及職業快速晉升通道。通過提供新技能培訓及外部課程學費報銷，本集團的員工將體會到自身價值，認識到自身重要性並投身於本集團。本集團定期進行員工評價以討論成就、優勢及進步領域，並設定個人目標，以確保員工因其貢獻而感受到激勵及獎勵。本集團保持與員工的公開溝通渠道，使之獲悉最新進展，並向彼等提供機會表達個人意見。本集團亦認識到，其醫療專業人士，尤其是醫

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where appropriate. The Group regularly gauges the working hours of its staff to identify any staff with excessive workloads and makes alternative staffing arrangements if necessary. The Group aims to build a strong organisational culture to cultivate a sense of belonging among its staff through various staff functions and events. The Group believes that the creation of a healthy and harmonious working environment will improve staff morale and productivity in the long term.

In 2016, the Group began the year with 2,538 (2015: 2,482) full-time staff, added 763 (2015: 744) full-time staff and lost 853 (2015: 688) full-time staff during the year. The loss of staff in 2016 was primarily due to the outsourcing of certain ancillary non-clinical functions of the Group's hospitals to third party contractors. As at 31 December 2016, the Group had a total of 2,448 (2015: 2,538) full-time staff. The attrition rate of full-time staff (including doctors, nurses, administrative and other support staff) of the Group for 2016 was 34.2% (2015: 27.4%). The attrition rate of doctors of the Group for 2016 was 17.4% (2015: 28.6%)

生及護士，可能因工作性質而不時承受巨大壓力及面臨苛刻工作環境，這可能導致人員流失。本集團積極監控員工心理健康，並在適當時提供諮詢及支持安排。本集團定期計量員工工作時數，以發現超工作負荷的員工，並在必要時作出替代人員安排。本集團旨在打造強有力的組織文化，通過多個職能部門及活動培養員工歸屬感。本集團認為，營造健康和諧的工作環境將長期提高員工士氣及生產力。

二零一六年，本集團年初全職員工2,538(二零一五年：2,482)人，年內增加全職員工763(二零一五年：744)人及流失853(二零一五年：688)人。二零一六年度員工的流失主要是由於本集團醫院將某些輔助性非臨床職能外包於第三方承包商所致。於二零一六年十二月三十一日，本集團共有全職員工2,448(二零一五年：2,538)人。二零一六年，本集團的全職員工(包括醫生、護士、行政及支援的員工)流失率為34.2%(二零一五年：27.4%)。二零一六年，本集團的醫生流失率為17.4%(二零一五年：28.6%)。

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### 3.4 Training and development

The Group provides structured training and education programmes to enable its staff to consistently deliver high quality services. These programmes aim to equip the staff with a sound foundation of the medical principles and knowledge as well as practical skills in their respective practice area and foster a high standard of practice, organisation capability and vigilant attitude. Regular internal and external mandatory trainings are organised for medical staff to keep them abreast of the latest development in healthcare. From time to time, the Group identifies and sponsors its staff with high development potential to undertake further studies and professional training in prestigious academic institutions and participate in industry conventions. Medical teams also benefit from the experience and knowledge exchange during seminars and sharing sessions regularly held. The Group's staff are mandatorily assessed from time to time to ensure they meet the required standard of competence. Through various training and education programmes, the Group also aims to foster a proactive risk reporting culture among staff, which is important in the early detection of clinical failure and damage control.

The Group has adopted a Continuing Education and Training Management Policy (繼續教育培訓管理制度). The training system is supported by three major components:

- the science and education department is primarily responsible for training on clinical skills;
- the nursing department is primarily responsible for training on nursing and patient caretaking skills; and
- the human resources department is primarily responsible for comprehensive training on staff management capability, cultural values and technical skills.

### 3.4 培訓及發展

本集團提供系統培訓及教育計劃，以使員工能夠持續提供高質量的服務。該等計劃旨在裝備員工，使其具備彼等各自實踐領域的醫療原則及知識以及執業技能的堅實基礎，並培養高標準的實踐、組織能力及嚴謹態度。本集團為醫務人員組織定期的內部及外部強制性培訓，以使彼等了解醫療的最新發展。本集團會不時甄選出發展潛力大的員工及贊助彼等在著名學術機構進一步開展學習及專業培訓以及參加行業會議。醫療團隊亦從定期舉行的研討會及分享會上的經驗及知識交流中受益。本集團員工將不時接受強制考核，以確保彼等符合規定能力標準。通過各種培訓及教育計劃，本集團亦力圖在員工中培養主動風險報告文化，這對於及早發現臨床誤診及損害控制實屬重要。

本集團已採納《繼續教育培訓管理制度》。該培訓制度由三個主要組成部分支持：

- 科教部主要負責臨床技能的培訓；
- 護理部主要負責護理及照料病患技能的培訓；及
- 人力資源部主要負責員工管理能力、文化價值及技術技能的全面培訓。

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The table below sets forth the number of training hours provided to the Group's staff for the years indicated:

下表載列於所示年度為本集團員工提供的培訓時數：

		Change 變動率	2016 二零一六年	2015 二零一五年
Number of participants	參與人次	+7.6%	21,453	19,930
Training man-hours (Hours)	培訓工時(小時)	+40.8%	179,011	127,106

### 3.5 Workplace health and safety

The Group highly values occupational safety and strives to eliminate potential workplace health and safety hazards. The Group maintains an internal audit and inspection program to ensure the safety of the hospital premises for patients, the public and staff. The aim of the audit process is to ensure that the workplace is continuously monitored and that deficiencies in relation to set standards are remedied. The Group ensures that each of its hospital departments is periodically inspected and audited for safety issues, such as medical treatment safety, environment safety and occupational safety. The Group actively encourages staff to report health and safety incidents and risks on a no repercussion basis, and the learning from proactive monitoring and findings from incident reviews is used to improve further and refine training programmes, policies and working practices. For the year ended 31 December 2016, the Group had, in all material respects, complied with applicable laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards.

### 3.5 工作場所健康及安全

本集團高度重視職業安全，努力消除潛在工作場所健康及安全危害。本集團維持內部審核及檢查制度，以確保醫院範圍內患者、公眾及員工的安全。審核過程旨在保證工作場所處於不斷的監控中，以及與設定標準有關的不足之處得到整改。本集團確定期檢查及審查醫院各科室的安全問題(如醫療安全、環境安全及職業安全)。本集團積極鼓勵員工按無反覆基準報告健康及安全事故及風險，而從主動監控中了解的情況及從事故回顧中發現的問題會用於進一步改善及完善培訓計劃、政策及工作實踐。截至二零一六年十二月三十一日止年度，本集團在關於提供安全工作環境及保障僱員免於職業危險的所有重大方面，符合及採用適用法律法規。

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The Group conducts regular sanitisation to contain the potential spread of infectious diseases at its hospitals. The Group has established surveillance systems to closely monitor the prevalence of nosocomial infections at its hospitals and ensure that such incidents are maintained at a very low level in compliance with applicable standards. The Group also provides periodical occupational safety education and training to augment its staff's awareness of safety issues. The Group provides its staff with regular health assessment to monitor their overall health. In particular, the Group adopts stringent assessment protocols for its staff that are regularly exposed to high-risk environments such as radiation and clinical wastes to ensure their exposure is within acceptable safety limits. Such staff are provided with adequate protective gears and are regularly required to take days off to minimize the long term health effects of radiation. Each relevant staff is required to follow specific procedures and guidelines laid down by the hospital, including Medical Staff Occupational Exposure Protection and Reporting Policy. From time to time, the Group engages third party experts to assess the effectiveness of the hospitals' safety and protective measures.

The Group recognizes that medical violence has in recent years become a workplace safety hazard faced by many medical professionals in the PRC. In light of this, the Group has established internal guidelines and provided trainings to better prepare its staff in handling such situations, including a risk assessment of patient violence. The department of security is able to dispatch security officers experienced in handling incidents of medical violence. The Group also works closely with the police bureaus and law enforcement agencies who will be able to dispatch officers in short notice to the hospitals if necessary.

本集團進行定期消毒，控制傳染性疾病在醫院的潛在傳播。本集團已建立監測系統，密切監控其醫院的醫院感染現患率，確保此類事故維持在極低水平，以符合適用標準。本集團亦提供定期的職業安全教育及培訓，以增強員工的安全問題意識。本集團向員工提供定期健康評估以監控彼等的整體健康，尤其是，針對經常暴露於高風險環境(如輻射及臨床廢棄物)的員工，本集團採用嚴格的評估方案，以確保彼等面臨的風險在可接受安全限度內。該等員工獲提供充分保護裝置，並定期被要求休假數日以盡量降低輻射的長期健康影響。各名相關員工均須遵守醫院制定的具體程序及指引，包括《醫務人員執業暴露防護與報告制度》。本集團會不時聘請第三方專家評估醫院安全及保護措施的有效性。

本集團認識到醫療暴力近年來已成為中國許多醫務專業人員面臨的工作場所安全危害。有鑒於此，本集團已制定內部指引並提供培訓，以使員工更好做好準備處理有關情況，包括患者暴力風險評估。保衛科能夠調派在處理醫療暴力事件方面經驗豐富的安保人員。在必要情況下，本集團亦會與警察局及執法機構密切合作，彼等將能在接到通知後短時間內向醫院派遣人員。

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The table below sets forth key health and safety information for the years indicated:

下表載列於所示年度的主要健康及安全資料：

		2016 二零一六年	2015 二零一五年
Number of staff contracting infections due to occupation	因職業接觸感染員工人數	–	–
Number of staff deaths due to occupation	因職業死亡員工人數	–	–
Number of staff disabilities due to occupation	因職業殘疾員工人數	1	–
Number of man-days lost due to occupation related injuries or illness	因職業相關傷病損失工日天數	15.5	365.0

#### 4. SERVICE QUALITY

As embodied in the Group's motto "Empathic • Virtuous Medical Practice" (蒼生為念 • 厚德載醫), the Group adopts a patient-centric approach in treating all patients, the well-being of whom form the core of its values. The Group places a high priority on providing patients with consistently high quality service and support, which is crucial to its long-term success. The Group provides patient care in an ethical manner, and at the best possible quality, taking into consideration patient safety, patients' satisfaction and service efficiency.

##### 4.1 Patient satisfaction and complaints

The Group's hospitals have a dedicated customer service department to collect and gauge patient feedbacks. The customer service department is an important component in ensuring that patient experience is positive through proactive outreach and responsive communication. The table below sets forth key operating data of the Group's customer service for the years indicated:

		Change 變動率	2016 二零一六年	2015 二零一五年
Number of patients served	服務患者人次	-23.1%	54,786	71,258
Customer service man hours	客服人工時數	-23.4%	1,805,880	2,357,520

#### 4. 服務質量

誠如本集團宗旨「蒼生為念 • 厚德載醫」所體現者，本集團在為所有患者治療時採取以患者為中心的方式，患者安康是其價值核心。本集團高度重視為患者提供一貫的優質服務與支持，這對其長期成功至關重要。考慮到患者安全、患者滿意度及服務效率，本集團以合乎道德的方式、以盡可能好的質量為患者提供護理。

##### 4.1 患者滿意度及投訴

本集團的醫院設有專責客戶服務部以收集及計量患者反饋。通過主動延伸服務及積極應答溝通，客戶服務部是確保患者體驗積極的重要組成部分。下表載列於所示年度本集團客戶服務的主要經營數據：



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The hospitals continuously review and streamline patient registration process and provide regular staff customer-service training. The hospitals also conduct patient satisfaction surveys. Such results serve to establish a baseline to monitor changes in patient experience and satisfaction in specific area of service delivery. These surveys primarily include:

- call back interviews with inpatients, outpatients and physical examination patients;
- surveys delivered through short messaging services;
- on-site questionnaires; and
- comments collection boxes.

The Group also cooperates with third parties to conduct comprehensive surveys and analytical studies from time to time.

The subjective nature of the healthcare industry means that the Group occasionally receives patient complaints in the ordinary course of business. The Group has implemented a standardised customer complaint management at each of its hospitals with a view to promptly, accurately and comprehensively collecting feedback from patients, addressing patients' concerns, continuously improving clinical processes and ultimately delivering service of the highest standard to patients. The Group generally classifies patient complaints in three major categories of importance: (i) critical complaints, which may involve deficiencies in clinical quality resulting in adverse effects to patients, medical disputes attracting media attention and intervention from regulatory authorities, extremely poor service attitude, verbal abuses or assaults on patients, or any complaints regarding medical ethics; (ii) regular complaints, which may involve general service attitude, environment, accommodation, hospital or inter-departmental processes resulting in inconvenience to patients, billing error, repeated assessment, pricing or lack of communication or language skills; and (iii) immaterial complaints, which may involve mere service recommendations or trivial comments, or complaints that are frivolous, vexatious or are primarily attributable to the patients' individual condition.

醫院會持續檢討並簡化患者掛號流程，並提供定期員工客戶服務培訓。醫院亦會進行患者滿意度調查。有關結果用於建立監控特定服務提供領域內患者體驗及滿意度變化的基準。該等調查主要包括：

- 電話回訪住院病人、門診病人及體檢病人；
- 通過短信服務進行調查；
- 現場問卷調查；及
- 意見收集箱。

本集團亦會不時與第三方合作進行全面調查及分析研究。

醫療行業的主觀性意味著本集團在日常業務過程中會不時收到患者投訴。本集團已在其各家醫院實施標準化客戶投訴管理，以快速、準確及全面收集患者反饋、解決患者關切、持續改善臨床流程及最終向患者提供最高水準的服務。本集團一般將患者投訴分為三大重要類別：(i) 重大投訴，該等投訴可能涉及導致對患者產生不利影響的臨床質量缺陷、引發媒體關注及監管部門干預的醫療糾紛、服務態度極其惡劣、對患者進行辱罵或攻擊或涉及醫德的任何投訴；(ii) 一般投訴，該等投訴可能涉及一般服務態度、環境、住宿、醫院或院內科室間流程給患者帶來的不便、計費錯誤、重複檢查、定價或缺乏溝通或語言技巧；及(iii) 非重要投訴，該等投訴可能僅涉及服務建議或瑣碎評論，或屬無聊、無理取鬧或主要歸因於患者個人狀況的投訴。

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The table below sets forth the number of each category of complaints received by the Group for the years indicated:

下表載列於所示年度本集團收到的各類投訴數目：

		Change 變動	2016 二零一六年	2015 二零一五年
Number of critical complaints	重大投訴	+23.8%	26	21
Number of regular complaints	一般投訴	-29.8%	134	191
Number of immaterial complaints	非重要投訴	-7.0%	455	489
Total	總計	-12.3%	615	701

Patients may lodge a complaint by mail, telephone, touch-screen terminals or in person. The Group has dedicated facilities to record the complaint process on a confidential basis to safeguard the interests of all parties involved and ensure that the complaint processes are conducted fairly with proper records. The hospitals have a complaint office, a unit led by a highly experienced hospital manager and dedicated to the management of patient complainants. The complaint office acts as the complainant point of contact, explains the complaint process to the complainants, directs patient complaints to appropriate departments and governance committees for detailed investigation and root-cause analysis, conducts in-depth fact-finding, proactively oversees and manages the complaint processes, coordinates and communicates with the parties involved, accurately records all relevant findings on a confidential basis and formulates the appropriate replies to the complainants. All initial complaints and views will be handled and responded to directly by the complaint office. The Group is committed to resolving all patient complaints in the shortest period of time, or on the spot, if possible, though resolution of critical complaints generally requires a longer period of time. For critical complaints involving clinical safety or possible health implications, the Group proactively takes immediate actions to prevent and minimise adverse effects on patients. The hospital policy mandates every complaint to be properly lodged and processed through the system and prohibits staff from reaching a private settlement with the complainants, which may potentially place the hospital in a disadvantaged situation if such complaints were to escalate further.

患者可通過郵件、電話、觸摸屏終端或親自提交投訴。本集團有專門設施記錄投訴過程，過程保密，以保護所有參與各方的利益及確保投訴過程公平進行並獲妥善記錄。醫院設有投訴辦公室，由經驗豐富的醫院管理者領導及專門負責管理患者投訴。投訴辦公室用作投訴人聯絡點、向投訴人說明投訴流程、指導患者向適當科室及治理委員會投訴以進行詳細調查及根由分析、進行深入事實認定、積極監督及管理投訴流程、與所涉各方進行協調及溝通、以保密方式準確記錄所有相關結果及妥善回覆投訴人。所有初步投訴及意見將由投訴辦公室直接處理及回覆。儘管解決重大投訴一般耗時較長，但本集團仍致力於在最短時間內解決所有患者投訴，或當場解決(如可能)。對於涉及臨床安全或可能健康影響的重大投訴，本集團將立即積極採取行動防止或盡量減少對患者的不利影響。醫院政策要求每一項投訴都通過該系統妥善提交及處理，且禁止員工與投訴人達成私下和解，因該等投訴進一步升級或會令醫院處於不利位置。

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The Group regards patient complaint management as an important component for the continuous improvement of clinical safety and quality. The Group treats each of the patients' complaints seriously and regards them as the best source for improvement. Complaint reports are regularly reported to senior management for review. For every patient complaint, the Group is committed to understanding its fact pattern and root cause, ascertaining the responsible parties and areas of improvement. The hospitals organise a monthly complaints analysis meeting to identify improvement areas in clinical processes, make recommendations and ensure the relevant administrative and clinical departments implement the necessary improvements promptly. In addition, the hospitals organise a quarterly complaints sharing session on the root cause of the complaints, improvement processes implemented and lessons learnt with a view to cultivating a sense of vigilance among staff.

For critical complaints that may escalate into medical disputes, the complaint office will notify the medical dispute contingency task force, headed by the director and senior management of the hospital, to initiate the medical dispute process involving a highly coordinated effort of various units of the hospital. In 2016, most of the complaints were resolved amicably with only a few of them escalated into medical disputes. In 2016, 15 medical disputes cases (2015: 9) were materialized during the year.

本集團將患者投訴管理視作持續改善臨床安全及質量的重要組成部分。本集團認真處理每項患者投訴，並視之為改進的最佳途徑。投訴報告會定期上報高級管理層審閱。本集團致力於理解每項患者投訴的事實情況及根本原因，確定責任方及有待改進之處。醫院每月組織投訴分析會以發現臨床過程中有待改進之處，提出建議及確保相關行政及臨床部門立即實施必要改進措施。此外，醫院每季度就投訴根由、所實施改進程序及所吸取教訓組織投訴交流會，以在員工間培養警惕意識。

對於可能升級為醫療糾紛的重大投訴，投訴辦公室將通知醫院董事及高級管理層領導的醫療糾紛應急管理小組，啟動醫療糾紛程序，由醫院各單位高度協同努力進行處理。二零一六年，大部分投訴得到友善解決，僅有數起升級為醫療糾紛。二零一六年，年內出現15個個案(二零一五年：9個個案)醫療糾紛案件。

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### 4.2 Service quality management

The Group's hospitals adopt a comprehensive service quality management system consisting of the following key components:

- structure – the availability of clinical resources, including medical equipment, hospital governance structure, human resources, bed to staff ratio, clinical objectives, practice guidelines and standards;
- process – the clinical processes, including whether clinical procedures are conducted according to the relevant specifications, work flow and nosocomial infections; and
- outcome – patient's well-being after receiving service, including efficacy of treatment, recovery progress, health conditions, satisfaction and complications arising from treatments.

The service quality management system has a wide scope. In addition to monitoring the quality of diagnosis (whether it is accurate, comprehensive and prompt), the quality of treatment (whether it is effective, prompt, thorough and of a reasonable duration), nosocomial infections control and clinical deficiency (whether resulting injuries, harm or pain to patients that could otherwise be avoided), the system also monitors clinical efficiency, reasonableness of medical fees, the input-output relationship of applied medical techniques, systematic services and continuum and community feedback. Under this system, each hospital department is given quantifiable service quality targets to achieve and parameters to monitor. Service quality management and improvement is a continuous process. Any deficiency, once identified, will be handled promptly with appropriate level of supervision.

### 4.2 服務質量管理

本集團的醫院採取全面服務質量管理體系，包括以下主要組成部分：

- 結構 – 臨床資源可用程度，包括醫療設備、醫院治理結構、人力資源、床位與員工比率、臨床目標、實踐指引及標準；
- 環節 – 臨床程序，包括臨床手術是否按照相關規範進行、工作流程及醫院感染；及
- 結果 – 患者接受服務後康復情況，包括治療功效、恢復過程、健康狀況、滿意度及治療引起的併發症。

服務質量管理體系範圍廣泛。除監控診斷質量(診斷是否準確、周全、快速)、治療質量(治療是否有效、快速、徹底及期間合理)、醫院感染控制及臨床缺陷(是否對患者產生本來可以其他方式避免的傷害、損害或疼痛)外，該體系亦監控臨床療效、醫療費用合理性、所使用醫療技術投入產出關係、系統化服務及連續性及社區反饋。在該體系下，醫院各科室獲提供須達到的可量化服務質量目標及監控參數。服務質量管理及改進是一個持續的過程。任何缺陷一經發現，即會以適當監督級別迅速處理。

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High standard of clinical governance maintains the Group's inpatient fatality rate consistent with the risks inherent in hospital operations and industry. As the Group increases its intake of patients with critical conditions and/or require specialized and complex emergency procedures that carry higher risks of unfavourable clinical outcome, its inpatient fatality rate may increase. The table below sets forth the Group's inpatient fatality rate for the years indicated:

		Change 變動率	2016 二零一六年	2015 二零一五年
Total number of inpatient deaths	住院病人死亡總數	+18.4%	289	244
% of total inpatients	佔住院病人總數的百分比	+0.03 b.p.	0.51%	0.48%

高標準臨床管理使本集團的住院病人死亡率與醫院運營及行業的固有風險保持一致。隨著本集團增加接收重症患者及／或需要專門且複雜緊急手術並帶有較高不利臨床結果風險的患者，其住院病人死亡率或會增長。下表載列於所示年度本集團的住院病人死亡率：

### 4.3 Patient privacy protection

The Group's hospitals have a dedicated medical records management department to handle patients' medical records. The hospitals strictly adhere to applicable laws and regulations in relation to patient privacy, including Guangdong Province Medical Records Writing and Management Specifications and Healthcare Institutions Medical Records Management Rules. The hospitals have stringent protocols on the creation, maintenance, reviewing and copying, sealing or unsealing and preservation of patient medical records. These protocols are also design to ensure that the records are not accidentally accessed, processed, erased, lost or used without authorization. Patient medical records are generally kept for 15 years. Before access to the relevant medical records is granted, patients or their families will need to produce the original of the patient's identity documents and a signed consent letter. The medical administration department is responsible for overseeing and auditing medical records management.

### 4.3 患者隱私保護

本集團的醫院設有專責醫案管理科來處理患者的醫療記錄。醫院嚴格遵守與患者隱私有關的適用法律法規，包括《廣東省病歷書寫和管理規範》及《醫療機構病歷管理規定》。醫院對患者醫療記錄的創建、維護、審閱與複製、密封或拆封及保存，訂有嚴格規程。該等規程亦旨在確保有關記錄不會意外被查閱、處理、清除、丟失或未經授權使用。患者醫療記錄通常保存15年。在獲准查閱相關醫療記錄前，患者或其家屬將須出示患者身份證件原件及簽名同意書。醫務部負責監督及審核醫案管理。

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The Group also promotes patient privacy awareness among staff by conducting regular training and sharing sessions. Hospital staff are sensitive to patient privacy and place additional emphasis on protecting patient privacy during every aspect of the clinical processes. Save as required by applicable laws and regulations, patient information can only be released with consent.

Each of the Group's hospitals has an information technology department responsible for reviewing and implementing data protection measures in accordance with relevant laws and regulations. The hospitals' resources that store and manage patient data are physically disconnected from internet access points to prevent external leakage and tampering activities. The hospitals strictly adhere to grade three security requirements under the Administrative Measures for the Graded Protection of Information Security. The hospitals' network security, system security and database security are reviewed from time to time and are comprehensively audited at least once every year to ensure the required standards are met.

The hospitals have formulated policies for privacy data administration which sets out the overall responsibilities and procedures to ensure that all users adhere to defined standards. The hospitals have promulgated internal instructions setting out specific procedures regarding the handling of documents containing patient data. Staff are also required to observe the hospitals' internal instructions on the security of computer systems (including storage, processing, transmission and management of classified information, data encryption and physical security of computer systems). Violation of the above requirements will result in disciplinary actions. The hospitals provide regular updates and trainings to staff on data protection to cultivate their data protection awareness. Staff who need to have access to sensitive data are also required to enter into a confidential undertaking with respect to any patient data, operational, financial and other sensitive information that they may come across.

本集團亦通過進行定期培訓及分享會，提高員工的患者隱私意識。醫院員工對患者隱私保持敏感，並在臨床過程的各個方面格外重視保護患者隱私。除適用法律法規所規定者外，患者資料僅會在徵得同意後發佈。

本集團各家醫院均設有信息技術部，負責根據相關法律及法規審閱及實施數據保護措施。醫院儲存及管理患者數據的資源與互聯網接入點物理斷連，以防止出現外洩及篡改行為。醫院嚴格遵守《信息安全等級保護管理辦法》的第三級安全規定。醫院的網絡安全、系統安全及數據庫安全會不時受到審查及至少每年全面審核一次，以確保符合規定標準。

醫院已制定隱私數據管理政策，載明全面責任及程序以確保所有用戶遵守界定標準。醫院已發佈內部指引，載明處理載有患者數據文件的具體程序。員工亦須遵守醫院有關電腦系統安全(包括儲存、處理、傳輸及管理機密資料、數據加密及電腦系統的實體安全)的內部指引。違反上述規定將處以紀律處分。醫院定期向員工提供有關數據保護的最新資料及培訓，以培養其數據保護意識。需要訪問敏感數據的員工亦須就任何患者數據、經營、財務及其可能接觸的其他敏感資料訂立保密承諾。

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The hospitals implement strong access controls to information. The degree of access and control the staff has to sensitive information is determined by reference to the relevance to their role, their post and/or seniority and is reviewed from time to time. Any unnecessary or obsolete access rights will be revoked immediately. All network actions are recorded on the systems and continuously monitored for any irregularity. In the event of an information security breach, such records will enable the hospitals to carry out detailed investigations and damage control.

For the year ended 31 December 2016, the Group had, in all material respects, complied with applicable laws and regulations that have a significant impact on the Group relating to patient privacy.

#### 4.5 Suppliers

The Group's suppliers primarily consist of agents and distributors of pharmaceuticals, medical consumables and medical equipment. The Group seeks to manage inventory risks by maintaining adequate inventories and building strong relationships directly with suppliers. Suppliers are cautiously selected for quality, reputation, price, product and service offerings and delivery capability. The Group routinely assesses its suppliers' performance, credit-worthiness, re-confirm their qualifications (such as GMP and/or GSP Certificates, where appropriate) and ensure the compliance status and quality of the supplies. The Group undertakes reasonable due diligence of its suppliers' qualifications, including:

- suppliers are required to provide all relevant qualification documents and licenses for inspection;
- the procurement department is responsible for verifying the genuineness, validity and scope of the qualification documents and licenses;

醫院對資料訪問實施嚴格控制。員工對敏感資料的訪問程度及控制權乃參考其角色、職位及／或資歷的相關性而定，並經不時審核。任何不必要或過時訪問權限將被立即收回。所有網絡行動將錄入系統並將持續監控任何異常情況。倘出現違反信息安全的情況，有關記錄將使醫院能進行詳盡調查及損害控制。

截至二零一六年十二月三十一日止年度，本集團已於患者私隱的所有重大方面，符合及採取適用法律法規。

#### 4.5 供應商

本集團的供應商主要包括藥品、醫療耗材及醫療設備的代理商及經銷商。本集團力求通過保持充足存貨及直接與供應商建立牢固關係，來管理存貨風險。本集團根據質量、聲譽、價格、產品及服務種類以及交付能力慎重甄選供應商。本集團定期評估供應商的表現、信譽，重新確定彼等的資質(如GMP及／或GSP證書(倘適用))並確保供應商的合規狀態及質量。本集團會對供應商資質展開合理盡職調查，包括：

- 供應商須提供所有相關資質文件及許可證備查；
- 採購部負責核證資質文件及許可證的真實性、有效性及範圍；

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- the qualification documents and licenses will be provided to the relevant departments, including warehouse, medical equipment department and pharmacy department for the relevant staff to take note of the source of the supplies and their qualifications; and
  - the suppliers shall promptly produce any updates or changes to the qualification documents and licenses.
- 資質文件及許可證將會提供予相關科室，包括倉庫、設備科及藥劑科，以使相關員工記錄供應商原始資料及其資質；及
  - 供應商應及時出示資質文件及許可證的任何更新或變動。

The Group has adopted a stringent policy that prohibits suppliers from contacting and offering rebates to doctors to solicit business. If any supplier is found to be in violation, the Group will immediately terminate the business relationship. The Group believes that such practice minimizes the risk of corrupt practices, thereby safeguarding the quality of the supplies.

本集團已採取嚴格政策禁止供應商接觸及向醫生提供回扣以招攬業務。倘任何供應商被發現違規，本集團會立即終止業務關係。本集團相信，這種做法會盡量減少出現腐敗行為的風險，從而保證供應品質量。

The Group has an internal rating system for its suppliers, which can broadly be classified into:

本集團就供應商設有內部評級制度，可大致分類為：

- (i) excellent suppliers: the Group should increase purchase volume, and maintain stable relationship with, these suppliers;
  - (ii) mediocre suppliers: the Group should gradually reduce purchase volume with, and pay closer scrutiny on, these suppliers; and
  - (iii) poor suppliers: these suppliers are blacklisted and the Group should no longer purchase from them. These suppliers typically include those who do not comply with the purchase agreement, have questionable reputation, always misrepresent the product price, do not deliver the required quantity at the required time, deliver supplies with inferior quality, or show no improvement despite repeated warnings.
- (i) 優秀供應商：本集團將增加向該等供應商的採購量並與其保持穩定關係；
  - (ii) 普通供應商：本集團將逐漸減少向該等供應商的採購量並對其進行更嚴密審查；及
  - (iii) 不理想供應商：該等供應商會被列入黑名單，本集團將不再向其採購。該等供應商通常包括不遵守採購協議、聲譽有問題、經常歪曲產品價格、未在規定時間交付規定數量、交付供應品質量低劣或多次警告仍未改進的供應商。



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The Group recognizes that purchasing products with reduced environmental and human health impacts is vital to sustainable healthcare. The Group is exploring various ways to achieve “environmentally preferable purchasing” (“EPP”), an act of purchasing products whose environmental impacts have been considered and found to be less damaging to the environment and human health when compared to competing products. EPP may be feasible to achieve overall cost saving and waste reduction while meeting the needs of patients. The Group may begin its EPP efforts by starting with a few carefully targeted purchasing changes, and if feasible, expand the scope of environmental purchasing to select as many environmentally sound, healthy and safe products as a hospital can use. The Group believes that EPP may become an important part of the process toward sustainable operations. Downstream corrections of environmental or occupational health issues are generally more costly – in terms of money, labor, technical complexity, and adverse publicity – than prevention through EPP. By carefully selecting products, a hospital may achieve:

- a significant reduction in overall impact on the environment, cost reduction with lower purchase prices or changes that reduce or eliminate waste disposal, hazardous waste, and/or the need for worker safety measures;
- a healthier environment for patients and staff through reduced exposure to hazardous substance; and
- opportunities for positive publicity and promotion.

本集團意識到採購對環境及人類健康影響較低的產品對可持續醫療發展至關重要。本集團不斷探索各種途徑，以實現「環保採購」(「EPP」)，一種所購產品在環境影響方面被視為且獲證實為對環境及人類健康的破壞作用低於競爭產品的採購行為。EPP在滿足病人需求同時實現整體成本節約及減少垃圾方面不失為可行之策。本集團的EPP努力始於對精選目標採購作出些許調整，如可行，則擴大環保採購範圍，甄選出醫院所能使用的盡可能多的環保、健康及安全產品。本集團認為EPP會成為邁向可持續經營之路的重要組成部分。環保及職業健康問題的事後糾正 – 在金錢、勞工、技術複雜程度、不利的公眾形象方面 – 較之於通過EPP進行預防常常須付出更加昂貴的代價。在挑選產品中謹慎行事，醫院可：

- 大大降低對環境的整體影響、以較低的採購價格或較小的價格波動來減少成本，這可減少或消除廢物及有害物質的處理及／或減少員工安全措施需要；
- 通過減少有害物質的曝光為病人及員工營造更加健康的環境；及
- 創造正面宣傳及推廣的機會。

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Any implementation of EPP is expected to be gradual, and may require substantial changes to purchasing and clinical configuration of the hospital. The Group will comprehensively assess the long-term benefits of EPP, clinical feasibility and business considerations when making any purchasing changes.

In addition to the purchase of pharmaceuticals, medical consumables and medical equipment, the Group also relies on various vendors for engineering and renovation services at the hospital premises from time to time. The Group uses its best efforts to ensure that these vendors are properly qualified and will take all appropriate measures to protect the environment both inside and outside the work site and limit harmful effects to the public and property due to wastes, pollution, noise and other nuisances caused by the engineering work. These vendors are expected to satisfy the applicable requirements under the Labor Law of the PRC and the Labor Contract Law of the PRC and provide the workers with adequate social security and benefits under the relevant laws. The Group pays close attention on the engineering work and may from time to time engage third-party supervision to ensure that the engineering work meets the applicable national engineering specifications and standards and environmental protection.

#### 4.6 Anti-bribery and corruption risks

The PRC government has recently enhanced its anti-bribery efforts to prevent improper payments and other benefits received by doctors, staff and hospital administrators in connection with the procurement of pharmaceutical and medical supplies and the provision of healthcare services. In addition, Grade A Class III hospitals in the PRC, such as the Group's Kanghua Hospital, are subject to particularly stringent requirements, including as part of the criteria for such ratings, requiring all such hospitals to (i) implement internal controls and risk management measures addressing bribery and corruption risks; and (ii) undergo annual inspections from relevant regulatory authorities as to their anti-bribery and corruption status. The Group has implemented the following policies and procedures to address potential bribery and corruption incidents:

實施任何EPP預期均將循序漸進，且可能需要醫院的採購及臨床配置作出重大改變。在作出採購變動時，本集團將綜合評估EPP的長期裨益、臨床可行性及業務代價。

除採購醫藥、醫療耗材及醫療設備外，本集團亦需要不同供應商不時為醫院場所進行工程及翻新服務。本集團竭力確保該等供應商屬適當合格，並將採取一切必要措施保護施工場地內外環境，限制因工程施工產生的廢物、污染物、噪音及其他危害對公眾及物業造成的有害影響。該等供應商須遵守《中華人民共和國勞動法》及《中華人民共和國勞動合同法》的適用規定，根據有關法律為其工人提供充足的社會保障及福利。本集團密切關注工程施工並可能不時委聘第三方監理，確保工程符合適用國家工程規格及標準，滿足環保要求。

#### 4.6 反賄賂及腐敗風險

中國政府近期已增強其反賄賂力度，防止醫生、員工及醫院行政人員在採購藥品和醫療用品及提供醫療服務時收取不正當款項及其他利益。此外，中國的三級甲等醫院（如本集團的康華醫院）須遵守的要求尤為嚴格，包括（作為有關評級標準的一部分）要求所有相關醫院（i）實施防範賄賂及腐敗風險的內部控制及風險管理措施；及（ii）接受相關監管機構就其反賄賂及腐敗狀況進行的年度檢查。本集團已實施以下政策及程序，防範潛在賄賂及腐敗事件：

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- an anti-bribery function at the Group level led by the chief financial officer of the Company. This function is in charge of developing the overall framework of anti-bribery and corruption policies and procedures and providing guidance and supervision towards implementing them across every aspect of the Group's operations. Each of the Group's hospitals will immediately report any suspected incidents of bribery and corruption to the chief financial officer of the Company, who will then carry out any further investigations if necessary and determine the appropriate course of action. From time to time, the Group provides training to its staff and updates on recent anti-bribery and corruption issues and practices as they arise;
- the Group has in place a robust whistle blower programme accessible by staff and business partners, including a dedicated hotline and an email address, to receive reports of alleged corruption on a no-repercussion basis, with the option of anonymity. The Group has established a zero-tolerance policy towards staff accepting any form of bribes. Such policy is included in the staff handbook and code of conduct. Any of the staff found in breach of anti-bribery and corruption policy will be dismissed. The Group also takes appropriate measures to discourage patients from offering any form of payment or gift to staff for better or priority services, including displaying the relevant policies and laws in prominent places in the hospital premises;
- 本集團層面設有反賄賂職能，由本公司首席財務官領導。該職能負責制定反賄賂及腐敗政策及程序的整體框架，對在本集團經營各個方面的政策及程序實施進行指導及監管。本集團各醫院將即時向本公司首席財務官報告任何疑似賄賂及腐敗事件，首席財務官其後將於必要時進行任何進一步調查並確定合適的行動方案。本集團會不時向員工提供培訓及提供最近出現的反賄賂及反腐敗問題及實踐的最新情況；
- 本集團設立穩健的舉報制度，員工及業務夥伴均可透過專線及電郵地址舉報，我們按無彈回基準接獲指稱腐敗的報告，舉報者可匿名。本集團對員工收取任何形式的賄賂採取零容忍政策。該政策載於員工手冊及行為準則。任何員工一經發現違反本集團的反賄賂及反腐敗政策將會被解僱。本集團亦採取適當的措施勸阻病人為獲得更好或優先服務而向本集團的員工提供任何形式的付款或禮品，包括在醫院顯眼位置展示相關政策及法律；

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- the Group has close oversight over every aspect of the procurement processes. The Group has established a systematic multi-tier approval process involving various departments, dedicated governance committees and management for different categories of procurement. The procurement processes are segregated and no particular individual or department has excessive authority, control or influence, thereby minimising the risk of corruption or abuse. Before engaging in any business relationship with a new supplier, the Group conducts due diligence to obtain reasonable understanding of its background and its connection with the Group, including how such supplier was referred to the Group in the first place. The Group requires its suppliers to agree to anti-bribery and corruption provisions in the supply agreements. In particular, suppliers are prohibited from soliciting business with the hospital staff directly. Any violation will result in the Group's immediate business termination with such suppliers; and
- as part of the Group's key clinical governance, the Pharmaceutical Administration and Therapeutics Committee at each of the Group's hospitals regularly reviews drug prescription patterns. Any unreasonable or inexplicable irregularities or red flags indicative of a deliberate attempt to substantially increase the prescription of certain drugs will be promptly reported and investigated.
- 本集團密切監察採購流程。本集團已設立涉及多個部門、專責管理委員會及各類採購管理的系統性多層審批流程。我們的採購流程為分離式，不會出現個別人士或部門的權力、控制權或影響過大，因此可最大限度降低腐敗或濫用職權的風險。與新供應商建立任何業務關係前，本集團進行盡職調查，以合理掌握其背景及其與本集團的關係，包括該供應商首次引薦給本集團的方式。本集團要求供應商同意我們供應協議中的反賄賂及反腐敗條文。尤其是，禁止供應商直接向我們的醫院員工招攬業務。一旦違反，本集團將立即終止與該等供應商的業務；及
- 作為本集團臨床管理的一個關鍵部分，本集團各家醫院的藥事管理與藥物治療學委員會將定期審查藥物處方模式。任何不合理或無法解釋的違規行為或危險信號表示蓄意試圖在處方中大幅增加若干藥物將被立即上報及接受調查。

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## 環境、社會及管治報告

In line with requirements under applicable PRC laws and regulations, the Group has established a strict “no red packet policy” for medical professionals not to personally accept any form of payment or advantages from patients in return for more favourable treatments. The Group requires all healthcare professionals to report to management of all instances of red packets offered by patients. The table below sets forth the number and monetary amount of red packets rejected by the healthcare professionals for the years indicated:

		Change 變動	2016 二零一六年	2015 二零一五年
Number of red packets rejected	拒收紅包數目	-17.7%	205	249
Total monetary amount involved (RMB)	所涉總金額(人民幣元)	-20.8%	139,730	176,410

For the year ended 31 December 2016, the Group had, in all material respects, complied with applicable laws and regulations that have a significant impact on the Group relating to bribery and corruption.

根據適用中國法律及法規的規定，本集團已為我們的醫務人員制定嚴格的「拒收紅包政策」，不得私下收取患者為換取更為有利治療而提供的任何形式的款項或好處。本集團規定所有醫務人員須向管理層報告患者提供紅包的一切情況。下表載列所示年度我們醫務人員拒收的紅包數目及金額：

截至二零一六年十二月三十一日止年度，本集團已於貪污與腐化的所有重大方面，符合及採取適用法律法規。

### 5. COMMUNITY BENEFIT PROGRAMMES

As encompassed in the motto “Empathic • Virtuous Medical Practice” (蒼生為念 • 厚德載醫), the Group regards social contribution as one of its core values. The Group prides itself on being a socially responsible private hospital operator. The Group demonstrates its commitment to community service through organized and sustainable community benefit programmes primarily providing: (i) free and discounted care to those unable to afford healthcare; and (ii) services or education designed to improve community health and increase access to healthcare. These programmes are purposely designed to create meaningful impact by responding to identified community needs, as opposed to being random acts of kindness.

### 5. 社區福利計劃

誠如我們的辦院宗旨「蒼生為念 • 厚德載醫」所包含者，本集團將社會貢獻視為其核心價值觀之一。本集團以作為對社會負責的民營醫院運營商而感到自豪。本集團透過有組織及可持續的社區福利計劃致力於社區服務，主要提供(i)向無力支付醫療費用的群體提供免費及優惠保健服務；及(ii)旨在改善社區健康及增強醫療便利的服務或教育。該等計劃的設計目的在於滿足經識別的社區需求而非隨意行善來實現更具意義的影響。

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The Group has implemented a comprehensive framework for planning, delivering and reporting its community benefit efforts, including the following elements:

- sustainable infrastructure – the Group has fostered a culture that supports its community benefit initiatives and has in place operational elements that sustain the community benefit programmes, such as clinical resources, staff, budget and supporting policies and procedures;
- plan for community benefit – through regular communication with public health organizations and the community, the Group continuously assesses and prioritizes community health needs and develops community benefit programmes accordingly;
- account for community benefit – the Group has established effective administrative and accounting processes to account for and report community benefit to its stakeholders; and
- evaluate community benefit programmes – the Group assesses the quality, effectiveness and impact of the relevant programmes and activities.

本集團已實施一個規劃、履行及報告其社區福利工作的綜合框架，當中包括以下要素：

- 可持續基礎設施 – 本集團已營造出支持其社區福利倡議的文化並已配備可持續發展社區福利計劃的作業要素，如臨床資源、人員、預算以及支持政策及程序；
- 社區福利計劃 – 透過與公眾衛生機構及社區的定期溝通，本集團持續評估醫療需求並確立其優先次序，制定相應社區福利計劃；
- 社區福利問責 – 本集團已制定有效的管理及問責程序，對其持份者負責並向其報告社區福利事宜；及
- 社區福利計劃評估 – 本集團評估相關計劃及活動的質量、效果及影響。

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In 2016, the Group organized numerous volunteer programmes and free clinics, with a focus primarily on children and elderly people with limited health awareness and/or access to affordable and adequate healthcare. The free clinics also penetrated remote areas where basic healthcare resources are scarce. The table below sets forth certain data of the Group's community benefit efforts for the years indicated:

二零一六年，本集團組織大量志願者項目及免費會診，重點對象是健康意識較差及／或難以享受支付得起的醫療服務或其醫療服務不足的兒童及長者。免費會診亦深入基本醫療資源匱乏的偏遠山區。下表載列本集團截至以下年度所開展社區福利工作的若干數據：

		Change 變動	2016 二零一六年	2015 二零一五年
<b>Volunteer activities</b>	<b>參與義工活動</b>			
Number of volunteer activities	義工活動次數	+60.3%	319	199
Number of staff participants	參與員工人次	+92.3%	602	313
Total number of volunteer man-hours	參與義工活動人員時數	+56.0%	3,352	2,149
<b>Free clinics</b>	<b>免費會診</b>			
Number of free clinics	免費會診次數	+75.1%	310	177
Number of staff participants	參與員工人次	+125.4%	604	268
Estimated number of patients served	所服務患者估計人次	+65.3%	12,802	7,744
Total number of free clinic man-hours	免費會診總工時	+106.7%	2,282	1,104
Total amount of compensation provided to staff for participating in free clinics (RMB)	向參與免費會診的 員工提供的報酬 總額(人民幣元)	+241.2%	30,200	8,850

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## 環境、社會及管治報告

### THE STOCK EXCHANGE'S ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE CONTENT INDEX

#### A. Environmental

### 聯交所《環境、社會及管治報告指引》內容索引

#### A. 環境

		KPI 關鍵績效 指標
<b>Aspect A1: Emissions</b>		
<b>層面 A1：排放物</b>		
Types of emissions and respective emissions data 排放物種類及相關排放數據	The Group's hospital operations are not a significant source of greenhouse gas emission 本集團的醫院運營並非溫室氣體排放的重大來源	A1.1 A1.2
Greenhouse gas emission in total 溫室氣體總排放量		
Total hazardous and non-hazardous waste produced and intensity 所產生有害及無害廢棄物總量及密度	Wastewaters produced: 358,743 tons (2015: 344,655 tons) 所產生廢水：358,743 噸(二零一五年：344,655 噸) Hazardous solid wastes produced: 365,880kg (2015: 307,636kg) 所產生有害固體廢棄物：365,880 公斤 (二零一五年：307,636 公斤) Domestic wastes produced: 1,825,000kg (2015: 1,754,500kg) 所產生生活廢棄物：1,825,000 公斤 (二零一五年：1,754,500 公斤)	A1.3 A1.4
Measures to mitigate emissions and results achieved 減低排放量的措施及所得成果	The Group's hospital operations are not a significant source of greenhouse gas emission 本集團的醫院運營並非溫室氣體排放的重大來源	A1.5



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		KPI 關鍵績效 指標
Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved 描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果	<p><i>Handling</i> <i>處理</i></p> <p>Wastewaters and hazardous solid wastes: handled by qualified contractors licensed by environmental authorities 廢水及有害固體廢棄物：由獲環境部門許可的合資格承包商處理</p> <p>Domestic wastes: handled by eligible contractors through tendering 生活廢棄物：由中標的合格承包商處理</p> <p><i>Reduction initiatives</i> <i>減低產生量的措施</i></p> <p>Domestic wastes: segregation and recycling; promoting staff awareness and paper-less office initiatives; reuse of components in decommissioned equipment and furniture 生活廢棄物：分離及回收；提高員工意識及省紙辦公措施；重複利用退役設備及裝置的組件</p> <p>Wastewaters and hazardous wastes: production of these wastes is integral to clinical activities and maintaining a high clinical standard and environment sanitation. The Group currently considers it is not feasible to reduce the production of these wastes without compromising clinical standards, which are of overriding importance 廢水及有害廢棄物：進行診療工作必定會產生廢棄物，我們保持高臨床標準及環境衛生標準。本集團目前認為減少該等廢棄物生產量不可避免令診療標準打折，而診療標準至為重要，故減排並不切實可行</p>	AI.6

# Environmental, Social and Governance Report

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		KPI 關鍵績效 指標
<b>Aspect A2: Use of Resources</b>		
<b>層面 A2：資源使用</b>		
Direct and/or indirect energy consumption by type 按類型劃分的直接及／或間接能源耗量	Electricity: 29,087,860 kw/hr (2015: 27,014,975 kw/hr) 電：29,087,860 千瓦時（二零一五年：27,014,975 千瓦時）	A2.1
Water consumption in total 總耗水量	Water consumption: 836,998 tons (2015: 619,966 tons) 耗水量：836,998 噸（二零一五年：619,966 噸）	A2.2
Energy use efficiency initiatives and results achieved 能源使用效益計劃及所得成果	<i>Efficiency improving initiatives</i> <i>效益提升計劃</i> Use of energy efficient light source, water heating, air-conditioning and equipment; staff awareness; regular audit of energy usage and inspection of energy demanding processes 使用能效高的光源、水暖、空調及設備；提高員工意識； 定期審核能源使用及檢查能源需求程序  <i>Results achieved</i> <i>所得成果</i> Energy consumption per gross floor area was increased by 2.4% despite 16.6% growth in revenue and strong business growth 總樓面面積的能源耗量增加 2.4%，而收益增長 16.6% 且 業務增長強勁  The Group will continue to monitor the effectiveness of the initiatives on a long term basis 本集團將繼續長期監控計劃的成效	A2.3 A2.4

# Environmental, Social and Governance Report

## 環境、社會及管治報告

KPI  
關鍵績效  
指標

Water efficiency improving initiatives  
and results achieved  
提升用水效益計劃及所得成果

*Efficiency improving initiatives*  
*效益提升計劃*

Leak detection and repair; use of efficient and low flow plumbing fixtures; motion sensor-activated faucets and flow control, waterless medical vacuum pumps; use full loads in sanitizers, sterilisers and laundry washing machines  
洩漏檢測及維修；使用高效、低流量管道裝置；自動感應水龍頭及流量控制、醫療無水真空泵；在滿載時使用消毒器、殺菌器及洗衣機

*Results achieved*  
*所得成果*

Water consumption increased significantly in 2016 due to leakage in an underground pipe. The Group will continue to monitor the effectiveness of the initiatives on a long term basis  
耗水量於二零一六年大幅上升是由於地下管道的洩漏所致  
本集團將繼續長期監控計劃的成效

Total packaging material used  
for finished products  
製成品所用包裝材料的總量

The Group's hospital operations do not involve significant use of packaging materials  
本集團的醫院營運並不涉及大量使用包裝材料

A2.5

### Aspect A3: The Environment and Natural Resources

#### 層面 A3：環境及天然資源

The significant impacts of activities on the environment and natural resources and the actions taken to manage them  
業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動

The Group had no significant impact on the environment and natural resources during 2016  
本集團於二零一六年對環境及天然資源並無重大影響

A3.1

# Environmental, Social and Governance Report

## 環境、社會及管治報告

B. Social

B · 社會

Employment and Labour Practices 僱傭及勞工常規		KPI 關鍵績效 指標
<b>Aspect B1: Employment</b> <b>層面 B1：僱傭</b>		
Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型、年齡組別 及地區劃分的僱員總數	As of 31 December 2016: 截至二零一六年十二月三十一日：  Total of number of staff of the Group: 2,448 (2015: 2,538) 本集團的員工總數：2,448 人(二零一五年：2,538 人)  – by nature of work – 按工作性質劃分  Doctors: 694 (2015: 597) 醫生：694 人(二零一五年：597 人)  Other medical, administrative and support staff: 1,754 (2015: 1,941) 其他醫療、行政及支援的員工：1,754 人 (二零一五年：1,941 人)  – by gender – 按性別劃分  Male: 778 (2015: 815) 男性：778 人(二零一五年：815 人)  Female: 1,670 (2015: 1,723) 女性：1,670 人(二零一五年：1,723 人)	B1.1
Employee attrition rate 僱員流失比率	Attrition rate: 34.2% (2015: 27.4%) 流失比率：34.2%(二零一五年：27.4%)	B1.2

# Environmental, Social and Governance Report

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Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
Aspect B2: Health and Safety 層面 B2：健康與安全	
Relating to providing a safe working environment and protecting employees from occupational hazards 有關提供安全工作環境 及保障僱員避免職業性危害	<p>In 2016: 二零一六年：</p> <p>Number of staff contacting infections due to occupation: 0 (2015: 0) 因職業接觸感染的員工數目：0人(二零一五年：0人)</p> <p>Number of staff deaths: 0 (2015: 0) 員工死亡數目：0人(二零一五年：0人)</p> <p>Number of staff disabilities due to occupation: 1 (2015: 0) 因職業殘疾的員工數目：1人(二零一五年：0人)</p> <p>Number of man-days lost due to occupation related injuries or illness: 15.5 (2015: 365.0) 因職業相關傷害或疾病導致的工傷誤工天數： 15.5天(二零一五年：365.0天)</p> <p>Health and safety measures adopted: 已採納的健康與安全措施：</p> <p>Regular audit and inspection of operating premises; 定期審核及檢查經營處所；</p> <p>proactive risk reporting culture among staff; 在員工間形成主動報告氛圍；</p> <p>continuous learning from health and safety incidents and improvement of processes; 持續從健康與安全事故中學習經驗並改善程序；</p> <p>regular staff health and exposure assessment; 定期進行員工健康及風險評估；</p> <p>provision of adequate protective gears; 提供足夠的護具；</p> <p>third party inspection and assessment; and 第三方檢查及評估；及</p> <p>adequate support to handle incidents of medical violence 給予足夠支持以處理醫療暴力事件</p>

# Environmental, Social and Governance Report

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Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
<b>Aspect B3: Development and Training</b> <b>層面 B3：發展及培訓</b>	
Policies on improving employees' knowledge and skills for discharging duties at work 有關提升僱員履行工作職責的知識及技能的政策	<p>In 2016: 二零一六年：</p> <p>Number of participants in training and development programmes: 21,453 (2015: 19,930) 參加培訓及發展項目的員工人次： 21,453 人(二零一五年：19,930 人)</p> <p>Total number of training man-hours: 179,011 (2015: 127,106) 培訓總工時：179,011 小時(二零一五年：127,106 小時)</p>
Description of training activities 描述培訓活動	<p>The Group has a comprehensive Continuing Education and Training Management Policy 本集團設有全面的繼續教育培訓管理制度</p> <p>Training activities include training on clinical skills; nursing and patient caretaking skills; and comprehensive training on staff management capability, cultural values and technical skills 培訓活動包括臨床技能、護理及病人看護技能的培訓；以及對員工管理能力、文化價值及技術技能的全面培訓</p>

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Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
<b>Aspect B4: Labour Standards</b> 層面 B4：勞工準則	
Employment practices to avoid child and forced labour 防止童工或強制勞工的招聘慣例	The Group stringently complies with all national and local laws, including the Labor Law of the PRC and the Labor Contract Law of the PRC; 本集團嚴格遵守一切國家及地方法律，包括 《中華人民共和國勞動法》及《中華人民共和國勞動合同法》；  The Group conducts background checks and reasonable due diligence on job applicants; and 本集團對職位申請人進行背景調查及合理盡職審查；及  labour unions are established to protect the rights and interests of staff 設立工會以保障員工權利及利益
Steps taken to eliminate such practices when discovered 在發現違規情況時消除有關情況 所採取的步驟	During 2016, the Group had no non-compliance in this respect 於二零一六年，本集團並無此方面的不合規情況
<b>Aspect B5: Supply Chain Management</b> 層面 B5：供應鏈管理	
Policies on managing environmental and social risks of the supply chain 管理供應鏈的環境及社會風險政策	The Group does not have a supply chain business 本集團並無設有供應鏈業務  It has a stringent criteria in selecting suppliers and conducts reasonable due diligence to ensure that its suppliers are appropriately qualified and licensed 其在篩選供應商方面設有嚴格標準並進行合理盡職審查 以確保供應商擁有適當的資格及牌照  The Group will continuously assess the feasibility of “environmentally preferable purchasing” (EPP) 本集團將持續評估「環保採購」(EPP) 的可行性

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Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
<b>Aspect B6: Product Responsibility</b> <b>層面 B6：產品責任</b>	
Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	Not applicable to the Group's hospital operations 不適用於本集團的醫院營運  B6.1
Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	In 2016: 二零一六年： Number of critical complains: 26 (2015: 21) 嚴重投訴數目：26次(二零一五年：21次)  Number of regular complaints: 134 (2015: 191) 經常投訴數目：134次(二零一五年：191次)  Number of immaterial complaints: 455 (2015: 489) 輕微投訴數目：455次(二零一五年：489次)  The Group's hospitals have a comprehensive complaint management system. In 2016, most of the complaints were resolved amicably with only a few of them escalated into medical disputes. 本集團的醫院設有全面的投訴管理系統。二零一六年，大部分投訴已獲和解，僅有少數升級為醫療糾紛。
Practices relating to observing and protecting intellectual property rights 與維護及保障知識產權有關的慣例	The Group's hospital operations do not involve a significant degree of intellectual property rights 本集團的醫院營運並無涉及重大程度的知識產權  B6.3



# Environmental, Social and Governance Report

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Employment and Labour Practices 僱傭及勞工常規		KPI 關鍵績效 指標
Quality assurance process and recall procedures	The Group's hospitals have a comprehensive service quality management system consisting of structure, process and outcome. It has a wide scope covering every aspect of operations. Dedicated customer service department collects and gauges patient feedback and ensures that patient experience is positive through proactive outreach and responsive communication.	B6.4
質量檢定過程及產品回收程序	本集團的醫院設有包括架構、程序及結果在內的全面服務質量管理系統，其範圍廣闊，涵蓋營運的每個方面。專責客戶服務部門收集及計量患者反饋，並透過主動拓展及積極溝通確保患者有良好體驗。	
Consumer data protection and privacy policies, how they are implemented and monitored	Patient medical records are kept in strict compliance with applicable laws and regulations. The Group has stringent protocols on accessing these records. The medical administration department is responsible for overseeing and auditing medical records management.	B6.5
消費者資料保障及私隱政策，以及相關執行 及監察方法。	患者醫療記錄乃嚴格遵守適用法律法規來保存。本集團設有獲取該等記錄的嚴格規程。醫務部負責監察及審核醫療記錄管理。	
	The Group hospitals maintain a certain level of information security infrastructure and implement strong access controls to information. Regular audits on the infrastructure are carried out to ensure relevant standards are met.	
	本集團醫院維持一定程度的信息安全基礎設施及實施對獲取資料的嚴格控制。將會對基礎設施進行定期審核以確保符合相關標準。	
	Staff are trained to be vigilant and sensitive about patient privacy. Policies and guidelines are implemented to create working processes that safeguard patient privacy. 員工獲培訓須對患者隱私保持警惕及敏感。已實行政策及指引以設立保障患者隱私的工作流程。	

# Environmental, Social and Governance Report

## 環境、社會及管治報告

Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
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### Aspect B7: Anti-corruption

#### 層面 B7：反貪污

<p>Policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering</p> <p>有關防止賄賂、勒索、欺詐及洗黑錢的政策及遵守對發行人有重大影響的相關法律及規例</p>	<p>Policies and procedures include:</p> <ul style="list-style-type: none"> <li>• anti-bribery function at Group level;</li> <li>• whistle blower programmes;</li> <li>• close oversight over procurement processes;</li> <li>• drug prescription patterns; and</li> <li>• no red packet policy</li> </ul> <p>政策及程序包括：</p> <ul style="list-style-type: none"> <li>• 本集團層面的反賄賂職能；</li> <li>• 舉報制度；</li> <li>• 密切監察採購流程；</li> <li>• 藥物處方模式；及</li> <li>• 拒收紅包政策</li> </ul>	B7
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## 環境、社會及管治報告

Employment and Labour Practices 僱傭及勞工常規	KPI 關鍵績效 指標
Aspect B8: Community Investment 層面 B8：社區投資	
Focus areas of contribution 專注貢獻範疇	<p>In 2016, the Group organized numerous volunteer programmes and free clinics, with a focus primarily on children and elderly people with limited health awareness and/or access to affordable and adequate healthcare. The free clinics also penetrated remote areas where basic healthcare resources are scarce.</p> <p>二零一六年，本集團組織多次義工服務及免費會診，主要集中於健康意識淡薄及／或難以獲得可負擔及足夠醫療保健的兒童及老人。免費會診亦深入到基礎醫療資源稀缺的偏遠地區。</p>
Resources contributed 所動用資源	<p>In 2016: 二零一六年：</p> <p>Number of volunteer man-hours: 3,352 (2015: 2,149) 參與義工活動人員時數：3,352小時(二零一五年：2,149小時)</p> <p>Number of free clinic man-hours: 2,282 (2015: 1,104) 免費會診工時數目：2,282小時(二零一五年：1,104小時)</p> <p>Total amount of compensation provided to staff for participating in free clinics: RMB30,200 (2015: RMB8,850) 向參與免費會診的員工提供的報酬總額： 人民幣 30,200 元(二零一五年：人民幣 8,850 元)</p>



廣東康華醫療股份有限公司  
Guangdong Kanghua Healthcare Co., Ltd.\*