

6

Business Development and Economic Contributions

As a leading commercial banking group in Hong Kong, we leverage our competitive advantages to provide customers with comprehensive, professional and high-quality services. We endeavour to extend our business reach into Southeast Asia and transform ourselves into an internationalised regional bank. Maintaining sustainable business growth, we make every effort to contribute to the enhancement of Hong Kong as an international financial centre, as well as to its long-term prosperity and development²⁸.

For more details about the Group's business performance in 2017, please refer to the [2017 Annual Report](#) ▶.

6.1 Business Performance²⁹

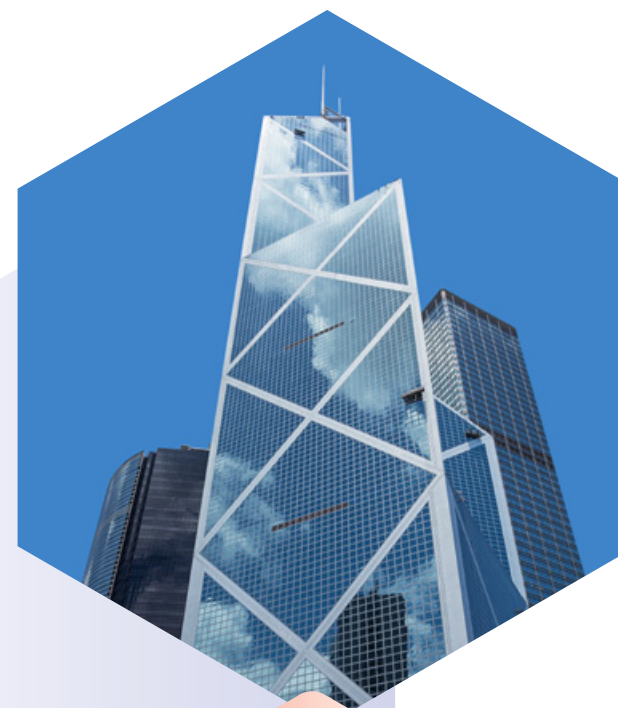
2017 Financial Highlights

	2017	(Restated) 2016	Change
For the Year	HK\$'m	HK\$'m	+/- %
Continuing Operations			
Profit attributable to equity holders	28,481	24,574	+15.9
Earnings per share (HK\$)	2.6938	2.3243	+15.9
Return on average total assets (%)	1.14	1.13	+0.01pp
Return on average shareholders' equity (%)	13.49	12.19	+1.30pp
At year-end	2017	(Restated) 2016	
	HK\$'m	HK\$'m	
Total assets	2,645,753	2,354,740	+12.4
Deposits from customers	1,774,297	1,523,292	+16.5

Note: The Group has applied the merger accounting method in the preparation of financial statements for the combination of entries under common control in 2017. The comparative information for 2016 has been restated accordingly.

²⁸ G4-DMA (Economic Performance)

²⁹ G4-17, G4-EC1



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6.2 Fostering Economic Growth³⁰

In line with major national strategies such as the Belt and Road Initiative and the development of the Guangdong-Hong Kong-Macao Greater Bay Area, Hong Kong fully plays its role as a super-connector. In view of this, we strive to grasp the opportunities arising from meeting the country's needs by leveraging Hong Kong's advantages. We aim to contribute to the greater national development as well as the reinforcement and enhancement of Hong Kong's status as an international financial centre.

Supporting the Belt and Road Initiative

Supporting the national Belt and Road Initiative and the overseas development strategy of the BOC Group, BOCHK fostered its business development in Southeast Asia and transformed itself into an internationalised regional bank. We support the construction of a financial artery of BOC Group along the Belt and

Road. Our branches and subsidiaries cover Southeast Asian countries such as Malaysia, Thailand, Indonesia, Cambodia, Brunei, Vietnam and the Philippines. We provide professional and high-quality financial services to local customers.

Southeast Asia is a key focus of the Group's overseas business development. We support a wide range of large-scale Southeast Asian infrastructure projects, including railways, communications equipment, petroleum and optical cables by providing project financing, syndicated loans and other services. This facilitates the development of local infrastructure as well as the regional economy. In addition, we have broadened the product offerings of our Southeast Asian institutions, in an endeavour to provide a more comprehensive range of services to local customers. These services include cash management services, structured financing and trade products.



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³⁰ G4-DMA (Indirect Economic Impacts)

Southeast Asia is also a key region for promoting RMB internationalisation and those mainland enterprises going global. In addition, we fully leverage Hong Kong's competitive strength as an offshore RMB centre and facilitate RMB business development in Southeast Asia by organising a series of RMB-themed seminars or investment forums in Thailand, Malaysia, Indonesia and Cambodia during the year.

The Group organised and sponsored a range of international seminars and conferences, including the Forum on China's Outward Investment Trends and Hong Kong's Role co-organised with the Hong Kong Chinese Enterprises Association. The forum focused on exploring the trends and characteristics of China's outward investment under the Belt and Road Initiative and the going global strategy of mainland enterprises, Hong Kong's role in China's outward investment, as well as how Hong Kong captures opportunities brought about by the Belt and Road Initiative. The forum attracted more than 2,000 local and overseas participants from various sectors.



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Supporting the Development of the Guangdong-Hong Kong-Macao Greater Bay Area

In accordance with the Group's strategy, BOCHK played a leading role in contributing to regional collaboration and the provision of integrated cross-region financial services. Following the introduction of related policies by the HKMA, Hong Kong Interbank Clearing Limited and regulatory authorities in Guangdong Province, Shenzhen and other areas, we launched an array of convenient cross-border services. These included the Cross-border Electronic Bill Presentment and Payment between Hong Kong and Guangdong Province, Cross-border Tax Payment by RMB e-Cheque between Hong Kong and Shenzhen, Guangdong-Hong Kong Business Registration and Banking Services Connect, and BOCHK Guangdong-Hong Kong Business Service Connect, etc. These services increased the interconnection of financial infrastructures in the Guangdong-Hong Kong-Macao Greater Bay Area and fostered strong interconnection and mutual access on the financial fronts between the mainland and Hong Kong³¹. Among them, the Guangdong-Hong Kong Business Registration and Banking Services Connect offers Hong Kong companies investing in Guangdong Province greater convenience by allowing them to apply for mainland business licenses in Hong Kong. The BOCHK Guangdong-Hong Kong Business Service Connect provides a remote business registration service for investors interested in incorporating

foreign-funded companies in the Nansha Free Trade Zone, saving them time and cost in business registration.

At the same time, we also actively promoted our BOC Wealth Management services in the Guangdong-Hong Kong-Macao Greater Bay Area and launched related credit cards, providing customers with efficient and convenient financial services that cover transportation, communications and merchant offers, in a bid to achieve a "One-hour Living Circle".



粵港商事登記銀政通啟動會



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³¹ G4-EC7

Enhancing Hong Kong's Status as an Offshore RMB Hub

Keeping pace with RMB internationalisation and leveraging BOC Group's global edge, we provide customers with one-stop services. In doing so, we aim to strengthen Hong Kong's status as a global offshore RMB business hub.

BOCHK has been the sole clearing bank for RMB business in Hong Kong since 2003, as well as the first offshore RMB clearing bank. We are committed to strengthening our RMB clearing bank infrastructure and promoting offshore RMB business in Hong Kong. Currently, BOCHK serves more than 200 local and overseas participating banks and is by far the clearing bank processing the largest transaction value, operating the longest hours for Real Time Gross Settlement system ("RTGS system") in the world and deploying the most advanced technology. Hong Kong's RMB payment transaction volume accounts for more than 70% of the offshore markets, according to SWIFT data. In 2017, the total transaction value processed via the RMB RTGS system exceeded RMB210 trillion, well ahead of other offshore markets in the world³².



During the year, the People's Bank of China and the HKMA jointly launched Bond Connect, following the introduction of Shanghai-Hong Kong Stock Connect and Shenzhen-Hong Kong Stock Connect in 2014 and 2016 respectively. Bond Connect is another important initiative for connecting the mainland and international investors with Hong Kong as a platform. This further demonstrates Hong Kong's role as a unique intermediary in facilitating international investors to participate in the mainland financial market. As the RMB clearing bank in Hong Kong, BOCHK provides

cross-border fund clearing services for Bond Connect, and assists domestic and overseas investors in relevant fund settlement. Furthermore, as the first bank licensed to offer A-share financing services in Hong Kong, we provide customers with a comprehensive range of offshore RMB financing services.

BOCHK published *The Era of RMB SDR and Hong Kong Offshore RMB Centre*

In June 2017, BOCHK published *The Era of RMB SDR and Hong Kong Offshore RMB Centre*, a book that compiled more than 40 articles written by over 20 members of the BOCHK research team. The book analyses the mainland's cross-border RMB policies and business prospects from multiple perspectives. It also sums up the development of RMB internationalisation and the offshore market, from the new opportunities arising from the exchange rate reform on 11 August 2015, the inclusion of the RMB in the SDR currency basket, to the Belt and Road Initiative and the capital account liberalisation. The book showcases a full picture of RMB internationalisation and provides valuable reference for specialists or general readers.



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³² G4-EC8

6.3 Promoting Financial Inclusion

Adhering to the Group's customer-centric principle, we offer convenient banking and financial services to people from various sectors of society and support financial inclusion advocated by the HKMA, demonstrating our responsibilities to the community.

BOCHK provides convenient banking services to the public through its largest and most extensive branch network in Hong Kong, including approximately 200 branches across different districts of Hong Kong, as well as over 1,000 self-service machines in more than 250 automated banking centres. Approximately half of these centres are located either in or within 10 minutes' walking distance of public housing estates, with a view to providing customers with high-quality and convenient banking services³³.



Supporting Business Development of SMEs

Riding on its extensive branch network in Hong Kong, the Group enhanced its services for small- and medium-sized enterprises ("SMEs"). We supported the policies of the HKSAR Government in assisting SMEs by providing different loan schemes, such as SME Loan Guarantee Scheme, SME Financing Guarantee Scheme and BOC Small Business Loan. To meet the financing needs of SMEs for business expansion, we continued to improve our efficiency in loan approval by streamlining our loan application

procedures. During the year, we opened two branches offering dedicated solutions for SMEs. Workshops for small businesses were organised to help SMEs in their business development.

We joined the SME One introduced by the Hong Kong Productivity Council for the sixth consecutive year and participated in BOC's Cross-border Investment and Trade Events which built a bridge for investment, technical exchange and trade cooperation among SMEs from the mainland, Hong Kong and other countries.

In recognition of our long-standing support of SMEs, the Hong Kong General Chamber of Small and Medium Business granted us the Best SME's Partner Award for the 10th consecutive year and consequently the Best SME's Partner Gold Award 2017. Besides, the Hong Kong Chinese Importers' & Exporters' Association presented us the Outstanding Import & Export Industry Partner Award in the Outstanding Import & Export Enterprise Awards for the third consecutive year.



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³³ G4-FS13

Innovative Technologies for Enhanced Customer Experience

We expanded the use of innovative technologies to diversify our service channels and provide customers with secure banking services anytime and anywhere to enhance customer experience.

We promoted the development of smart branches and digitalisation of our branch network by introducing innovative services at branches, including BOCHK iService 24-hour video banking service and the pioneering finger vein authentication service in Hong Kong. All of these contributed to the enhancement of our service model at branches. In addition, we worked with WeChat in introducing account-linking services that allow customers to set their own mobile payment limits, offering them a new mobile payment experience. Our payment channels are further expanded with the launch of debit cards and credit cards that support Apple Pay, Android Pay and Samsung Pay, etc. It offers a diverse payment options to customers with different payment habits.

We continued to promote the application of innovative technologies at our branch network, support the seven Fintech initiatives put forward by the HKMA, and facilitate the implementation of the Faster Payment System. In an endeavour to offer customers efficient, accurate and reliable mobile banking services, we have been promoting the use of internet-based Fintech in product development, building infrastructure for our mobile platform and developing internet finance.

The Group were the first in the industry to introduce finger vein authentication at branches, and had extended it to ATMs for cash withdrawal, transfer and account enquiry. As of the end of 2017, around 160 ATMs in 18 districts across Hong Kong provided this service. Finger vein authentication offers the highest accuracy among existing biometric

authentication technologies. Instead of giving a signature or entering password, customers can conduct banking transactions by simply placing a finger on scanners for instant identity authentication. This new service brings secure and convenient experience to senior customers in particular.



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Serving the Elderly

The Group is committed to meeting the financial needs of senior citizens by introducing and providing them with appropriate financial services and flexible financial retirement planning³⁴, allowing them to enjoy better quality of life and protection after retirement. We are the leading bank in the provision of Reverse Mortgage Programme which accounted for over 70% of the cases³⁵ in the market. As a joint lead manager and a placing bank, BOCHK supported the HKSAR Government in the preparation and issuing of silver bonds that were open for subscription to local residents aged 65 or above.

We support the Portable Comprehensive Social Security Assistance Scheme, Old Age Allowance, Guangdong Scheme and Senior Citizen Card Scheme of the Social Welfare Department. Our dedication to serving the elderly and caring for the community was highly recognised by the Senior Citizen Home Safety Association's Best Partner Award.

Helping the Underprivileged³⁶

The Group strives to provide convenient banking services for the underprivileged, including waiving the minimum monthly balance charges and ATM card charges for their HKD savings accounts. Account holders aged 65 or above, 18 or below, as well as recipients of Government Disability Allowances/Comprehensive Social Security Assistance, can enjoy a service fee waiver for counter-based transactions. In addition, no service fee is charged on dormant accounts in support of the HKMA's *Treat Customers Fairly Charter*. For NGOs, we provide a comprehensive banking solution with preferential rates, so as to reduce their banking expenses. Charitable organisations can also enjoy waivers of transaction processing fees for donations made through BOC credit cards.

All of our branches have been installed with fixed or portable ramps, while some are equipped with lifts allowing mobility challenged customers to gain access to branches. In addition, we have queuing systems, flashing signs and walkie-talkies installed at counters, as well as audio prompts which help the visually impaired to go to the designated counters for banking services. Furthermore, we are the first local bank to introduce Voice Navigation ATMs for the convenience of the visually impaired.

During the year, we continued to support the Child Development Fund projects run by the Labour and Welfare Bureau, with a view to helping children at the grassroots level to develop saving habits and put their personal development plans into action. We joined hands with the New Home Association, a charitable organisation that provides services to new arrivals, ethnic minorities and the underprivileged, as well as the Hong Kong Chinese Enterprises Association, in launching BOC Caring ATM Card. We continued our support of the "Decide Well, Spend Wisely" coupons, rendering discounted services for the grassroots community in need.



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³⁴ G4-DMA (Product and Service Labelling) (Former G3-FS16)

³⁵ G4-DMA (Product Portfolio) (Former G3-FS1 to G3-FS5), G4-FS7

³⁶ G4-FS14

6.4 Responsible Business Practice³⁷

Operating our business responsibly forms an integral part of fulfilling corporate social responsibility of the Group. We strictly abide by the laws and regulations of the jurisdictions where we operate as well as the relevant regulatory requirements. We prudently manage the potential impacts arising from our products, services and our relationships with stakeholders of the financial industry, the economy and the community, in order to ensure our steady business growth. We provide financial products and services in a fair and responsible manner and conduct various businesses in an ethical manner. We are also committed to improving our service standards on a continuous basis to ensure customer satisfaction.

A Customer-centric Banking Group

Embracing our customer-centric philosophy, the Group has established a dedicated customer relationship management team to better understand customers' needs. We establish appropriate product management frameworks for different product categories, ensuring that our products meet different customer needs while following the principle of fair treatment of customers and managing associated risks.

When formulating the rules as well as the terms and conditions of our banking services, we strictly abide by all laws and regulations applicable to Hong Kong. These include the Code of Banking Practice issued by the Hong Kong Association of Banks ("HKAB") with the endorsement of the HKMA, as well as the circulars and guidelines issued by the HKMA. This is to make sure that our daily operations are in compliance with laws and regulations, and have appropriately taken our customers' interests into consideration³⁸.

The Group continuously enhance our service quality by collecting feedback, comments and suggestions from customers on our products and services, through meetings, direct communication between the management/frontline staff and customers, and customer satisfaction surveys, etc. In addition, seminars and field studies for our corporate

customers were held regularly to facilitate communications, better understand customer needs and support their business development. Since 2009, we have conducted customer satisfaction surveys on the bank's services each year and have seen our overall score improving continuously³⁹.

Protection of Customer Privacy⁴⁰

We have put in place a personal data privacy policy and related administrative measures in accordance with the Personal Data (Privacy) Ordinance of Hong Kong, with which we strictly comply. These mainly include:

- Collecting customer information in an appropriate manner, prudently safeguarding such information and preventing any unauthorised or accidental access, processing, deletion, loss or use; strictly complying with the requirements of Personal Data (Privacy) Ordinance and abstaining from using customers' personal data for direct marketing purposes without customers' consent; and
- Customers are entitled to notify the Group at any time to cease to use or transfer their personal data to other parties for direct marketing purposes.

For details of the Privacy Policy Statement and Data Policy Notice, please refer to the [Important Notice and Privacy Policy Statement](#) available on the BOCHK website.



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³⁷ HKEx B6 General Disclosure

³⁸ G4-DMA (Product and Service Labelling), G4-DMA (Market Communications), G4-DMA (Compliance (Product and Service Responsibility))

³⁹ G4-PR5

⁴⁰ G4-DMA (Customer Privacy), HKEx B6.5

Anti-money Laundering and Combating Financial Crime⁴¹

The Group attaches great importance to anti-money laundering (“AML”) and combating financial crime, which is one of the most critical compliance requirements for implementing our business strategy. Based on the applicable laws and regulatory requirements of Hong Kong and the recommendations of related international organisations such as the Financial Action Task Force on Money Laundering, we have developed an AML and counter-terrorist financing policy to ensure all of our business operations are in compliance with relevant laws and regulations. Our employees are in strict compliance with these policies, rules and guidelines in their daily work, including how they handle customer account openings, carry out due diligence, constantly monitor the accounts and maintain customer and transaction records, etc. Our Southeast Asian institutions must also perform compliance review, as well as credit and AML risk management.

The Group’s AML Committee formulates policies with which all members of the Group, including our Southeast Asian institutions, must comply. The Committee reports to the Chief Risk Officer of the Group, the Management Committee and the Risk Committee under the Board of Directors regarding the implementation of these policies and any non-compliance with the Group’s AML policies and risk appetite⁴². Our money laundering risk assessment models for customers, products and countries are also reviewed regularly. Thorough and effective reviews are conducted regularly on issues such as institutional money laundering or terrorist financing risks, with a focus on clients, products or services, delivery or distribution channels and regions. These reviews help the Group analyse money laundering risks effectively and adopt appropriate risk mitigation measures.

In order to help frontline staff identify suspicious transactions and understand reporting procedures, we developed the Guidelines for Reporting of Suspicious Transactions to specify responsibilities for suspicious transaction reporting, suspicious transaction indicators, reporting criteria, and data necessary for reporting.

In addition, we have a sound whistle blowing policy and mechanism for staff. Where employees are found to have committed or are likely to commit misconduct in the internal business operations or other aspects of the Group, including deceit, fraud, theft, forgery, corruption or other illegal activities, or are found to be involved in personal conduct issues or a breach of the Staff Code of Conduct, they should be reported according to the related provisions as prescribed in the Policy on Handling Staff Reporting of Irregularities, the Administrative Measures on Staff Reporting of Irregularities, and the Staff Code of Conduct.

In terms of external reporting, we have put in place an AML reporting system. Upon receipt of an external report of AML activity, all related analysis and investigation must be completed within a prescribed time limit. Any suspicious transactions revealed by such investigations should be reported to the Joint Financial Intelligence Unit according to the applicable laws and regulations.



Seminar on anti-money laundering

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⁴¹ G4-58, HKEx B7.2

⁴² HKEx B7.2

Advocating a Compliance Culture⁴³

Integrity is one of the core values of the Group. We strive to build and maintain a healthy corporate culture and promote professional business ethics among staff at all levels to protect the interests of the Group and its customers.

We have formulated a strict Staff Code of Conduct that guides and confines employees to ensure that they are aware of the need to maintain a high level of personal integrity and good conduct both in business operations and with regard to their personal finances. According to the Staff Code of Conduct, staff should exercise self-discipline in order to avoid conflicts of interest or position. For example, staff should not obtain any personal benefit from business relationships, engage in corrupt practices, charge commission, misappropriate public funds, or transfer benefits to any persons by any improper means. The Group also has a clear policy guiding employees on the correct way to handle gifts or personal interests related to external parties. The Staff Code of Conduct further specifies that employees have the responsibility to maintain the Group's good reputation and should stay alert on matters that could lead to illegal activities. Employees should report suspicious illegal activities through the internal whistle blowing mechanism⁴⁴. Furthermore, the Bank has formulated relevant guidelines on how to guard against corrupt conduct or conflicts of interest with regard to donations and other charitable activities.

All of our employees are required to comply with the laws and regulations governing the operation of banks, including the statutory guidelines of the HKMA's Code of Conduct, the Guideline on Anti-Money Laundering and Counter-Terrorist Financing, the Prevention of Bribery Ordinance and relevant legislation on intellectual property rights. Furthermore, they must comply with the provisions of the Group's business operations and human resources management.

Regular training programmes have been held to convey the Group's operational objectives and related regulatory and legal requirements, in order to improve awareness of compliance among staff and raise group-wide awareness and capabilities regarding AML and combating financial crime. All

new and current staff members must complete relevant compliance courses. We also invite AML and anti-corruption experts to conduct regular briefings and training for directors, the senior management and employees, and share with them the latest AML and anti-corruption regulatory requirements and international insights, in order to enhance their understanding of international standards in this regard. During the year, we conducted over 70 AML training courses and attended lectures and seminars organised for banking practitioners by the Hong Kong Independent Commission Against Corruption on a regular basis. As of the end of 2017, 83 of our employees obtained recognised qualifications in the HKMA's Enhanced Competency Framework on AML and Counter-Terrorist Financing.



Staff seminar on compliance culture

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⁴³ G4-56

⁴⁴ G4-DMA (Anti-Corruption), G4-SO4, HKEx B7 General Disclosure

Supply Chain Management⁴⁵

The promotion of sustainable procurement is one of the major measures underpinning the Group's responsible business practices. The Group devised the Supplier Code of Conduct in 2011, to provide guidelines for the major categories of goods and services that we procure. The guidelines were incorporated into our supplier selection procedures with an aim to encourage suppliers to reach certain social and environmental standards. Furthermore, we have formulated the Principles of Decent Work, based on the International Labour Organisation Core Conventions and with reference to international labour standards. The Principles outline the ethical requirements, corporate governance, environmental standards and labour conditions with which the Group expects all of its suppliers to comply.

In order to strengthen supplier communication and management, all suppliers which stand to receive a potential annual procurement contract above a certain value are required to submit the Supplier Code of Conduct Assessment Questionnaire. They will only be considered if they fulfil the Group's requirements. For major suppliers of the Group, we conduct regular site visits to make sure that their sustainability performance is aligned with the results of their written self-assessment. During the year, all of the suppliers engaged met our required standards.

The majority of the Group's suppliers are located in Hong Kong and the mainland. Products and services procured can be classified into the following six major categories⁴⁶:



In addition, we pursue the principle of fair competition while selecting suppliers. In strict compliance with the Competition Ordinance, the Prevention of Bribery Ordinance and other applicable laws and regulations, we measure products and services provided by each supplier on a fair basis. Besides, we provide our staff with training to help them remain alert to possible corruption arising from daily procurement work, and offer them advice on anti-corruption issues.

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⁴⁵ HKEx B5 General Disclosure, HKEx B5.2

⁴⁶ G4-12

Certificate of Merit for Ms Leung Chui Tin, Manager of Tai Po Branch, awarded by Tai Po Police Community Relations Unit



During the year, Tai Po Branch was awarded a Certificate of Merit by Tai Po Police Community Relations Unit, as a tribute to Manager Leung Chui Tin's success in preventing a fraud case.

Our customer Ms Wong has made a friend on Facebook who requested to borrow money from Ms Wong to redeem an intercepted parcel that claimed to contain a large amount of cash. Ms Wong planned to offer help by applying for a loan using her credit card. Feeling suspicious about this abnormal transaction, Manager Leung of Tai Po Branch reminded the customer to remain vigilant. At last, the customer called the police and brought the fraudster to justice.

Award for Excellence in IT Governance



The Group won the IT Governance Achievement Awards (Non-Public Sector) – Gold Award, first launched in 2017 by the Information Systems Audit and Control Association (China Hong Kong Chapter). The awards aim to raise public awareness of IT governance, commend organisations that have delivered excellent performance in Hong Kong's IT governance practice, and recognise the efforts of relevant organisations in developing Hong Kong into one of the most reliable IT centres in the world. The receipt of this prize demonstrates the Group's excellence in promoting IT governance and maintaining

its network and information security, providing customers with high-quality, reliable banking services, and raising group-wide awareness of technological risks.

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Award for Scientific and Technological Innovation



Our blockchain application for property valuation won the Gold Award for Best Fintech (Emerging Solutions/Payment Innovation) Award at the Hong Kong ICT Awards 2017 organised by the Office of the Government Chief Information Officer and the Hong Kong Institute of Bankers, in recognition of our outstanding performance and achievement in promoting Fintech. The

awards aim to encourage the development of Fintech solutions that upgrade business operations and foster new business models for the financial sector, promoting Hong Kong as a hub for Fintech.

In addition, our finger vein authentication service won a Certificate of Merit for the Best Smart Hong Kong (Digital Inclusion Application) Award at the Hong Kong ICT Awards 2017, which commended the Group's efforts in the development and application of creative solutions and its constant pursuit of innovative technologies.

Award for IBG Excellence to BOC Malaysia



BOC Malaysia was awarded the Best Emerging IBG Bank at the Malaysian e-Payment Excellence Awards 2017 organised by MyClear, an affiliate of the Central Bank of Malaysia, recognising its impressive contribution to IBG interbank electronic transactions.

Kan Wai Mun, Carmen – General Manager, Legal & Compliance and Operational Risk Management Department Conferred with Legal Awards



Ms Kan Wai Mun, Carmen - General Manager, Legal & Compliance and Operational Risk Management Department of the Group was awarded Woman Lawyer of the Year (In-House) by Asian Legal Business: Hong Kong Law Awards 2017 (Thomson Reuters), and was named by *Financial Times* in 2017 as one of the Top 20 Global General Counsel.

Ms Kan expressed, "These awards are recognition not only of my work but also of BOCHK's legal and compliance management."



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