



# SYNERGIS HOLDINGS LIMITED 昇捷控股有限公司

(Incorporated in Bermuda with limited liability 於百慕達註冊成立之有限公司)  
Stock Code 股份代號 : 02340.HK

# 2017

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



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# About This Report

## 關於本報告

This is the first standalone Environmental, Social and Governance (“ESG”) report for Synergis Holdings Limited (the “Company” or “Synergis”) and its subsidiaries (collectively, the “Group”).

We are committed to reporting annually on our sustainability programme, including both qualitative and quantitative information about our economic, environmental and social impacts and initiatives in a transparent and accountable manner.

This ESG report (the “Report”) outlines details of our sustainability management approach and performances for material aspects. These aspects are identified as issues that concern most to the Group and our stakeholders. Details of our stakeholder engagements can be found in the following sections.

The Report has been prepared in accordance with the “comply or explain” and “recommended disclosures” provisions of the Environmental, Social and Governance Reporting Guide contained in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

The scope of this Report mainly covers relevant information from the operations of interiors and special projects (“ISP”), property and facility management (“PFM”), as well as corporate offices in Hong Kong. Quantitative data in this Report is from 1 January 2017 to 31 December 2017, unless otherwise specified (the “Year”), in Hong Kong only. The scope of some environmental key performance indicators are further limited to 13 material project sites of ISP and corporate offices in Hong Kong. The 13 material projects of ISP together contribute a significant portion of the revenue from ISP operations. The Group will continuously improve its data collection system and expand the scope of data in the future.

Synergis highly values your input on our sustainability approach and performances. If you have any comments or suggestions, please send us an email at [investor@synergis.com.hk](mailto:investor@synergis.com.hk). For more information on our sustainability programme, please visit our official website at <http://www.synergis.com.hk>.

Details of the Group’s economic performance can be found in Synergis’ 2017 Annual Report.

此乃昇捷控股有限公司(簡稱「本公司」或「昇捷」)及其附屬公司(統稱「本集團」)首份獨立的环境、社會及管治(「環境、社會及管治」)報告。

我們致力以具透明度與負責任的方式提供關於公司可持續發展計劃的年度報告，透過質化及量化資料披露有關我們在經濟、環境和社會方面所實行的相關措施及其影響。

此環境、社會及管治報告(下稱「本報告」)概述了我們為實施可持續發展而所採用的管理實質方法與表現，當中包括與本集團以及持份者息息相關的不同方面。有關持份者參與的詳細資料請見下文中的各個章節。

本報告乃根據香港聯合交易所有限公司(「聯交所」)證券上市規則(「上市規則」)附錄二十七「《環境、社會及管治報告指引》」所載的「不遵守就解釋」及「建議披露」規定編製。

本報告的報告範圍主要涵蓋室內裝飾及特殊項目(「室內裝飾及特殊項目」)、物業及設施管理(「物業及設施管理」)以及香港公司辦事處業務的相關信息。除另有指明者外，本報告中的量化數據是指從2017年1月1日開始至2017年12月31日為止(「本年內」)，及只涉及位處於香港進行的業務。另外，報告中所提及的部份環保關鍵績效指標僅反映13個重要的室內裝飾及特殊項目地盤和香港公司辦事處的情況。此13個重要的室內裝飾及特殊項目共貢獻了室內裝飾及特殊項目業務的大部分營運收入。在未來的日子裡，本集團將不斷完善數據收集系統，並擴大數據範圍。

昇捷高度重視您就本公司的可持續發展措施及表現所給予的意見。如果您有任何意見或建議，請發送電子郵件至 [investor@synergis.com.hk](mailto:investor@synergis.com.hk)。如欲了解更多有關公司可持續發展計劃的資訊，請瀏覽我們的官方網站 <http://www.synergis.com.hk>。

有關本集團經濟財務表現的詳情，請細閱昇捷的2017年年報。

# A Letter to Our Stakeholders

## 致各持份者的信



We are pleased to present our first standalone ESG report, which covers our PFM and ISP businesses in Hong Kong. With careful planning and execution, Synergis has sought to present comprehensive and innovative property solutions that benefits our stakeholders. This commitment allows us to achieve high quality results in economic, social and environmental terms. The drive to create long term value for our investors, customers, employees, business partners and communities forms the basis of our sustainable development strategy.

In mid of 2017, we adopted a new Chinese company name “昇捷控股有限公司” to better align with the company’s English name “Synergis Holdings Limited”, and to cope with the company’s future development. As we further our mission through new changes, we closely focused on maintaining and fostering our core businesses to continuously offer top-notch professional services to our stakeholders. We believe that this rebranding exercise better reflects our diversified business development as we embark on our journey to reach new heights.

Aligning our values, sustainability is a core focus of our business strategy, and many examples illustrate it in this report, including:

- Tireless efforts in maintaining an honest and transparent corporate governance with **integrity**
- Innovative **customer-focus** solutions to improve customer satisfactions
- **Teamwork** in ensuring the health and safety of our employees in the labour-intensive industries we operate in
- **Innovative** collaborations with our business partners to guarantee quality and safety management of managed properties and construction projects
- Initiatives to further optimise material usage, energy and water resources, as we **pursue excellence**
- Passionate actions to give back to the communities we serve

我們高興地發佈公司首個獨立的環境、社會及管治報告，本報告涵蓋了我們在香港的物業及設施管理和室內裝飾及特殊項目業務。透過精心策劃及仔細執行計劃，昇捷力求提供全面和創新的物業解決方案，讓我們的各持份者獲益。為實現此目標的決心使我們在經濟、社會和環境方面取得高質量的成果。而我們為投資者、客戶、僱員、業務夥伴和社區創造長期價值的決心亦奠定了公司可持續發展策略的基礎。

我們自2017年中採納「昇捷控股有限公司」作為公司全新的中文名稱，更貼近現有的英文名稱「Synergis Holdings Limited」，並配合公司的未來發展。隨著通過新變化來進一步推動公司的使命，我們密切專注於維護和促進我們的核心業務，不斷努力為各持份者提供一流的專業服務。我們相信是次品牌重塑將更好地反映公司開展多元化業務的旅程和步伐，使發展達至新高。

貫徹公司一直以來的價值觀，可持續發展乃是我們業務策略中的核心重點，本報告將列出許多相關的例子，其中包括：

- 保持**正直誠實**，努力不懈地維護具備誠信和透明度的公司管治
- 採用創新和**以客為本**的解決方案，提高客戶的滿意度
- 透過團隊合作，**群策群力**，確保屬於勞動密集型行業的僱員之健康和 safety
- **不斷創新**，與業務夥伴進行合作，保障管理物業和建設項目的質量和 safety
- **追求卓越**，進一步優化材料使用、能源和水資源
- 熱情回饋我們所服務的社區

We are blessed and grateful for the effort and continuous support our colleagues and partners have put forth in driving the Group towards sustainable development. While we realise that this is an ongoing endeavour, we are proud of the recognition we have received thus far. The journey to sustainable development is not about winning awards, but through this path, we are truly hopeful that our combined efforts would create a positive impact in the cities we operate in and in the world.

Through the preparation of the Report and stakeholder engagement exercises, we reviewed the Group's environmental and social performances in 2017. We intend to utilise this Report as a moment of reflection on an annual basis. We welcome your feedback on this Report and our ESG initiatives, as we learn and improve our performances in the future.

Kingston Chu Chun Ho  
Chairman

27 March 2018

我們的同事們和合作夥伴為推動本集團實現可持續發展所付出的努力及支持，使我們感到非常榮幸和感激。我們明白可持續發展是一個需要不斷努力才能實現的過程，但我們對迄今為止所獲得的認可仍然感到自豪。在可持續發展的道路上，公司並不著眼於獲得獎項，而是希望大家能共同努力，於我們所在的城市和世界產生正面影響。

我們在編製本報告和持份者參與的過程中，檢視了本集團於2017年在環境和社會兩方面的表現。我們計劃善用製作本報告的過程作為年度反思。歡迎您就本報告和公司的環境、社會及管治措施提供反饋意見，讓我們不斷學習，持續改進。

朱俊浩  
主席

2018年3月27日





# About Synergis

## 關於昇捷



Synergis is one of the leading service providers in industry. As of 31 December 2017, the Group has managed over 86,000 residential units and 8.5 million square metres of residential, commercial and industrial facilities from both the public and private sectors in Hong Kong and Mainland China. As of year end, the Group has also recorded an outstanding workload of approximately HK\$1.4 billion for its ISP segment.

Synergis has specialised in PFM services for nearly 40 years and was the first company of its kind listed on the Stock Exchange in 2003. With its expertise and extensive experience, the Group has been well recognised by the market and has become a prominent leader in the industry. Currently, there are nearly 300 property and facility projects in Hong Kong and Mainland China under the Group's management. The diverse and comprehensive scope of PFM services covers government departments, large-scale public facilities, transportation systems, airport cargo terminals, educational institutions, hospitals, industrial and commercial properties, public housing estates, private housing and car parks.

Acquired in December 2012, ISP is a government-approved and Registered General Building Contractor and Registered Specialist Contractor offering a complete solution to customers such as covering planning, design, consultancy, project management and special construction solution. Its scope of services includes interior decoration, customised fitting-out works, renovation, alteration and additions, conservation and revitalisation of historic buildings, and repair and maintenance services.

昇捷是業內領先的服務供應商之一。截至2017年12月31日，本集團在香港及中國內地的公共及私營界別管理超過86,000個住宅單位和850萬平方米的住宅、商用及工廈樓面。截至年底，本集團亦錄得室內裝飾及特殊項目分部之手頭未完成合約總額約14億港元。

昇捷已專注於物業及設施管理服務近40年並於2003年在聯交所上市，是首間同類型公司於聯交所上市。憑藉公司所擁有的專業知識和豐富經驗，本集團一直深受市場的認可，並成為行業中的佼佼者。目前，本集團管理近300個在香港及中國內地的物業及設施項目。物業及設施管理的服務範圍既多元化又全面，涵蓋政府部門、大型公共設施、交通運輸系統、機場貨運站、教育機構、醫院、工商業用地、公共屋邨、私人住宅及停車場。

於2012年12月收購的室內裝飾及特殊項目是獲得政府批准，並為註冊一般建築承建商及註冊專門承建商，為客戶提供完整的解決方案如涵蓋規劃、設計、諮詢、項目管理及特殊施工解決方案，其服務範圍包括室內裝修、定制裝修工程、翻新、改建及加建、保護和活化歷史建築，以及維修與保養服務。



ISP also provides one-stop services to its local and overseas customers. One major development is the establishment of a new hardware and curtain wall factory in Mainland China in late 2016. With this development, ISP has since actively expanded its new business in raw materials procurement and professional online trading, so as to ensure direct supply of high quality raw materials in 2017.

Last but not least, the Group was determined to enhance the business model of its ancillary business and repositioned its strategy in late 2016. The new brand — SynWave (新浪潮) was launched in 2017, providing integrated “5 in 1” professional services to customers, including procurement, laundry, cleaning, security services and maintenance contracting. Under the enhanced business model, the Group’s ancillary business will expand rapidly and expect significant progress in the near future.

We will continue to offer top-notch professional services to our customers, contractors and business partners, as we maintain and foster our current core businesses while devising superb business development strategy to selectively expand our value-added service lines in Hong Kong and Mainland China. Our diversified business development, expertise and quality of services will drive us towards our vision of becoming a true pioneer and market leader.

室內裝飾及特殊項目還為本地和海外客戶提供一站式服務。於2016年年底的一項重大發展是我們於在中國內地建立了新的五金製品和幕牆製造工廠。隨著此項發展，於2017年，室內裝飾及特殊項目得以積極擴展其在原材料採購和專業網上交易方面的新業務，確保優質原材料直接供應。

最後，本集團決定於2016年年底強化其輔助業務的業務模式及把策略重新定位。名為「新浪潮」的新品牌於2017年推出，旨在為客戶提供「五合一」綜合專業服務，包括物料採購、洗衣、清潔、保安和保養服務。透過強化業務模式，本集團的輔助業務將迅速擴張，並預期在不久的將來取得顯著的進展。

我們將繼續為客戶、承包商和業務夥伴提供一流的專業服務，以維持和促進當前的核心業務。同時，我們亦會制定出色的業務發展策略，選擇性地拓展在香港和中國內地的增值服務項目。多元化的業務發展、專業知識和良好的服務質素將推動公司實現願景，真正成為行業先鋒及市場領導者。





Provision of facility management services for Construction Industry Council's Zero Carbon Building  
為建造業議會「零碳天地」提供設施管理服務



The Metropolis Tower was recognised in the Facility Management industry in Asia Pacific  
都會大廈在亞太地區設施管理業內獲得認可



Lung Mun Oasis received Best Property Award 2017  
屯門龍門居榮獲2017年度最佳物業獎



Society for the Prevention of Cruelty to Animals (HK) received Excellence Award in Corporate Real Estate category  
香港愛護動物協會獲頒卓越設施管理獎(企業房地產)



Tuen Mun Public Riding School received Excellence Award in the Institutional & Government Properties category  
屯門公眾騎術學校獲頒卓越設施管理獎(公共項目及政府產業)



## Mission 使命

We are committed to creating value for stakeholders by providing comprehensive and innovative solutions that achieve high quality results.

我們致力為持份者創造價值，為他們提供全面及創新的方案，以達至高質素成效。

## Values 企業價值

Customer Focus 以客為本    Integrity 正直誠實  
Teamwork 群策群力        Innovation 不斷創新  
Pursuit of Excellence 追求卓越

HK\$2 Billion  
港幣 20 億元

Overall Revenue  
總收入

293

ESG Stakeholder  
Engagement  
環境、社會及  
管治持份者參與

98%

Customer Satisfaction  
Rate<sup>1</sup>  
顧客滿意度<sup>1</sup>

4,198

Number of  
Employees<sup>2</sup>  
僱員人數<sup>2</sup>

11,284

Number of  
Training Hours  
培訓時數

395

Number of  
Approved Contractors  
and Suppliers  
認可承建商及供應商數目

13,889 tonnes 噸

Non-hazardous  
Waste  
非危險廢物

919 tCO<sub>2</sub>e- 噸  
二氧化碳當量

Carbon Emissions  
(Scope 1 and 2)  
碳排放  
(範圍 1 及 2)

4.47 kWh/m<sup>2</sup>  
千瓦時/平方米

Overall Electricity  
Consumption Intensity  
總體電力消耗強度

137

Managed Properties  
that Joined in  
Earth Hour 2017  
參與「地球一小時 2017」全球性  
節能活動的公司管理物業

1,600

Number of  
Volunteering Hours  
義工服務時數

"S-Power"  
「昇動力」

Set up a new  
standing committee  
responsible for planning ESG  
and employee activities  
成立新的委員會負責規劃環  
境、社會及管治及員工活動

<sup>1</sup> The customer satisfaction rate is only limited to PFM operations.  
僅反映客戶對物業及設施管理營運的滿意度。

<sup>2</sup> Total number of employees comprise PFM and ISP operations' direct employees, including corporate offices. This figure exclude employees under ancillary business.  
總僱員人數包括香港物業及設施管理、室內裝飾及特殊項目營運項目的各直屬僱員，包括公司各辦公室，但並不包括輔助業務旗下的僱員。

# Our Sustainability Approach

## 可持續發展計劃



We are dedicated to ensuring that our business activities bring sustained value to our shareholders, employees and customers, and make a positive contribution to the environment and communities in which we work and live in. We shall continue to operate in an accountable and sustainable manner through integrating sustainable development considerations into our daily operations.

### CORPORATE GOVERNANCE

At Synergis, sustainability begins at the top management level. We fully understand the importance of establishing and enhancing accountability and transparency of our corporate governance, and maintaining ethical corporate culture, as a fundamental cornerstone towards the Group's sustainable development. Hence, Synergis is committed to upholding high standards of corporate governance and business ethics, in order to increase shareholder value and build stronger trust with our stakeholders.

Set up in 2007, the Integrity Monitoring Committee ("IMC") is a special committee that provides whistleblowing channels for our stakeholders to report integrity-related cases that could have a significant business impact to the Group. It conducts investigation to any cases reported by our stakeholders and reports findings to the Audit Committee. More details are provided in the Care for Our People and Care for Business Partners sections on pages 25 to 42 and pages 43 to 49 of this Report.

Full details of our corporate governance structure and practices are available in Corporate Governance Report in our 2017 Annual Report.

### COMPLIANCE WITH LAWS AND REGULATIONS

Compliance is essential to the healthy operation of our Group. We are meticulous in ensuring compliance with all applicable laws and regulations for all material ESG aspects that have a significant impact on our operations, as it is a minimum requirement for all our employees and business partners.

During the Year, we were not aware of any material non-compliance incidents with relevant laws and regulations that has a significant impact on our operations.

我們致力確保公司的業務活動能夠為股東、僱員和客戶帶來持續的價值，並為我們工作和生活的環境及社區作出積極貢獻。日後，我們將繼續以負責任和可持續的方式運作，把可持續發展的考慮因素融入到日常營運當中。

### 企業管治

在昇捷，可持續發展始於最高管理層。我們深明建立和加強企業管治問責性及透明度的重要性，並維護道德企業文化，為本集團實現可持續發展奠定基石。因此，昇捷力求維護高標準的企業管治制度和商業道德，以為股東增值，並與持份者建立更深厚的信任。

誠信監察委員會（「誠信監察委員會」）成立於2007年，此乃一個特別委員會，為持份者提供渠道，舉報懷疑與誠信有關，而又可能會對本集團業務構成重大影響的事故。委員會會對持份者所舉報的任何案件進行調查，並向審核委員會報告調查結果。有關詳情請參閱本報告第25頁至第42頁及第43頁至第49頁「關懷員工」和「關懷業務夥伴」兩部分。

有關公司企業管治架構及相關常規的所有詳情，請參閱刊登於2017年年報的企業管治報告。

### 遵守法律和法規

合規對本集團的健全運作至關重要。對於適用於所有重要環境、社會及管治方面且對公司營運構成重大影響的所有法律和法規，我們都會確保嚴格遵守，這是我們對所有僱員和業務夥伴提出的最低要求。

於本年內，我們並不知悉任何重要且對公司業務造成重大影響的違法及違規事件。



## SUSTAINABILITY GOVERNANCE

Our commitment to sustainable development is evidenced through the effort our board of Directors (the “Board”) and management undertake in overseeing and implementing sustainability strategies across the Group’s operations.

Led by two Managing Directors, a dedicated ESG Steering Committee (the “Committee”) is comprised senior management including operation team and corporate services team. The Committee is dedicated to assisting the Board in setting out ESG principles and priorities in managing our environmental, social and governance impacts, while creating sustained values for our stakeholders. Bearing the responsibility of strategic leadership on the Group’s sustainable development, the Committee is tasked with measuring and reviewing our performances in ESG aspects.

During the Year, we have further defined our effort by establishing two sub-committees to support the Committee in promoting sustainability. The Committee oversees sustainability strategies and initiatives from the Group-level, whilst the sub-committees are responsible for the strategic implementation in the day-to-day operations of PFM and ISP respectively. Safety, Health and Environmental Committee (“SHEC”) monitors material ESG aspects within the PFM operations, while the Corporate Occupational Health and Safety Management Committee (“COHSMC”) is established for ISP operations.

## 可持續發展管治

我們對於可持續發展的決心，體現於董事會（「董事會」）和管理層努力不懈，負責監督和實施整個集團營運中的可持續發展策略。

在兩名董事總經理的領導下，我們成立了專責的環境、社會及管治推進委員會（「委員會」），委員來自於營運及企業服務團隊的高級管理層所組成。委員會致力協助董事會訂立環境、社會及管治原則，釐清我們管理環境、社會及管治影響方面的主次，並為持份者締造持續價值。委員會肩負起領導本集團實行可持續發展策略的責任，定期量度及審核公司在環境、社會及管治方面的表現。

於本年內，我們透過建立兩個小組委員會來進一步支持委員會推動公司的可持續發展。委員會從集團層面宏觀監督可持續發展策略和相關措施，而小組委員會則負責分別在物業及設施管理和室內裝飾及特殊項目的日常運作中執行計劃措施。職安健環委員會（「職安健環委員會」）監察與物業及設施管理營運中有關環境、社會及管治的重要方面，而企業職業健康和安全管理委員會（「企業職業健康和安全管理委員會」）則為室內裝飾及特殊項目營運而成立。





## STAKEHOLDER ENGAGEMENT

Stakeholder engagement is crucial in understanding the priorities, expectations and perceptions of our stakeholders with regards to our sustainability approach. Our diverse stakeholder groups include our shareholders and investors, employees, customers, business partners, the Government, community groups and media partners. The Group engages with these stakeholders on a regular basis.

## 持份者參與

持份者參與對公司可持續發展計劃至關重要，公司可以理解持份者對其的優先事項、期望和看法。我們多元化的持份者團體包括股東與投資者、僱員、客戶、業務夥伴、政府、社區團體和媒體夥伴。本集團會定期與不同持份者接觸。

### Our Stakeholders 持份者

### Methods of Engagement 參與方法

Shareholders and Investors  
股東與投資者

- Press releases and announcements 新聞稿和公告
- Annual and interim reports 年報及中期報告
- Annual general meetings 股東周年大會

Employees  
僱員

- Surveys 問卷調查
- Focus group interviews 焦點小組訪談
- Newsletters 員工通訊
- Intranet 內聯網
- Business meetings and conferences 商務會議和研討會
- Performance appraisals 工作表現評核
- New hire orientation programmes 新員工入職培訓計劃
- Comment boxes 意見收集箱
- Employee engagement activities 員工活動

Customers (Property owners, tenants, residents)  
客戶(業主、租戶、住戶)

- Personal contacts 個人聯繫客戶
- Smartphone communication application (Synergis Community) 智能手機通信應用程式 (Synergis Community)
- Newsletters 客戶通訊
- Customer satisfaction surveys 客戶滿意度調查
- Customer assessment surveys 客戶評估調查
- Call centres, customer hotlines, online and mobile applications 電話查詢中心、客戶服務熱線、在線移動設備應用程式
- Website and social media 網站和社交媒體

Business Partners (Suppliers, contractors, service providers)  
業務夥伴(供應商、承包商、服務供應商)

- Quarterly performance assessments 季度業績表現評估
- Annual renewal process and updates 年度續約及更新
- Safety booklets 安全小冊子
- Direct engagements 直接參與
- Daily on-site trainings 每日現場培訓

Government  
政府

- Public consultations 公眾諮詢

Community Groups  
社區團體

- Charity activities 慈善活動
- Volunteering activities 義工活動

Media Partners  
媒體夥伴

- Interviews 採訪
- Press releases 新聞稿



Our shareholders' communication policy aims to promote effective communications with our shareholders, both individual and institutional, and to enable our shareholders to exercise their rights in an informed manner. It is our policy that our Board shall maintain ongoing dialogue with our shareholders, through effective and timely dissemination of information through the Group's financial reports, shareholders' meetings, corporate communications and other corporate publications on the websites of the Company and the Stock Exchange.

我們的股東通訊政策旨在於促進我們與股東(包括個人及機構)之間的有效溝通,並使股東能夠在知情的情況下行使其權利。根據政策,董事會將有效而及時地發佈資料,透過集團的財務報告、股東大會、企業通訊,以及刊登在本公司及聯交所的網站上之其他集團刊物,與股東們保持溝通。

During the year, we conducted a comprehensive stakeholder engagement exercise focused on the Group's sustainable development. As this is our first exercise of its kind, it focused mainly on stakeholder groups that have direct impact and/or day-to-day interaction with our operations, including our Board, management, employees, customers and business partners. The exercise was facilitated by an independent third-party consultant to ensure open and impartial discussions.

本年內,我們舉辦了一場全面的持份者參與活動,重點在於關注本集團的可持續發展。由於這是我們首次舉辦此類活動,因此活動主要側重於與公司營運有直接影響及/或日常互動的持份者團體,包括董事會、管理層、僱員、客戶和業務夥伴。此項活動獲得了獨立的第三方顧問協助,以確保公開和公正地進行討論。

Stakeholder Groups 持份者團體	Methods of ESG Engagement 參與環境、社會及管治的方法	Number of Engaged Parties 參與人數
Board 董事會	In-person interviews or questionnaires 面對面訪談或問卷調查	9
Management 管理層	Online survey 網上問卷調查	37
Employees 僱員	Online survey 網上問卷調查	218
Customers 客戶	Phone interviews 電話訪問	10
Business partners 商業合作夥伴	Online survey 網上問卷調查	19

We have engaged close to 300 stakeholders, who provided valuable feedback on the Group's economic and governance, workplace practices, product and service responsibility, supply chain management, environment and community. We would like to express our gratitude to all individuals involved in this process for their support in our sustainability journey.

我們邀請了接近300位持份者,為本集團就經濟與管治、職場常規、產品及服務責任、供應鏈管理、環境以及社區方面提供寶貴的反饋意見。我們對參與此過程的所有人士表示感謝,感激他們在可持續發展的一路上給予支持。



## MATERIALITY ASSESSMENT

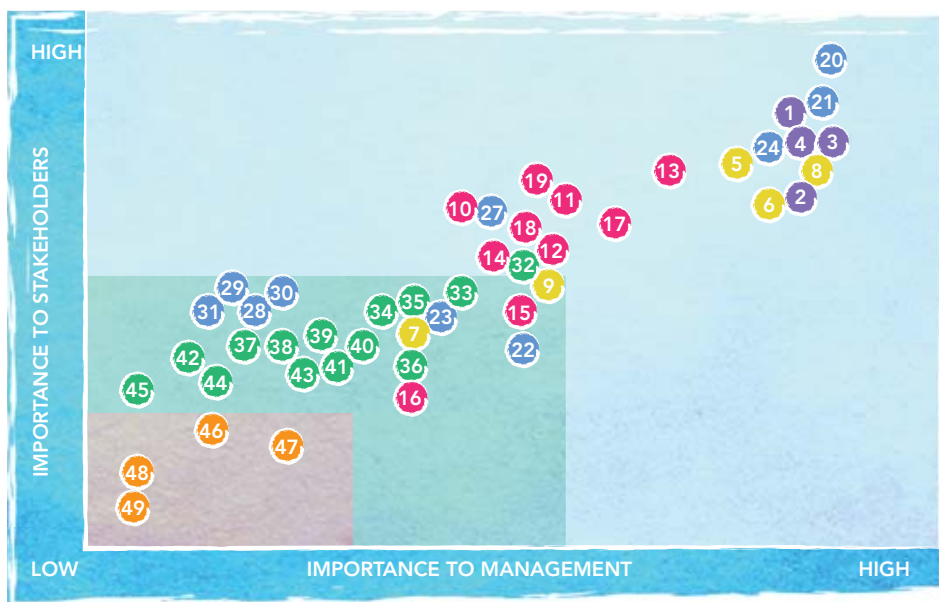
## 重要性評估

We referenced the internationally-recognised Global Reporting Initiative's process in determining key material issues to our operations. Material issues are defined as those that are highly important to both our stakeholders and our business.

我們參考了國際公認的全球報告倡議組織所建議的程序，以協助公司找出有關營運中關鍵的重大議題。該重大議題泛指對持份者和我們的業務都非常重要。



Materiality Matrix 重要性矩陣圖





<b>Economic and Governance 經濟和管治</b> 1. Corporate Governance 企業管治 2. Economic Performance 經濟表現 3. Corporate Image 企業形象 4. Anti-Money Laundering 打擊清洗黑錢	<b>Service Responsibility 服務責任</b> 5. Service Quality 服務質量 6. Customer Satisfaction 客戶滿意度 7. Customer Engagement 客戶參與 8. Customer Data Privacy 客戶資料私隱 9. Innovative Solutions 創新解決方案	<b>Workplace Practices 職場實務</b> 10. Diversity and Equal Opportunity 多樣性及平等機會 11. Non-Discrimination 反歧視 12. Staff Recruitment and Turnover 員工招聘及流轉 13. Occupational Health and Safety 職業健康及安全 14. Training and Development 培訓與發展 15. Corporate Engagement with Employees 員工企業參與 16. Employment Process 僱傭過程 17. Child Labour and Forced Labour 童工及強迫勞動 18. Human Rights 人權 19. Security Measures 保安措施
<b>Supply Chain Management 供應鏈管理</b> 20. Compliance with Laws and Regulations 遵守法律和法規 21. Anti-Corruption 反貪污 22. Supply Chain Management 供應鏈管理 23. Procurement Practices 採購實務 24. Compliance of Services 服務的合規性 25. Communications between our Group and Business Partners 本集團與商業夥伴之間的溝通 26. Compliance of Business Partners 商業夥伴的合規性 27. Business Partners Relations 商業夥伴的關係 28. Suppliers' Labour Practices 供應商的勞工實務 29. Suppliers' Environmental Practices 供應商的環保實務 30. Contractors' Labour Practices 承包商的勞工實務 31. Contractors' Environmental Practices 承包商的環保實務	<b>Environment 環境</b> 32. Environmental Compliance 環境合規性 33. Waste Management 廢物管理 34. Noise Emissions 噪音排放 35. Construction and Material Usage 建設材料使用 36. Sustainable Construction Practices 可持續建築實務 37. Green Office Practices 綠色辦公室實務 38. Mitigation/Reduction Measures 緩解/減量措施 39. Air and Carbon Emissions 空氣及碳排放 40. Energy Management 能源管理 41. Water Usage 水的使用 42. Climate Risk 氣候風險 43. Green Building Certifications 綠色建築認證 44. Environmental Impacts of Transportation 運輸對環境的影響 45. Biodiversity 生物多樣性	<b>Community 社區</b> 46. Community Engagement 社區參與 47. Public Policy and Advocacy 公共政策和宣傳 48. Community Investment 社區投資 49. Volunteering Opportunities 義工機會

Out of the 49 issues identified through benchmarking with industry and materiality assessment by the Company, 20 key material issues are highlighted above as important to both our stakeholder and the Company. These issues will be discussed in details in the following sections.

通過行業基準及本公司的重要性評估識別出49項重要議題中，上述20個關鍵的重要議題對於持份者及本公司來說均很重要。我們將在下面的章節中詳細討論這些議題。



## SUSTAINABILITY STRATEGY AND COMMITMENT

Based on the Group's mission and values set by the Company, the Group has further refined its sustainability strategy and commitment in 2017, with reference to the six material areas, including economics and governance, service responsibility, workplace practices, supply chain management, environment and community.

## 可持續發展策略及承諾

根據本公司的使命及企業價值，本集團參照了六個重要領域，包括經濟與管治、服務責任、職場實務、供應鏈管理，以及環境與社區，進一步完善2017年的可持續發展策略與承諾。



### Economic and Governance 經濟與管治

- Regularly monitor and improve our corporate sustainability performance  
定期監控和提升企業可持續發展的表現
- Ensure our operations comply with all relevant laws and regulations  
確保公司的營運符合所有相關法律和法規



### Service Responsibility 服務責任

- Increase customers' awareness on sustainability  
提高客戶對可持續發展的認知度及意識
- Enhance management control systems to improve quality assurance  
加強管理控制系統以提高質量保證



### Workplace Practices 職場實務

- Improve employees' awareness on sustainability and ESG-related issues  
提高僱員對可持續發展和環境、社會及管治相關議題的認知及意識
- Promote a safe and respectful work environment  
提升安全與受尊重的工作環境
- Provide adequate staff training and assist in career development  
提供充足的員工培訓並協助員工職業發展



### Supply Chain Management 供應鏈管理

- Collaborate with our supply chain partners in improving sustainability performance  
與供應鏈合作夥伴共同提升可持續發展的表現
- Adhere to industry standards  
恪守行業規範標準



### Environment 環境

- Maintain a comprehensive environmental management system, establish periodic reviews, and implement strategic continuous improvements  
維護全面的環境管理系統，定期審查，並作策略性持續改進
- Promote the idea of green office through environmental-friendly office initiatives  
提倡綠色辦公理念，推廣環保辦公室



### Community 社區

- Support causes and initiatives that create positive impact and promote sustainability  
支持對能夠創造正面影響及促進可持續發展的倡議與措施

# Care for Our Customers

## 關心客戶



### Our Commitment

At Synergis, we are committed to continuously enhancing our internal management control system to improve quality assurance of our services, hence providing professional world-class services to our customers. We are also committed to promoting sustainable lifestyle through our ESG initiatives.

### 我們的承諾

在昇捷，我們力求不斷加強內部管理控制系統，以保證提高服務質素，從而為客戶提供專業的世界級服務。我們還致力透過執行環境、社會及管治措施去推動可持續發展的生活方式。





## IMPROVE SERVICE QUALITY

Service quality is among the first tier of material aspects, along with corporate governance and compliance. It is irrefutably the most important aspect for our external customers. The Group is primarily driven by our customers from near and far, whether they be incorporated owners of our managed properties or corporate clients for ISP. The drive to improve our service quality ultimately stems from the commitment to our customers.

At Synergis, we are committed to satisfying our customers needs, complying with all relevant laws and regulations, and continuously improving our management system, to ensure we consistently deliver professional and high standard services.

Our PFM business operations aim to implement the concept of a diverse and comprehensive quality PFM services. These customised services allow us to create value for our clients.

Since the PFM segment of our operations obtained ISO 9001 Quality Management System ("QMS") accreditation in 1999, we have applied the upgraded quality system to all our managed properties, and integrated it with the Group's Total Quality Management Model. By continuously improving our quality system, we are able to consistently provide high quality management services.



As part of our ongoing effort to deliver high quality PFM services, we conduct annual management service survey to collect opinions and suggestions from our residents and tenants. The survey focuses on our general management services, security services, cleaning services, repair and maintenance services, as well as other applicable services including car park or clubhouse management. The survey in 2017 indicated that overall satisfactory level is 98%, which remained the same as 2016.

## 提高服務質量

在眾多個重要層面之中，服務質量屬於第一層的層面，伴隨著公司管治和合規。對於外部客戶而言，這無疑是最重要的方面。本集團主要由遠近客戶所推動，包括我們所管理的物業業主立案法團及客戶或室內裝飾及特殊項目的企業客戶等。對客戶的承諾乃是我們提高服務質量的最大原動力。

在昇捷，我們致力於滿足客戶需求，遵守所有相關的法律及法規，不斷完善管理系統，以確保我們能貫徹始終地提供專業及高水平的服務。

公司的物業及設施管理業務營運旨在提供多元化、全面及具備高質量的物業及設施管理服務。這些定制服務使我們能為客戶創造價值。

自我們營運的物業及設施管理分部於1999年獲得ISO 9001質量管理系統（「質量管理系統」）認證，我們已把升級質量系統應用到所有由公司管理的物業，並將其與本集團的全面質量管理模式相結合。透過不斷改進質量系統，我們能夠貫徹始終地提供高質量的管理服務。

為提供高質量物業及設施管理服務，我們一直努力不懈，公司每年進行一次管理服務調查，以收集住戶和租戶的意見和建議。該調查著眼於一般管理服務、保安服務、清潔服務、維修和保養服務，以及其他適用的服務，包括停車場或會所管理。2017年的調查顯示，住戶和租戶的總體滿意度為98%，結果與2016年保持一致。

In June 2017, we were honoured to be invited by the Quality Evaluation Association of Shandong Province to attend and present at the "Shandong Province 37th Quality Management Group Meeting and QC Conference Results Presentation". Representing an excellent quality management team from Hong Kong, Synergis shared and exchanged valuable experiences.

於2017年6月，我們很榮幸獲得山東省質量評價協會邀請，參加「山東省第37屆質量管理小組代表會議暨QC小組成果發布會」。作為一支代表香港的優秀管理團隊，昇捷與在場人士分享並交流了寶貴的經驗。



Another activity to effectively enhance our service quality and achieve operational excellence is Vision Day. It is an annual half-day competition held for our top management, managers and frontline staff members. The competition allows our frontline staff to brainstorm new ideas to improve our services or enhance our operations. Participants present tools or products for judge panel to judge its practicability. It serves as an operational process experience and idea exchange platform for our frontline staff to learn from each other.



Vision Day是另一項有效提升服務質素並實現卓越營運的活動。此乃為高層管理人員、經理和前線員工而設的比賽，為期半天。該比賽讓前線員工集思廣益，提出新的想法來改善服務或提升公司營運。參與者須展示和介紹相關工具或產品，以供作為評判判斷其可行性。這比賽為前線員工提供互相學習、交流思想經驗的體驗平台。



The winner of Vision Day 2017 is an innovative water pressure gauge testing equipment. Our property management team at one of our managed properties noticed the traditional method of water pressure testing as part of plumbing maintenance poses a risk of plumbing fixtures blowouts especially in old residential apartments. Through a Quality Circle analysis, the team was able to analyse the problem and present an improved water pressure gauge testing equipment that reduces testing time and inconvenience for our residents. It is also a cost-effective solution that reduces the risk of unnecessary maintenance claims.

Vision Day 2017 的得獎作品是一款創新的水壓計測試設備。我們的其中一隊物業管理團隊注意到在維護管道時所實施的傳統水壓測試方法，有可能會導致用水裝置爆裂，這情況尤其會在舊式住宅中發生。透過「品質圈」分析，團隊能夠分析問題，並提出改良版的水壓計測試設備，從而縮短測試時間，並減少為住戶所帶來的不便。這亦是一種合乎經濟效益的解決方案，可減低不必要的維修索賠風險。

In the future, the Group will continue to incorporate the concept of advanced PFM, along with the application of technology to create value for our customers.

Similarly, ISP has been operating under ISO 9001 QMS since 2008, and have continuously been updating its high-level QMS to reflect changes in the company. In 2016, it has incorporated the latest version of ISO 9001 QMS. Through its QMS, ISP focuses on quality throughout the lifecycle of each project, from tender and procurement, to site work and surveying. As per our quality policy, we aim to always satisfy regulatory and customer requirements, while continuously improving our QMS. Our accredited QMS defines management responsibilities, resources and workmanship management, as well as measurement, analysis and improvement.

When it comes to quality management of site work, the site work manual within our QMS details our quality requirements for all procedures, including preparation, structure, renovation, facades, equipment, material, and maintenance. The project quality plan also ensures that each project is meticulously handled within the confines of our QMS.

Quality assurance of our workmanship is then guaranteed by continuous surveillance undertaken by designated experienced site supervision teams, and our team's dedication to rectify any defective work immediately or record in a non-conformance report for further action.

We shall continue to monitor the efficiency and effectiveness of our QMS and also conduct periodical reviews to improve our quality performance.



在未來，本集團將繼續採用前瞻的物業及設施管理理念，並配合科技應用，為客戶創造價值。

同樣，自2008年以來，室內裝飾及特殊項目一直按照ISO 9001質量管理系統運作，並不斷作更新，提升其高水準的質量管理系統，以反映公司的變化。在2016年，最新版本ISO 9001質量管理系統經已被融入其中。透過其質量管理系統，室內裝飾及特殊項目均專注於質量品質遍及每個項目的始末，從招標與採購，到地盤至測量。根據質量政策，我們的目標是一直滿足法律法規和客戶要求，同時不斷改進質量管理系統。備受認可的質量管理系統訂明了管理職責、資源及人工質量管理，以及測量、分析與改進的做法。

就地盤的質量管理而言，質量管理系統中的地盤手冊已詳細列明公司對所有程序的質量要求，包括準備工作、結構、翻新、外牆、設備、材料和維修。項目質量計劃也確保每個項目均須根據質量管理系統所訂明的範圍細心處理。

透過由指定而富經驗的團隊在現場進行持續監督，保證人工質量，如工作上發現任何缺失，我們的工作團隊會立即作出糾正，或將該情況記錄在不符項目的報告中，以採取進一步的行動。

我們將繼續監控公司的質量管理系統，並對其效率和效益進行定期審查，以提高質量表現。



## PROTECT CUSTOMER DATA PRIVACY

Customer data privacy is treated with utmost care and diligence. We respect the privacy of our customers, business partners and employees, and we are responsible to strictly control the access of all confidential information. All information is handled with care and are only accessible by authorised personnel on a need-to-know basis.

All employees are obliged to protect and properly safeguard the Group's proprietary and confidential information, especially relating to our customers and business operations. Unauthorised disclosure of personal data may commit an offence under the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong). Various initiatives have also been taken to improve network security, to reduce any information technology ("IT") risk. Appropriate IT policies and procedures are in place to protect our stakeholders.

## ENHANCE CUSTOMER SATISFACTION AND ENGAGEMENT

As a customer-oriented enterprise, our PFM operations inherently understand the importance of service quality, especially through our day-to-day direct engagement with our customers and tenants. As the first batch of PFM companies in Hong Kong to be certified with the international standard on complaint handling system, ISO 10002, Synergis has built a quality management model to facilitate quick, transparent and fair complaints-handling process to achieve customer satisfaction.



We believe in technology and are a pioneer in adopting advanced IT systems in all our property and facility services operations. Synergis Community is a smartphone application designed exclusively to provide a two-way interactive communication platform for owners and residents of Synergis' managed property and facility portfolio. Developed by Synergis, the application allows users to easily get in touch with their management office, and to enjoy an enhanced service experience, including round-the-clock service request platform, 24/7 property news update, and others. We will continue to improve and utilise Synergis Community smartphone application as a key communication platform to provide a more customer-friendly and efficient management service.

## 保障客戶資料及私隱

公司一直小心維護客戶的資料及私隱。我們尊重客戶、業務夥伴和員工的私隱，而且我們有責任嚴格規限獲取所有機密資料的權限。所有資料均經過謹慎處理，並只有需要知情的有關授權人士方能獲取。

所有僱員均有義務保護和妥善保管本集團專有的機密資料，尤其是與客戶和業務營運相關的信息。未經授權而披露個人資料，可能已違反個人資料（私隱）條例（香港法例第486章），並構成罪行。為提高網絡安全性，我們亦已採取各種相關措施以降低可能由資訊科技（「資訊科技」）所帶來的任何風險。公司會透過制定適當的資訊科技政策和程序來保護我們的持份者。

## 提高客戶的滿意度及參與程度

作為一家以客為本的企業，我們的物業及設施管理業務一直都明白服務質素的重要性，尤其是透過我們與客戶和租戶的日常直接接觸。作為香港首批獲得投訴處理系統國際標準ISO 10002認證的物業及設施管理公司，昇捷建立了一個質量管理模式，促進處理投訴的流程，使過程變得快捷、具透明度和公平，以滿足客戶的期望。

我們相信資訊科技所帶來的效益，並已率先在所有物業和設施服務的營運中採用先進的資訊科技系統，成為行業先鋒。Synergis Community是一個智能手機應用程式，專為昇捷所管理的物業和設施之業主和住客而設，為他們提供可雙向互動溝通的通信平台。由昇捷開發此應用程式，使用戶能輕鬆地與管理處取得聯絡，並享受更佳的服務體驗，包括24小時服務平台、24/7房地產資訊更新等。我們將繼續改善和善用Synergis Community手機應用程式作為主要的交流平台，以提供對客戶更友好和更高效的管理服務。

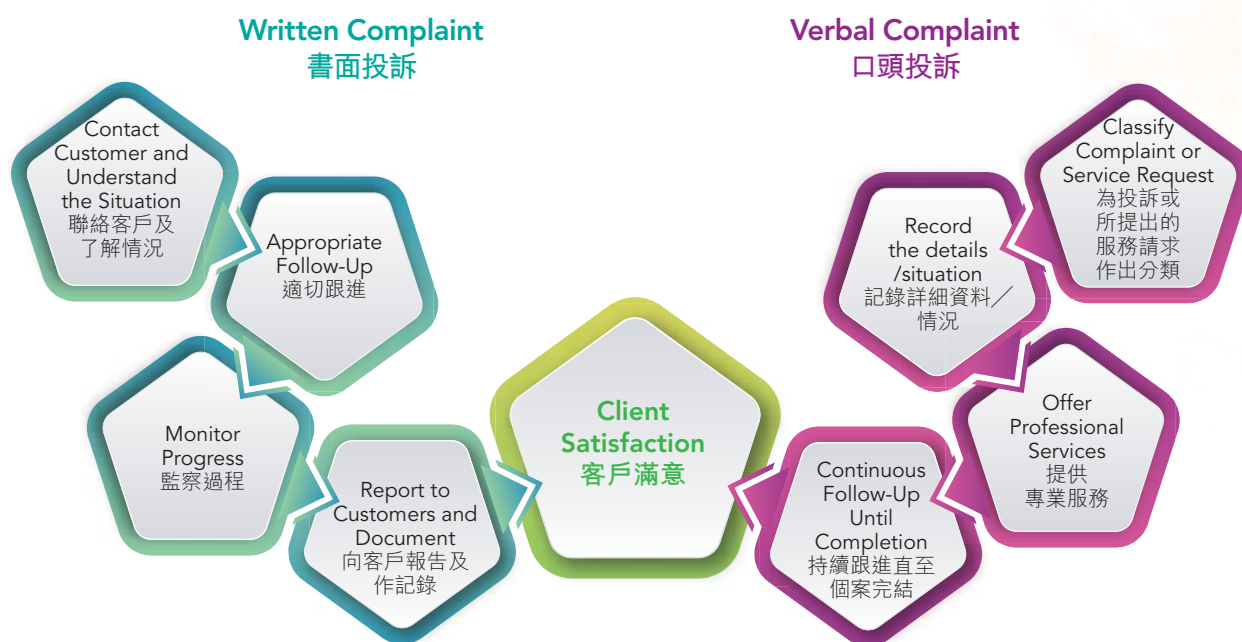


Around-the-clock hotline at our customer service centre provides further customer services to owners and residents of our managed properties. The customer services centre receives incoming calls of customers enquiries and complaints. Each case is properly documented and carefully monitored to ensure all cases are reviewed and serviced within 7 working days. For abnormal situations that require more than 7 working days, follow-up calls to customers or management office staff will be made to ensure prompt services and customers satisfaction. Our customer service centre staff are trained in-house through internal staff coaching and case sharing, in order to improve customer service skills and standards.

Other forms of customer complaints are handled with care and in a timely manner. Written and verbal complaints or service requests are cautiously documented and addressed. Each case is monitored and followed through by designated property managers until the case is completed. All customer feedbacks are recorded to enhance our service quality in the future.

客戶服務中心的全天候24小時熱線為我們管理物業之業主及住客提供進一步的客戶服務。該服務中心負責接收客戶的來電查詢和投訴。每個個案都會被妥善記錄在案及受到仔細監察，確保所有個案都會在7個工作日內進行審查。對於需時超過7個工作日以上去處理的異常情況，公司會致電與客戶或管理處的員工，確保個案得以適時跟進，讓客戶感到滿意。我們會為客戶服務中心的員工提供內部培訓，部門員工會作出指導和進行案例分享，以改善客戶服務的技巧及水平。

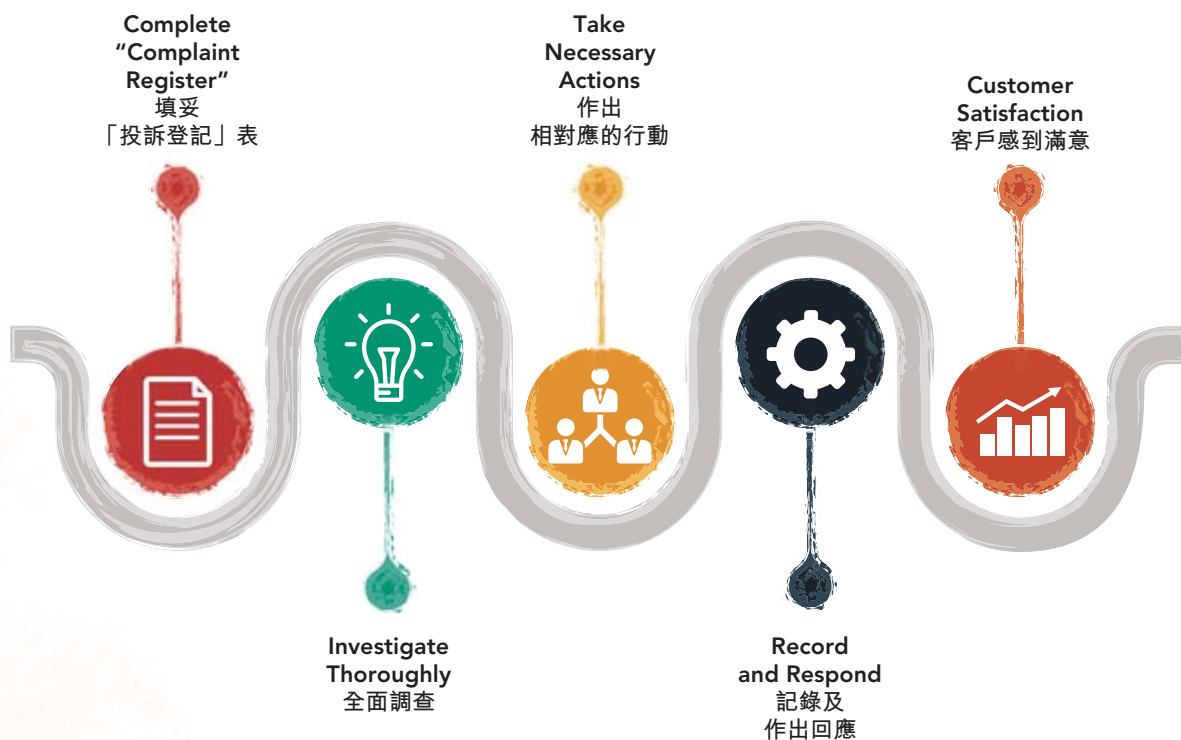
其他形式的客戶投訴會被適切處理。書面及口頭投訴或所提出的服務請求將會被審慎記錄並作進一步跟進。每個個案均經由指定的物業經理一直進行監察及跟進，直至個案完結為止。所有的客戶反饋意見都會被記錄下來，以提升將來的服務質素。



PFM's complaint handling procedures  
物業及設施管理之投訴處理程序

With regard to ISP, we follow a complaint handling procedure in accordance with our ISO 9001 QMS. All complaints received shall be immediately rectified or followed through until our customers are satisfied with the solution. A "complaint register" form shall be filled out, before a complete investigation is carried out to determine necessary action. Relevant responsible personnel shall be arranged to rectify any issue arose as per the complaint. All actions taken are recorded systematically. In the unlikely event of any serious complaints, especially with regards to the quality of work, our Managing Director of ISP division shall be informed. All complaints are taken seriously and we shall ensure that they are followed through professionally.

就室內裝飾及特殊項目而言，我們會按照與ISO 9001 質量管理系統相乎的程序去處理投訴。當收到任何投訴時，我們會立即予以糾正或作出跟進，直到客戶對解決方案感到滿意為止。在進行全面調查，決定作出相對應的跟進行動之前，應填寫「投訴登記」表格。我們將安排相關的負責員工為所投訴的問題予以糾正，而員工所採取的所有行動都會被有條理地記錄在案。儘管機會不大，但如果出現任何嚴重的投訴，尤其是與工作質素方面有關的，我們將通知室內裝飾及特殊項目的董事總經理。我們會認真處理每一項投訴，並作出專業跟進。



ISP's complaint handling procedures  
室內裝飾及特殊項目之投訴處理程序





## AWARDS AND RECOGNITIONS

## 獎項及讚揚

Awards  
獎項

Name of  
Properties  
獲獎的物業名稱



Excellence in Facility Management Award 2017  
卓越設施管理獎 2017

Excellence Award  
(Asia Pacific)  
卓越獎  
(亞太區)

The Metropolis  
Tower  
都會大廈

Excellence Award  
(Corporate Real  
Estate)  
卓越獎  
(企業房地產)

Society for the  
Prevention of  
Cruelty to Animals  
(HK)  
香港愛護動物協會

Excellence Award  
(Institutional &  
Government  
Properties)  
卓越獎  
(公共項目及政府  
產業)

The Hong Kong  
Federation of  
Youth Groups  
Building  
香港青年協會大廈  
Tuen Mun Public  
Riding School  
屯門公眾騎術學校

Merit Award  
(Small-scale  
Residential)  
優異獎  
(小型住宅)

Valley View  
Terrace  
駿景台



Building Management Week 2017 — Quality Management • Caring  
Buildings Property Management Competition  
「優質樓宇管理週 2017」之「識管·惜樓宇」物業管理比賽

Merit Award  
(Medium-scale  
Residential)  
優異獎  
(中型住宅)

Hollywood  
Terrace  
荷李活華庭

Merit Award  
(Small-scale  
Residential)  
優異獎  
(小型住宅)

Fairland Garden  
俊慧園

Awards  
獎項

Name of  
Properties  
獲獎的物業名稱



U.S. Green  
Building  
Council  
美國綠色建築  
委員會

RICS Awards  
2017 China  
RICS Awards  
2017 中國獎

LEED EBOM  
platinum  
certificate  
LEED EBOM  
鉑金級認證

Merit Award  
(Facilities  
Management  
Team of the Year)  
優秀獎  
(年度設施管理團  
隊)

Link Square,  
Shanghai, China  
上海領展企業廣場

Awards  
獎項

Number of  
awarded staff  
獲獎的員工數目



Best Security Guard Awards 2016  
最佳保安員選舉獎項2016

Best Security  
Guard Award  
(New Territories  
North Region)  
最佳保安員獎項  
(新界北總區)

Merit Award (New  
Territories North  
Region)  
傑出表現獎  
(新界北總區)

Outstanding  
Security Guard  
Award (HK Island  
and Kowloon East  
Region)  
優秀保安員獎  
(港島總區及  
九龍東區)

1 security guard  
1名保安員

76 security guards  
76名保安員

6 security guards  
6名保安員



# Care for Our People

## 關懷員工



### Our Commitment

Our employees are important asset of our Group, therefore we are dedicated to promoting a safe and respectful work environment, providing adequate staff training while assisting in their career development, as well as raising their awareness in the importance of sustainability and ESG-related topics and issues.

### 我們的承諾

員工是本集團的重要資產，因此，我們致力於為員工建立一個安全和相互尊重的工作環境，並提供足夠的員工培訓，同時協助他們發展事業，並提高他們對可持續發展及與環境、社會及管治相關議題重要性的認識。



## FOSTER A CULTURE OF WELL-BEING

### Occupational Health and Safety

Synergis pledges to guarantee the safety of all work area within its operational control, without jeopardising the health of our employees, customers and general public. This allows for efficient and safe performance of day-to-day operations, as well as prevention of accidents along with tangible and intangible losses.

Ultimate Goal: Zero Accident

In 2017, we have further updated our Occupational Health and Safety (“OHS”) Policies for PFM and ISP, which have then been distributed throughout the Group. It is our policy to genuinely consider OHS an integral part of our daily operations and sustainable development. We are committed to implementing and maintaining a high-level OHS system with full compliance of local legislation, codes of practice and contractual obligation as the minimum standards. Synergis has operated under an OHS management system that fully conforms to internationally-recognised requirements of OHSAS 18001.

In particular, for our PFM operations, we have redefined the SHEC in 2017 to further our mission to reach our goal. Chaired by our senior management, the SHEC is dedicated to:

- Promoting work safety and environmental awareness
- Reviewing company policies for legal requirements update
- Monitoring work injury case for continuous improvement
- Identifying critical safety and environment-related risks

## 為員工設想的文化

### 職業健康和安

昇捷承諾在其營運控制範圍內保證所有工作場地的安全，不會危害僱員、客戶和公眾的健康。這使我們日常營運順利，能有有效而安全的工作表現，並且能夠預防發生意外事故，避免有形和無形的損失。

終極目標：零意外事故

於2017年，我們進一步更新了物業及設施管理和室內裝飾及特殊項目的職業健康及安全（「職業健康及安全」）政策，並已向整個集團分發。我們把職業健康及安全視為日常營運和可持續發展中的一個不可劃缺的部分。我們致力於實施和維護一個高水平的職業健康及安全制度，並完全符合當地法規、行為守則和合同責任。昇捷在職業健康及安全管理制度下運行，完全符合OHSAS 18001國際公認的標準。

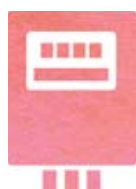
在2017年，特別對於物業及設施管理之業務，我們為職安健環委員會重新下了定義，以進一步實現目標。在高級管理層的帶領下，職安健環委員會致力於：

- 提高工作安全和環保意識
- 檢討公司政策，按法律要求作更新
- 監控工傷事件以便持續改進
- 識別重大的安全和環境風險



Under the guidance of the SHEC, numerous safety initiatives have been carried out throughout the Year. These initiatives strengthen the awareness of our employees and aim at preventing any health or safety hazard.

在職安健環委員會的指導下，我們在本年內開展了多項安全措施。這些措施加強了僱員意識，並希望能防止任何健康或安全事故發生。



Internal and External on-site OHS audits

就職業健康及安全作內部和外部的實地審核



Risk Assessment on Critical Safety Work Procedures

重大安全工作程序的風險評估



Monthly Safety Inspection Programme

每月安全檢查計劃



Regular OHS Newsletter

定期發放職業健康及安全通訊



Internal Safety Promotional Events  
內部安全宣傳活動



International Guidelines on Safety Helmets  
有關安全頭盔的國際指引



New Safety Guidelines on Above-ground Works  
新的地上工程安全指引



Added Specification on Chemical Labelling  
給化學標籤增添規範

Major safety initiatives implemented by SHEC in 2017.  
2017年內職安健環委員會實行的主要安全措施

Our PFM operations also monitor six critical safety work procedures, including (i) preventions of slipping, tripping and falling; (ii) physical handling operations; (iii) electrical work safety; (iv) working at height; (v) ladders usage; and (vi) chemicals safety.

物業及設施管理營運亦須監控六個關鍵的安全工作程序，包括(i)防止滑倒、絆倒和墜落、(ii)實物處理操作、(iii)電力工作安全、(iv)高空作業、(v)使用梯子和(vi)化學品安全。

Not only are we concerned with our employees' safety and health, at Synergis, we would like to take one step further and consider the health and safety of our property owners, tenants and general public we interact with daily. In 2017, we have implemented a new initiative for external parties, called Safety, Health and Environmental Corner (the "SHE Corner"). It aims to display relevant safety, health and environmental information to raise awareness for property owners, tenants and general public. It has been initially tested in 12 managed properties in 2017 and we expect to implement the SHE Corner in another 20 properties in 2018.

我們不僅關注僱員的安全和健康，昇捷希望進一步為每天與我們互動的業主、租戶和公眾之健康和安作考慮。於2017年，我們實施了一項名為職業安全、健康及環保角(「職安健環角」)的對外新措施，旨在展示與安全、健康和環境有關信息，以提高業主、租戶和公眾的意識。於2017年，此措施已率先在12個管理的物業試行，我們預計在2018年將在其他20個物業實行此措施。

We shall continue to strive for “zero accident” as our ultimate goal, while persistently work together to mitigate the risk of any accidents in the future, and to provide a safer and healthier work environment for our employees. The table below illustrates our injury rate for PFM as at 31 December 2017.

我們將繼續爭取「零意外事故」作為最終目標，彼此共同努力，以減少未來發生意外事故的風險，並為員工提供更安全、更健康的工作環境。下表列出截至2017年12月31日止物業及設施管理的工傷率。

**Work-related Injuries (Direct employees)**  
工傷事故(直接聘用的員工)

**PFM**  
物業及設施管理

Goal of work-related injury rate 工傷率目標	per 1,000 employees 以每千名員工計	18.0
Work-related injury rate 工傷率	per 1,000 employees 以每千名員工計	16.2
Lost days due to work-related injuries 由工傷所引致的工作天數損失	no. of days 日數	4,929

To better govern and adhere to our management system within our ISP operations, COHSMC is set up to provide a direct communications channel between ISP executives and representatives from our approved sub-contractors. This committee aims to increase corporate safety levels through evaluations and promotions of OHS. The quarterly committee meetings assess regulatory updates related to occupational health, safety, environment and others. It also evaluates safety performances, especially through incidence rates statistics and OHSAS 18001 audit results, to reduce number of accidents at all project sites, with reference to the accident data in the construction industry in Hong Kong.

為了更好地管理室內裝飾及特殊項目營運及遵守其管理制度，我們設立了企業職業健康和安全管理委員會，為室內裝飾及特殊項目主管與已獲審批的分判商代表提供直接溝通的渠道。該委員會旨在通過評估及促進職業健康及安全來提高企業的安全水平。季度委員會會議將評估有關職業健康、安全、環境和其他方面的動態。委員會還會參考香港建築業的意外事故數據，特別透過事件的發生機率和OHSAS 18001審計結果來評估安全表現，以減少所有項目地盤的意外事故數量。

A dedicated working group is also structured to promote and oversee the safety and environment aspects of the project site of ISP, by bridging the communications between corporate level and individual project level, and by implementing effective safety precautionary initiatives. Some of their initiatives in 2017 include risk assessment and management of the material safety data sheets, checking of platform ladder and identification of chemical hazards. Statuses of all existing projects of ISP are also updated.

一個專門設立的工作小組亦負責促進和監督室內裝飾及特殊項目之項目地盤安全和環境兩方面的表現，為公司層面和個別項目層面之間作溝通的橋樑，並實施有效的安全預防措施。於2017年，小組所實行的措施包括對原材料的安全數據表進行風險評估和管理，檢查平台階梯以及識別化學危害。所有現有室內裝飾及特殊項目之項目的情況將持續更新。

We endeavour to collaborate with all our sub-contractors to strenuously enhance safety awareness of all members of our workforce and ensure that they fully understand and comply with our policy, as well as take heed of their own welfare as that of others. For all projects, we strictly require all site workers to attend safety induction trainings for all projects.

公司努力與所有分判商合作，大力提高全體員工的安全意識，並確保他們完全理解並遵守我們的政策，並多關注他人。對於所有項目，我們嚴格要求所有地盤工作人員參加就職安全訓練。

The table below demonstrates our injury rate for ISP as at 31 December 2017.

下表列出截至2017年12月31日止室內裝飾及特殊項目的工傷率。

**Work-related Injuries (Direct Employees and Sub-contractors)**  
工傷事故(直接聘用的員工及分判商)

**ISP**  
室內裝飾及特殊項目

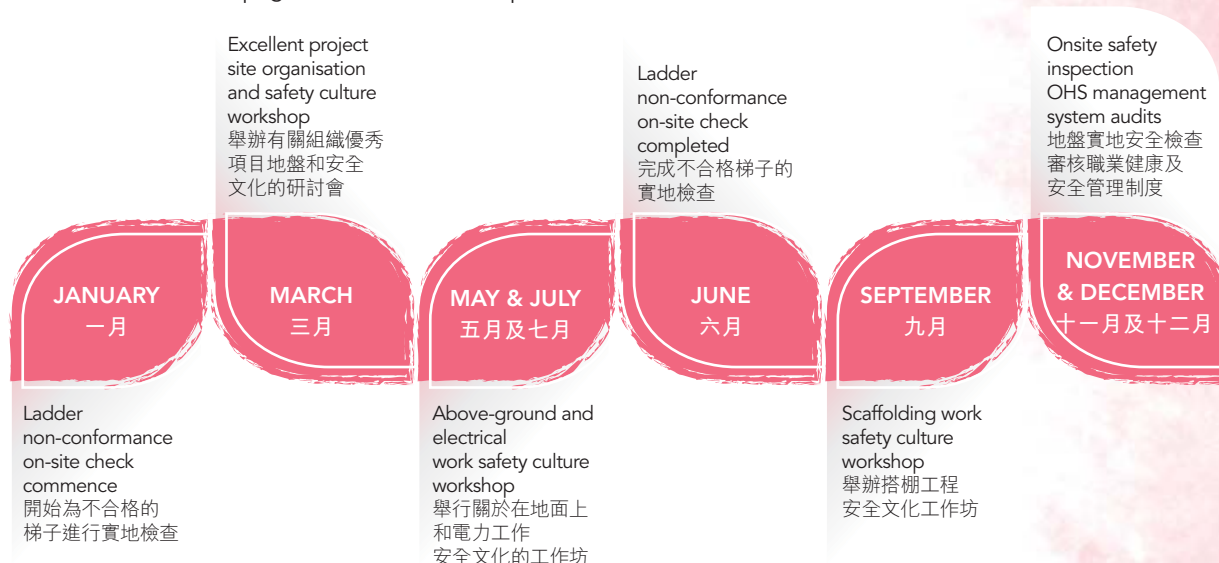
Goal of work-related injury rate 工傷率目標	per 1,000 workers 以每千名工人計	7.5
Work-related injury rate 工傷率	per 1,000 workers 以每千名工人計	8.05
Lost days due to work-related injuries 由工傷所引致的工作天數損失	no. of days 日數	514





We shall continue to ensure all employees receive appropriate OHS training and workshops, including adequate skilled training, to competently carry out their respective duties and responsibilities. For further details on the safety precautionary initiatives on our project sites, please refer to the section of Care for Business Partners on pages 43 to 49 of this Report.

我們將繼續確保所有僱員參與適當的職業健康及安全培訓和工作坊，包括足夠的技能訓練，以有效履行各自的職責。有關項目工地現場的安全預防措施之詳情，請參閱本報告第43頁至第49頁「關懷業務夥伴」的部分。



OHS promotional activities  
職業健康及安全推廣活動

In addition, both PFM and ISP, along with six PFM managed properties, have signed the "Joyful @ Healthy Workplace Charter", organised by the Department of Health and Occupational Safety & Health Council in 2017. Through a series of events, the Charter embraces a healthy and friendly work environment that promotes healthy eating, physical and mental health.

此外，在2017年，物業及設施管理和室內裝飾及特殊項目以及六家物業及設施管理管理的物業均簽署了由衛生署和職業安全健康局聯合組織的「好心情@健康工作間約章」。通過一系列活動，約章為我們帶來了對健康友好的工作環境，並促進健康飲食，使員工身心健康。



## Work-life Balance

Achieving work-life balance for our employees is vital to our business, as it directly impacts their productivity, recruitment and business performance. As such, we have developed an active and innovative corporate culture by organising engagement events for our staff, their family and friends. These events provide leisure and strengthen team spirit, while enabling our staff to present their skills and techniques. The events are with great diversity so that our staff can choose to attend events they enjoy, such as production classes, cooking classes, yoga classes, sporting events, etc.

## 工作與生活的平衡

員工能取得工作與生活之間平衡，對公司業務而言非常重要，因為這會直接影響到他們的生產力，就業表現和業績表現。因此，我們透過為員工、他們的家人和朋友組織參與活動，從而形成積極且創新的企業文化。這些活動不但為他們提供休閒機會，還能加強團隊精神，同時亦讓員工得以展示他們的技能和技巧。這些活動種類極具多樣性，員工可自由選擇參加他們喜歡的活動，如工作坊、烹飪班、瑜珈班、體育賽事等。



Flower Art Workshop  
不凋花工作坊



"Music Fun" Singing Competition  
FUN 享音樂歌唱比賽



Annual Family Movie Day  
家庭電影日



Biz-Green Dress Day 2017, organised by the  
Hong Kong Green Building Council  
香港綠色建築議會舉辦的「輕•型」上班日 2017





2017 HKAPMC Football Challenge Tournament  
2017年度物管盃足球賽



Mango Mooncake Class  
芒果月餅製作班

In November 2017, our staff members from ISP participated in the Construction Industry Sports Day and Charity Fun Day. Two participants even received the titles in two track and field competitions, long jump and high jump.

於2017年11月，室內裝飾及特殊項目員工參加了「建造業運動會暨慈善同樂日」。兩名參賽者更在兩項田徑比賽中奪得冠軍，包括跳遠及跳高。





In December 2017, we organised a family event to visit Hong Kong Disneyland Resort to celebrate Christmas together. A friendly photography competition "SYNERGIS X DISNEYLAND" was held and participants were ecstatic. In the same month, 8 of our employees participated in the 2017 Hong Kong Tuen Mun International Half Marathon to celebrate the 20th anniversary of Hong Kong's handover.

於2017年12月，我們舉辦了一項家庭活動，邀請員工及其家人暢遊香港迪士尼樂園度假村，共同慶祝聖誕節。同時，我們舉辦了名為「SYNERGIS X DISNEYLAND」的攝影比賽，參加者都十分興奮。同月，八名員工參加了2017年香港屯門國際半程馬拉松比賽，慶祝香港回歸二十週年。



As part of its ongoing efforts to maintain a two-way communication with its stakeholders, Synergis has introduced two interactive smartphone communication applications, namely Synergis Community and Synergis Internal Communication Application (SICA). These applications have been recognised by the Quality Improvement and Experience Sharing Convention, where they have been awarded "My Favorite Presentation Team Award" and "Best Sustainability Award" at the Convention 2017/18.

為與持份者保持雙向溝通，昇捷推出了兩個互動性高的智能手機通信應用程式，名為Synergis Community和Synergis Internal Communication Application (SICA)。這些應用程式已獲得「優質改善經驗交流會」的認可，並在2017/18年度大會上榮獲「我最喜愛發佈隊伍大獎」及「最佳持續發展意念大獎」。



Synergis Community Smartphone Application provides a two-way communication platform for owners and residents  
 Synergis Community 手機應用程式為業主及住客提供互動雙向溝通平台



Synergis Internal Communication Application (SICA) provides an internal communication platform for its employees  
 SICA 為員工提供內部溝通平台



## EMBRACE DIVERSE TALENT

At Synergis, we believe the quality and commitment of our staff is one of the important factors in sustaining our leadership position in the market. Therefore, we have developed a unique Talent Management Model that is used for recruiting the right people, developing and retaining high-caliber staff.

Through competence-based management, the process from recruitment, learning and development, to performance review, reward and compensation, and succession planning, is clearly outlined and based on competence and performance of each employee. Concurrently, our company's organisational environment, including our organisational culture and loyalty programme, is instilled into each employee to cultivate staff loyalty and commitment.

These two models of competence-based management and organisational environment are both significant in the structure of our human resources management. Not only do they identify employees who are competent and committed, the two models also lay out a clear career path for our employees' long term professional development.

## 擁抱多元化人才

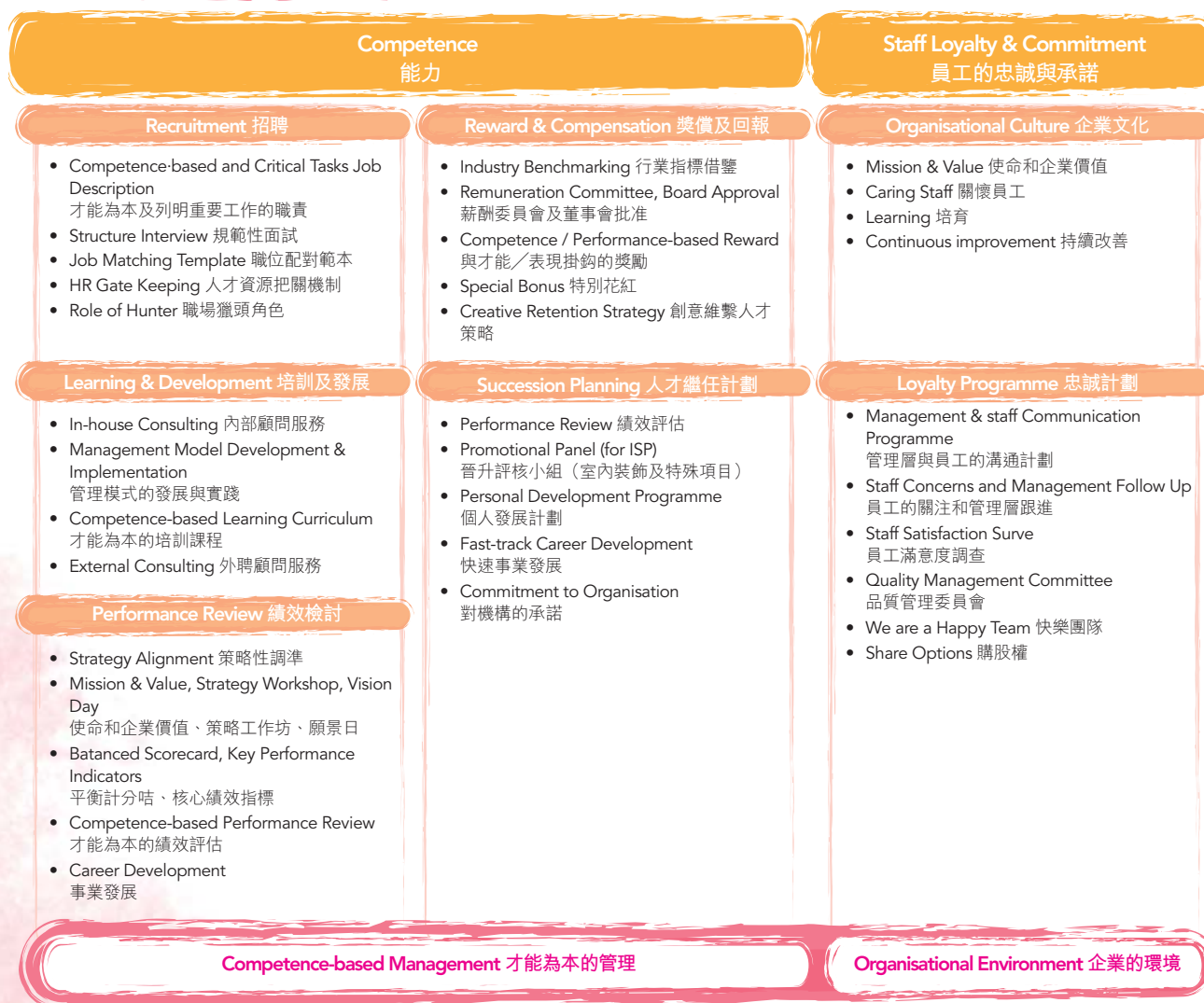
昇捷相信員工的質素和決心是維持公司在市場上的領導地位的重要因素之一。因此，我們制定了獨特的人才管理系統模式，用於招聘合適的人員，培育和保留高素質的員工。

透過才能為本的管理，整個過程從招聘、學習及發展，到績效檢討，獎賞與回報，以及繼任計劃，均清晰概要及建基於每位僱員的能力和表現。同時，我們會向給每位員工灌輸有關公司企業環境的概念，包括企業文化及忠誠計劃，以培養僱員對公司的忠誠與承諾。

對人才資源管理架構而言，這兩種才能為本管理模式和企業環境均具有重要意義，不僅能識別出有能力且有責任感的僱員，還為僱員奠定了明確的事業發展途徑，有利於他們長遠的專業發展。

## TALENTS MANAGEMENT MODEL

### 人才管理系統模式



In alignment with the Talents Management Model, coupled with attracting and retaining diverse talents to support our strategic growth, we must employ multiple layers of human resources management, including but not limited to competitive remuneration and benefits, fair and open recruitment and selection process, commitment to equal opportunity, as well as strict labor standards.

To remain competitive in the job market in Hong Kong, we evaluate and review our remuneration packages at least once a year by benchmarking against other industry players. Our remuneration and benefits include allowances, medical insurance, contributions to pension funds, discretionary bonus, and participation in a share option scheme or long-term rewards.

為配合人才管理系統模式，吸引和留住各種的人才，以支持公司長遠的增長，我們必須採用多層次的人才資源管理方式，包括但不限於提供有競爭力的薪酬和福利，作出公平和公開的招聘和甄選流程，力求予以平等機會，並遵循嚴格的勞工標準。

為保持在香港就業市場中的競爭力，我們每年至少一次以其他同業者為基準去評估和審查公司的薪酬方案。我們的薪酬和福利包括津貼、醫療保險、退休金供款、酌情花紅，參與購入股權計劃的機會或長期獎勵。





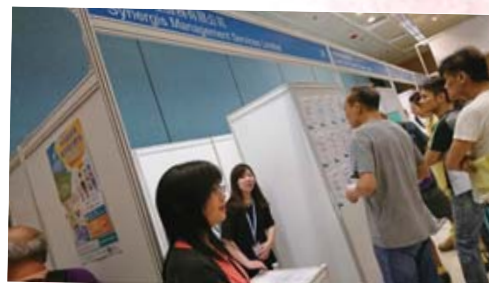
To ensure fair, open and transparent recruitment and selection process, positions are only offered based on competency and qualification of candidates. The same competence-based framework also applies to the evaluation, reward and promotion of our employees. During the Year, we attended and participated in 59 recruitment talks and job fairs, organised by the Labour Department, Construction Industry Council, Hong Kong Outlying Islands Women's Association, and other associations and universities.

為了確保招聘和甄選流程公平、公開及具有透明度，我們只會根據應聘者的能力和資格去決定取錄與否。同樣才能為本的框架亦適用於公司評估僱員的工作表現，分發獎勵及建議晉升。在本年內，我們參與了由勞工處、建造業議會、香港離島婦女聯合會、其他協會及大學所主辦的59場招聘講座和招聘會。

### Diversity and Equal Opportunity of Employees

Synergis is committed to creating an inclusive and supportive working environment. We have exercised our best effort to ensure an environment that is free from discrimination of any kind against any person on the grounds of gender, age, marital status, religion, race, nationality or disability.

We ensure that equal opportunity principles are applied in all human resources policies, especially procedures relating to recruitment, selection, training, promotion and people development. Personal assessments are conducted according only to one's capability to carry out their responsibility. Fair treatment is expected across the Group, from any supervisors to their subordinates. The Group will consider any unfair treatment as discrimination case and take disciplinary action.



### 僱員的多元化與平等機會

昇捷致力於創造一個兼具包容性和支持的工作環境。我們一直盡最大努力，確保員工在工作環境中不會因性別、年齡、婚姻狀況、宗教信仰、種族、國籍或殘疾而受到歧視。

我們確保平等機會原則適用於所有人才資源政策，特別是有關招聘、選拔、培訓、晉升和員工發展的程序。個人評估僅限於對個人履行職責的能力進行評估。本集團期望從主管到下屬均能享有公平待遇。本集團將把任何不公平待遇視為歧視個案，並作出紀律處分。

Sexual harassment prevention policy explicitly prohibits any form of sexual harassment, as such actions are not permitted or tolerated. All complaints are kept confidential and are immediately investigated.

### Labor Standard

Strict labor standards are pursued to prevent any possibility of child-labour or forced labour within our operations. The Group adheres to all relevant legislation, including the Minimum Wage Ordinance (Chapter 608 of the Laws of Hong Kong) and ensures that the salary rate of all staff is no less than statutory minimum wage. The Group also employs background checks and other mechanisms to guarantee that the risk of unethical practices is minimised. Overtime work is also rightfully compensated as per their employment contracts.

### Code of Ethics and Whistleblowing

Synergis' primary ethical standard is honesty and integrity. We believe that integrity, honesty and fairness are core values that every successful organisation must possess and these values build the basis for practicing professional business ethics. These core values also require the commitment and practice from each of our employees, from top to bottom.

In order to provide an independent whistleblowing channel for our employees to anonymously report on incidents or behaviours that might dampen the Group's reputation or finances, we have set up the IMC in 2007 as an independent investigation system. It aims to implement an honest and transparent corporate value and pursue excellent corporate governance, while ensuring compliance with relevant laws and regulations.

IMC serves as a communication and reporting channel for our staff for any cases they consider not to be beneficial to the Group. It then conducts confidential investigation to any reported cases and reports the findings to the Audit Committee on a regular basis. It also conducts trainings on the accounting system and other systems for our employees. IMC's cases and related ethical issues are shared in the monthly Area Operation meeting and monthly PFM meeting with all site in-charges. We also invite Hong Kong Independent Commission Against Corruption ("ICAC") to conduct monthly briefing for all our newly joined staff during orientation and plan to conduct regular updates for senior management and Board members as well in future.

性騷擾預防政策明確禁止任何形式的性騷擾，公司對於此類行為採取零容忍的態度。我們會對所有投訴保密，並會立即展開調查。

### 勞工標準

嚴格的勞工標準是為了防止在營運中出現童工或強迫勞動的情況。本集團遵守所有相關的法例，包括最低工資條例(香港法例第608章)，並確保所有員工的薪酬不低於法定最低工資。本集團亦採用背景調查及其他機制，把確保在員工間出現不道德行為的風險降至最低。根據他們的僱傭合約，員工加班工作將得到合理的補償。

### 道德守則與舉報個案

昇捷的主要道德價值觀乃誠實及正直。我們相信誠信、誠實和公平是每一間成功公司都必須要具備的核心價值觀，這些價值觀奠定了實現專業商業道德的基礎。公司需要每一位僱員，從上到下都守護這些核心價值觀，有決心的把價值觀實出來。

為了讓員工能有一個獨立的舉報渠道，員工可以以匿名身份舉報可能會影響本集團聲譽或財務狀況的事件或行為，於2007年，我們成立了誠信監察委員會作為獨立的調查系統，旨在貫徹實踐誠實並具透明度的企業價值觀，追求卓越的企業管治，同時確保公司遵守相關法律法規。

誠信監察委員會為員工提供溝通和報告的渠道，讓他們舉報認為有可能對本集團構成不利的任何個案。該委員會會對任何被舉報的個案進行保密調查，並定期向審核委員會報告調查結果。該委員會亦會為員工提供有關會計系統和其他系統的培訓。在每月的區域營運會議和每月的物業及設施管理會議上，會與所有物業主管分享誠信監察委員會的個案和探討相關的道德議題。我們亦會邀請香港廉政公署(「廉政公署」)為新入職的員工舉行每月簡介會及計劃在未來定期為高級管理層及董事會成員更新資訊。



During the Year, IMC has facilitated an internal review on the Code of Ethics and the procurement system. Although no major amendment was raised, it has been updated and strengthened. The Code of Ethics lays out the laws and regulations, professional ethics, as well as our company policies with regards to, but not limited to, anti-corruption, conflict of interests, confidentiality, protection of company asset and resources, relationships with tendering suppliers, honest communications, etc. It is required to be confirmed and signed virtually by all our staff members.

在本年內，誠信監察委員會促進了公司對道德守則及採購制度進行內部檢討。雖然委員會並沒有提出重大的修正，但我們已為兩者作出更新及加強。道德守則闡述了法律及法規、職業道德，以及公司就不同方面所制定的有關政策，包括但不限於反貪污、利益衝突、保密性、公司資產和資源的保護、與招標供應商關係、誠實溝通等等。公司全體員工需就此簽名確認知悉相關內容。

IMC has not received any whistleblowing report in relation to integrity, corruption or other relevant subjects during the Year.

在本年內，誠信監察委員會並未有收到與誠信、貪污或其他相關事宜的有關舉報。

#### 2017 Employment Data 2017 僱員就業數據

#### PFM 物業及設施管理

#### ISP 室內裝飾及特殊項目

		PFM 物業及設施管理		ISP 室內裝飾及特殊項目	
<b>Total Number of Employees</b>	<b>員工總數</b>	3,809	100%	389	100%
<b>By Gender</b>	<b>按性別劃分</b>				
Male	男性	1,962	51.5%	280	72.0%
Female	女性	1,847	48.5%	109	28.0%
<b>By Employment Type</b>	<b>按工作形式劃分</b>				
Full-Time	全職	2,399	63.0%	273	70.2%
Part-Time	兼職	868	22.8%	101	25.9%
Contracted	合約形式	542	14.2%	15	3.9%
<b>By Employment Category</b>	<b>按工作類別劃分</b>				
Executive	行政人員	4	0.1%	18	4.6%
Manager-Grade	經理級員工	114	3.0%	66	17.0%
Officer-Grade	主任級員工	326	8.6%	129	33.2%
General Staff	一般職員	3,365	88.3%	176	45.2%
<b>By Age</b>	<b>按年齡劃分</b>				
Below 30	30歲以下	472	12.4%	70	18.0%
30-50	30歲至50歲	978	25.7%	198	50.9%
Above 50	50歲以上	2,359	61.9%	121	31.1%



## ENCOURAGE PROFESSIONAL DEVELOPMENT

## 鼓勵專業發展

At Synergis, professional development is a major focus for the Group's sustainable development. In line with our Talents Management Model, learning and development includes in-house consulting, management model development and implementation, competence-based learning curriculum and external consulting. Through appropriate training programmes, we hope to enhance the skills and capabilities of our staff members to perform their job duties effectively.

在昇捷，專業發展是本集團可持續發展的重點。根據公司的人才管理系統模式，學習和發展包括內部諮詢、管理模式的開發和實施、才能為本的學習課程和外部諮詢。透過適當的培訓計劃，我們希望提高員工有效履行工作職責的技能和能力。

Our Learning and Development Team reviews training needs every three years through performance review and focus groups, and maintains an annual staff training programme. The training programme aims to enhance business performance excellence, team and people management, customer service and communications, industrial knowledge, technical knowledge, quality assurance, among others. Job specific trainings are also offered, such as customer service centre coaching, on-site security and technical trainings programmes. Orientation programme is also provided for all new staff members, whereby they learn about the Group, relevant laws and regulations, our company policies in human resource management and anti-corruption, as well as safety and health risk factors. In addition, ICAC is invited to conduct business ethics seminars quarterly, along with monthly briefing for all newly joined staff.

透過評估員工工作表現及進行焦點小組訪談，公司的培育及發展部每三年審視培訓需求一次，並每年都會展開年度員工培訓計劃。培訓計劃旨在提高卓越的業務表現，團隊及人員管理，改進客戶服務和溝通，增強行業知識，鞏固技術知識，促進質量保證等。培育及發展部還會提供針對具體工作的培訓，如客戶服務中心指導、實地安保和技術培訓計劃。我們亦會為所有新員工提供入職培訓，讓他們了解本集團、相關的法律及法規、有關人才資源管理和反貪污的公司政策，以及安全與健康的風險因素。此外，我們每個季度均會邀請廉政公署前來舉辦商業道德研討會，亦會舉辦每月簡介會，向所有新員工作講解。

To provide high quality customer service within our PFM operations, our security staff and relevant customer service staff are trained through a training programme called Certificate in Total Customer Satisfaction. This 1.5-day training enhances their face-to-face customer service skills, while ongoing monitoring and coaching are conducted in their daily operations. This assessment certifies them to an internal Qualification Framework Level 2 programme recognised by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. In 2017, 8 staff members successfully completed the certification, resulting in about 150 training hours.

為了在物業及設施管理營運中提供高質素的客戶服務，我們的保安人員和相關的客戶服務人員須參與名為全面服務管理證書課程的培訓計劃。此乃為期1.5天的培訓活動，可增強員工面對面的客戶服務技巧，在日常運作中，我們亦會對員工進行持續監察及指導。參加這項評估相等於員工參加了由香港學術及職業資歷評審局認可的內部資歷架構第2級計劃。於2017年，有8名員工成功完成約150個小時的培訓課程並獲得認證。

On the other hand, we have launched a new e-learning platform in 2017 to create a more accessible training experience for our staff. Through videos and online assessments, this programme would allow for more efficient and effective learning, while significantly reducing the time and distance constraints. We have currently launched our pilot programmes including security orientation.

另一方面，於2017年，我們推出了一個嶄新的電子學習平台，為員工帶來更方便的培訓體驗。通過視頻和在線評估，該培訓計劃將提高員工的學習效率與果效，同時顯著地縮短了學習的時間和減少了距離的限制。我們目前已試行的計劃包括保安培訓。



External trainings are also recommended for job-specific enhancement, such as finance, health and safety, property management and ISO management systems. These courses are mainly provided and certified by industry associations.

提供外部培訓也是個適用於提高特定工種之效率的好方法，如財務、健康與安全、物業管理和ISO管理系統。這些課程主要由行業協會提供及獲得協會認證。

While our employees are trained internally and externally, we would like to engage and educate students and the public on property management and security services. In 2017, our senior staff members taught a practical training class for more than 10 students who are studying "Advanced Security and Property Management Foundation Certificate" at the Hong Kong Confederation of Trade Unions Training Centre.

In addition to offering education subsidies to assist our staff in obtaining and/or advancing their education degrees, we have collaborated with HKU Space in designing an Executive Certificate in Facility Management. Expected to launch in 2018, this certified course aims to fill the gap in the market to provide experienced professionals and other interested parties with in-depth understanding of the facility management industry. Supported by our Group, this course shall encourage public engagement and create synergies between our internal and external facility management experts, and the general public.



儘管安排員工接受內部和外部的培訓，我們也希望教育學生和公眾有關於物業管理和保安服務的事宜。於2017年，公司的高級職員在香港職工會聯盟培訓中心為10多名正在修讀「高級保安及物業管理基礎證書」的同學舉辦實務培訓課程。

除了為有需要員工提供教育津貼，以協助他們獲得教育學位及／或進修之外，我們還與香港大學專業進修學院合作，設計行政人員證書《設施管理》課程。該認證課程預計於2018年推出，旨在彌補市場空隙，讓為經驗豐富的專業人士和其他相關人士更深入了解設施管理這個行業。在本集團的支持下，本課程歡迎公眾參與，並有望能在內部和外部設施管理專家與公眾之間建立協同效應，推動行業發展。

As recognition for PFM's effort in promoting talent training and development, it has been awarded "Manpower Developers" under the Manpower Developer Award Scheme by the Employees Retraining Board in 2011, 2013 and 2015. The award is subject to renewal every two years and the Company has again been recognised as Manpower Developers this year.

作為對物業及設施管理努力促進人才培訓和發展的認可，公司在2011年、2013年和2015年獲僱員再培訓局頒發「ERB人才企業嘉許計劃 — 人才企業」的獎項。該獎項每兩年更新一次，而公司今年亦再次獲獎。



All personnel who work for, or on behalf of ISP, and whose work may create a significant impact on ISP's health and safety performance shall be competent and received appropriate training. ISP shall identify the training needs and arrange suitable training, for the nature of work at each rank within the site.

為室內裝飾及特殊項目工作或代表室內裝飾及特殊項目工作，而且其工作有可能對室內裝飾及特殊項目的健康與安全表現產生重大影響的所有員工必須勝任其職務並接受適當的培訓。室內裝飾及特殊項目會識別培訓需求並安排合適的培訓，以確保地盤內每個職位的工作均由有能力的員工擔任。

The training implemented shall consider the differing levels of responsibility, ability, literacy and risk. Site managers of each project are responsible to conduct respective technical trainings according to individual needs.

在設計培訓項目時，我們會考慮不同程度的責任、能力、質素和風險。每個項目的地盤經理都有責任根據員工的個人需要來提供相對應的技術培訓。





## 2017 Training Data 2017 培訓數據

		PFM 物業及 設施管理	ISP 室內裝飾及 特殊項目
Total number of training hours	培訓總時數	9,485	1,799
Average number of training hours per employee	每位員工的平均受訓時數	2.23	4.70
Ratio of average number of training hours (Male/female)	平均受訓時數比例(男/女)	1.43:1	4:1

## AWARDS AND RECOGNITIONS

## 獎項及讚揚

### Awards 獎項



Construction Industry Safety Award 2016/2017  
「建造業安全獎勵計劃 2016/2017」

Meritorious Prize in the  
Building Sites —  
Sub-contractors category  
樓宇建造地盤 — 次承判商  
優異獎

Certificate of Good  
Performance — Renovation  
and Maintenance Works  
category  
裝修及維修工程  
良好表現證書



Best Property Safety Management Award 2016/2017  
最佳職安健物業管理大獎 2016/17

Merit Award in Best Property  
Management Award in  
Occupational Safety and  
Health (Lung Mun Oasis)  
最佳職安健物業管理大獎  
優異獎(龍門居)

Bronze Award in  
Best Property Contractor in  
Occupational Safety and  
Health: New Haven  
最佳職安健物業管理承辦商  
銅獎(名逸居)

Awards  
獎項



Security Services  
Best Training  
Award 2016  
保安服務最佳培  
訓獎2016

Merit Award in Type I:  
Provision of security  
guarding services  
第一類別牌照  
(保安護衛服務)  
優異獎



The 15th Annual  
Outstanding Student and  
Outstanding Partners  
Award  
第15屆年度傑出學生和  
傑出合作夥伴獎

Outstanding Partner  
傑出合作夥伴獎

Quality Improvement and  
Experience Sharing  
Convention 2017/18  
優質改善經驗交流會  
2017/18



My Favorite Presentation  
Team Award  
我最喜愛發佈隊伍大獎

Best Sustainability Award  
最佳持續發展大獎

Awards  
獎項

Yuen Long Police District  
Outstanding Management  
and Security Officer  
Election Award 2017  
元朗警區優秀管理人員/  
保安員選舉獎勵計劃2017



Number of awarded staff  
獲獎的員工數目

18 awardees in Excellent  
Management Staff  
18名管理人員  
獲頒發優秀人員獎



# Care for Business Partners

## 關懷業務夥伴



### Our Commitment

Synergis strives to collaborate with our supply chain partners in improving sustainability performances, while adhering to, or even exceeding, industry standards.

### 我們的承諾

昇捷力求與供應鏈的夥伴合作，共同提高可持續發展的表现，同時堅持符合又或甚至超越行業標準。



## COLLABORATE WITH OUR PARTNERS

Due to our business natures in PFM and ISP, our supply chain includes sub-contractors, business partners, suppliers and other service providers. Although PFM and ISP operations differ fundamentally, the criteria for the selection of our partners are equally rigorous. To become a supply chain business partner of Synergis, our contractors and suppliers should share similar values as our Group.

For PFM operation specifically, our vendors are assessed based on three categories: service vendors, suppliers and contractors. Assessments include service and product quality, safety precautions, technical know-how, sufficiency in on-site manpower, etc. As for our PFM contractors, we pay particular attention to risk assessment and certification of individual competency.

Before becoming one of our approved contractors, we will verify prospective contractors' qualifications, insurance particulars, as well as their self-assessment in health, safety and environmental measures. For cleaning service vendors in particular, OHSAS 18001 management system is required for all tenders.

An approved contractor list ("ACL") is properly maintained. Top contractors in each trade category are assessed on a regular basis. Their performances are monitored and reported through performance appraisals, where we communicate the Group's requirements and areas of improvement for individual contractors to further improve our business relationship.

### Business Partners Engagement

#### *Initially*

Reviewed every two years, safety and health handbook with all necessary regulations and guidelines are provided to newcomers of our ACL as knowledge transfer. The handbook explains the Group's OHS policies, targets, systems and related procedures. This procedure ensures that our Group develops in line with regulatory changes. We welcome our business partners to join us in achieving our mission.

## 與業務夥伴合作

有鑑於物業及設施管理和室內裝飾及特殊項目的業務特性，公司的供應鏈包括分判商、業務夥伴、供應商和其他服務供應商。儘管物業及設施管理和室內裝飾及特殊項目的營運有著本質上的不同，但我們在選擇合作夥伴時所採用的標準是同樣的嚴格。要成為昇捷的供應鏈業務夥伴，承包商和供應商必須秉持與本集團相似的價值觀。

就營運物業及設施管理而言，我們會按照三種分類去為供應商進行評估：服務供應商、供應商和承包商。評估項目包括服務和產品質量、安全預防措施、技術知識、能在工地現場提供足夠的人力資源等。針對物業及設施管理的承包商，我們特別關注風險評估和個人能力認證。

在成為我們的核准承包商之前，我們會對有潛質的承包商之資格進行核實，還會審查其保險細節，以及他們在健康、安全及環境措施方面的自我評估。針對清潔服務供應商，所有投標者都必須要符合 OHSAS 18001 管理制度。

我們會妥善處理及更新核准承包商名冊（「核准承包商名冊」）。我們對每個交易類別的頂級承包商定期進行評估。其表現受到監察及透過績效評估作出記錄，與此同時，我們亦會在此向個別承包商申明本集團的要求，並提及其需要改進的地方，以進一步改善兩者之間業務關係。

### 業務夥伴參與

#### *最初*

每兩年審查一次，我們會把安全與健康手冊以及所有必要的規章和指引交予新加入已核准的承包商名單內之新成員。該手冊解釋了本集團的職業健康及安全政策、目標、系統和相關程序。此程序確保了本集團的發展符合監管變化。公司歡迎業務夥伴加入，與我們一起實現使命。



### **Quarterly**

Vendor assessment reports are conducted quarterly, and sent out to our approved contactors to reflect their work performance. Appreciation letters are also issued by our Managing Director (Property Services) to our approved contractors with outstanding performances.

### **Annually**

ACL qualifications are reviewed and annual renewals are conducted. Company information, licenses, certificates and insurances shall be updated, in order to retain effective communication with our business partners.

For our ISP, the Group shall select responsible suppliers and sub-contractors who adopt good safety practices, provide proper site facilities and maintain safe and healthy working conditions. This selection process shall facilitate the prevention of any unwanted incidents and accidents, and provision of adequate protection for all site personnel as well as the public at large.

We also determine and apply various criteria for the evaluation, selection, monitoring of performance, and re-evaluation of our sub-contractors and suppliers, based on their ability to provide services in accordance with our requirements.

Prior to the commencement of and throughout the project, we collaborate closely with our sub-contractors and suppliers. Specifically, construction material usage are carefully evaluated and calculated to avoid the generation of abandoned materials as waste. Additionally, site management, including the handling, separation and disposal of non-hazardous and construction wastes, are properly monitored and maintained. Further information is detailed in the following sections.

### **季度**

供應商評估報告每季度進行一次，該報告會發送至核准承包商，反映其工作表現。董事總經理（物業服務）亦會向表現突出的核准承包商發出嘉許信。

### **年度**

有關核准承包商名單內的成員資格，我們會作年度審查及更新。為保持雙方有效溝通，業務夥伴應向公司提交已作更新的公司信息、牌照、證書和保險資料。

就室內裝飾及特殊項目而言，本集團選擇與採取良好安全措施的負責任供應商和分判商合作，提供正規的地盤設施，並維持安全和健康的工作環境。這甄選過程將有助防止任何不必要的事件和意外事故發生，並為所有地盤的工作人員和公眾提供充分的保護。

在甄選過程中，我們會使用預先設定的評估標準來為分判商和供應商作評估，進行甄選，監察其表現，並再作重新評估，判斷他們的能力及所提供服務是否能達到公司要求。

在整個項目開始之前，公司會與分判商和供應商緊密合作。具體來說，我們會就建築材料的使用進行仔細評估和計算，避免廢棄材料的產生。此外，地盤管理包括處理、分類和棄置無害及建築廢物必須得到適當的監控和維護。有關詳情請參閱以下的章節。

## Commitment to Health and Safety

Synergis is committed to promoting quality workplace management through the maintenance of its occupational health and safety management system. This ensures that the Group and its business partners collaborate to provide a healthy and safe working environment for all employees and site workers.

For both PFM and ISP operations, we invite all business partners to cooperate with the Group's OHS management system and its objectives. In addition to providing proper and effective guidance and training, we also expect our business partners to meet the Group's goal of zero accident and zero prosecution.

對於物業及設施管理和室內裝飾及特殊項目業務，我們邀請所有業務夥伴配合本集團的職業健康及安全管理制度，以及其目標。除了提供適當和有效的指導和培訓外，我們亦期望業務夥伴能夠實現本集團有關零意外事故和零起訴的目標。



## 對健康與安全的承諾

昇捷致力於透過維護公司職業健康和安全管理制  
度，以促進高質量的工作場地管理。這確保了本  
集團及其業務夥伴會通力合作，為所有僱員和地  
盤工作人員提供健康安全的工作環境。



For example, at every project site of ISP, general requirements are adhered to. Prior to project commencement, all site workers are required to attend a site induction safety training. Their identification cards and other qualification documents must be checked to ensure the right person and qualification is on duty. A project site safety guideline would be posted on the notification board on site.

例如，在每個室內裝飾及特殊項目項目之地盤，工作人員都必須遵守一般要求。在項目開始之前，所有工地工作人員都必須參加現場就職安全訓練。工作人員的身份證和其他證明其資歷或資格的證件均必須經過檢查，以確保值班的人正是合適的合資格人員。項目地盤安全指引亦會被張貼在工地的告示板上。





During the safety training, several critical processes and their respective safety requirements are comprehensively illustrated. These processes include working at heights, use of lifting equipment, above-ground work, among others. The proper use of personal protective equipment is also demonstrated.

In 2017, our ISP business has subscribed to the “Charter on Preferential Appointment of OSH Star Enterprise”, which encourages organisations to give preferential appointment to OSH Star Enterprise that have implemented effective safety management system and passed the stringent safety audit of Occupational Safety & Health Council.

於2017年，我們就室內裝飾及特殊項目簽署了「優先選用職安健星級企業約章」，鼓勵機構在選擇合作夥伴時，優先選用「職安健星級企業」，因為這些企業會實施有效安全管理制度，並已通過職業安全健康局的嚴格審核。

在安全訓練期間，我們會向工作人員全面說明了幾個關鍵的工作過程及其各自的安全要求。這些工作過程包括高空作業，使用起重設備，在地面上工作等，我們也會向工作人員示範正確使用個人防護裝備。



## ASSESS SUPPLY CHAIN PRACTICES

### Integrity Monitoring

Synergis is committed to upholding high standards of corporate governance and business ethics, which includes keeping our integrity in check. Set up in 2007, the IMC is a special committee that provides whistleblowing channels for our stakeholders to report integrity-related cases that could have significant business impacts to the Group. The IMC conducts investigation to any cases reported by our staff members, customers, service providers or suppliers, and reports findings to the Audit Committee.

IMC regularly conducts meeting with our contractors to enhance the core values of the Group, especially on work ethics and integrity. We also share IMC's cases and ethical issues in our monthly Area Operation meeting and monthly PFM meeting with all site in-charges.

## 評估供應鏈措施

### 誠信監控

昇捷致力於維護高標準的企業管治和商業道德，包括保持誠信。於2007年，我們成立了誠信監察委員會。此乃一個特別委員會，為持份者提供舉報渠道，以舉報既與誠信有關又可能對本集團產生重大業務影響的個案。員工、客戶、服務提供者或供應商均可作出舉報，誠信監察委員會就任何個案進行調查，並向審核委員會報告調查結果。

誠信監察委員會定期與承包商會面，以進一步實現本集團的核心價值觀，特別是在於職業道德和誠信兩方面。我們在每月的區域營運會議和每月的物業及設施管理會議上，會與所有物業主管分享誠信監察委員會的個案及探討相關的道德議題。

## Procurement Practices

With reference to ICAC Anti-Corruption Guidelines, our tendering procedure is highly competitive and well-documented. Contractors/suppliers are only allowed to submit tender if they are on our ACL; or subject to approval by assistant general manager or above grade, after (i) being referred by incorporated owners or incorporated owners representative; or (ii) satisfying relevant requirements. These requirements might arise from special circumstances, such as where the categories of the works and services are not included in the ACL or the works have to be executed by professional parties. For our PFM operations, we collaborate closely with management committee and property owners in selecting suitable contractors/suppliers. All committee members of IMC are required to sign a Declaration of Interests to avoid any conflict of interests.

A procurement monitoring procedure is in place to establish requirements and procedures necessary. Certain authorisation limits exist in the procurement regulatory process, which are subject to the monitoring of the Authorisation Matrix issued by the Finance Department. These procedures aim to identify and mitigate relevant risks within our supply chain.

While the procurement practices in PFM operations are relatively decentralised and reactive based on different property needs in various parts of the city, our ISP operations is highly centralised. Due to its business nature, ISP's procurement system is specifically designed in a centralised manner, as the material and work necessary require highly specialised and qualified suppliers and sub-contractors.

Therefore, similar to PFM operations, lists of approved suppliers and approved sub-contractors are well-maintained and constantly updated within our ISP operations. Our approved suppliers and sub-contractors are rigorously evaluated based on their ability, as well as satisfactory biannual performance assessment results. Our procurement system would only allow approved suppliers and sub-contractors to be selected for the projects of ISP, so as to ensure a transparent and fair procurement process.

## 採購措施

以廉政公署的反貪污指引作為參考，我們制定了極具競爭力的招標程序，並已作充分記錄。只有在我們核准承包商名冊上的、或(i)由業主立法法團或業主代表轉介；或(ii)符合相關要求而獲得助理總經理或以上職級者批准的承包商／供應商方能提交投標書。相關要求源自特殊情況，例如該項工程或服務類別並未包括在核准承包商名冊內或該項工程需由專業人士執行。在物業及設施管理營運中，我們與管理委員會及業主緊密合作，以選擇合適的供應商。誠信監察委員會的所有成員均必須簽署利益申報聲明，以避免任何利益衝突。

我們設有採購監察程序，以訂明相關要求及必要程序。採購監管過程中存在某些授權限制，這些限制會受到財務部門發出的授權基準所監控。此等程序旨在識別和減輕供應鏈中的相關風險。

物業及設施管理業務會按不同城市區域的物業需求進行採購，採購措施相對比較分散，然而室內裝飾及特殊項目營運的採購措施則可屬高度集中。有鑑於其業務性質，室內裝飾及特殊項目的採購系統特別設計為集中方式，因為所涉及的原材料和工作需要由高度專業和合資格的供應商和分判商提供。

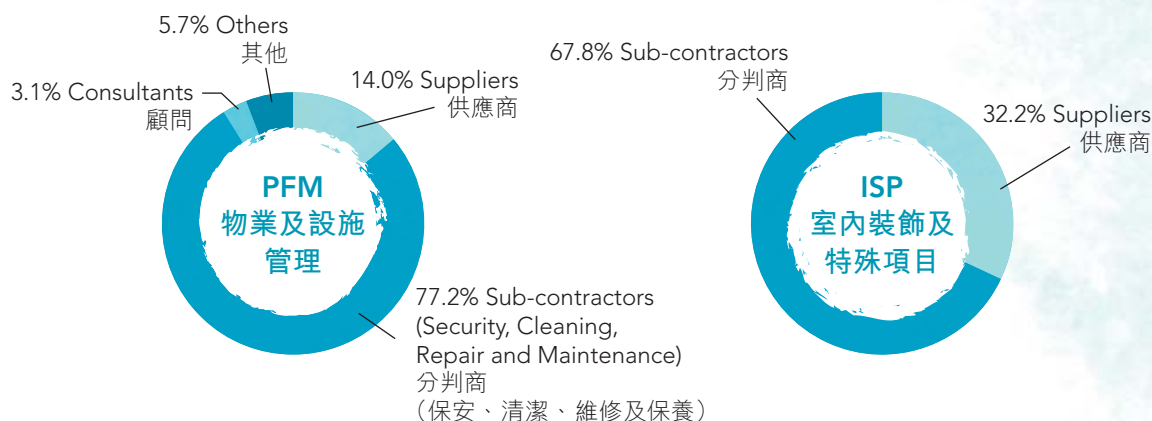
因此，與物業及設施管理營運的情況相似，在室內裝飾及特殊項目營運中，公司會把核准的供應商和分判商名單保持完整，並作持續更新。我們會就核准供應商和分判商的能力進行嚴格評核，每半年一次的表现評核結果須令人滿意。在我們的採購系統中，只有核准供應商和分判商才有機會被選中參與室內裝飾及特殊項目之工程，以確保採購流程透明和公平。



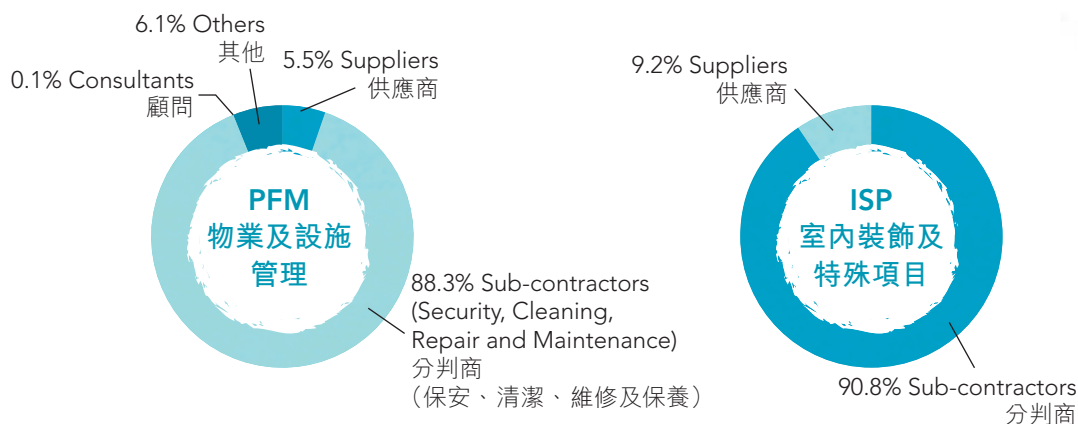
As part of our effort to reduce greenhouse gas emissions in our supply chain, we endeavor to source local materials and manpower. Over 99% of our materials purchasing and talents within both PFM and ISP operations are currently sourced locally. This strategic procurement system also mitigates some of the supply chain risks and reduces costs. Sourcing locally has avoided geographical restriction and facilitated smoother communications between our operation team and our suppliers and sub-contractors, which enhances our capability in reacting to sudden changes.

為減少由供應鏈所帶來溫室氣體排放，我們會盡量採購本地材料和僱用本地人手。目前，在物業及設施管理和室內裝飾及特殊項目業務中，超過99%以上的材料和人手都來自本地。這個有效的採購系統還可以減輕一些與供應鏈相關的風險，並降低成本。於本地採購可避免地域限制並促進了我們的營運團隊與供應商和分判商之間更流暢的溝通，亦增強了我們應對突變的能力。

2017 Number of Business Partners for PFM and ISP by Type  
2017 物業及設施管理和室內裝飾及特殊項目業務夥伴數量：按類型劃分



2017 Procurement Volumes by Types of Business Partners for PFM and ISP  
2017 年採購量：按物業及設施管理和室內裝飾及特殊項目業務夥伴類型劃分





# Care for the Environment

## 愛護環境



### Our Commitment

We contribute to the environmental sustainability of our society, through maintaining a comprehensive environmental management system, establishing periodic reviews, and implementing strategic continuous improvements. Internally, we are committed to promoting green office via environmental-friendly initiatives.

### 我們的承諾

對於社會環境的可持續發展性，我們做出了不同程度的貢獻，包括維護全面的環境管理制度，定期審視，以及實施可持續發展的計劃措施，作持續改進；於公司內部，我們亦致力於實行環保措施，推動綠色辦公理念。



## EXECUTE ENVIRONMENTAL GOVERNANCE

Synergis is committed to implementing and maintaining a high-level environmental management system with full compliance of applicable statutory requirements, codes of practice and contractual obligations as the minimum standard. We strive to protect the environment, prevent pollution and improve our environmental management system (the “EMS”) of both PFM and ISP operations. The system sets the Group’s objectives and targets in pollution prevention and energy conservation through the reduction of wastes, electricity and water consumption.

The Group conforms to the EMS that is fully documented in accordance with ISO 14001, while joining forces with its business partners to promote and implement suitable environmental management programmes and procedures. Our environmental policy stresses the importance of environmental awareness enhancement through training, as well as continuous improvement in our environmental performance. The policy is reviewed annually to incorporate industry’s best practices in a timely manner. In the coming years, we shall continue to monitor the efficiency and effectiveness of our EMS and conduct periodical review to strengthen and improve our environmental performance.

During the Year, our Green Operations Committee and Safety and Health Committee both from PFM have joint forces to form SHEC that meets monthly to monitor and improve our performances in each material aspect. Some of their initiatives within the Year are highlighted in the sections below.

For our projects of ISP, we shall continue to select responsible sub-contractors and suppliers who adopt sound practices in environmental management. We are committed to protecting the environment together with all our sub-contractors to enhance environmental awareness of all members of the workforce and ensure that they fully understand and comply with our environmental policy. Through collaboration, we shall also provide and maintain proper site facilities and working environment, to prevent environmental pollution, and to enhance our environmental performance.

## 實行環境管治

昇捷致力於實施和維護一個高水平的環境管理制度，當中必須完全符合所適用的法定要求、行為守則和合同責任。我們力求保護環境，防止污染，改善適用於物業及設施管理和室內裝飾及特殊項目營運的環境管理系統（「環境管理系統」）。此系統可體現本集團希望透過減少廢物、電力和水的消耗而達至預防污染和節能的目標。

本集團的環境管理制度完全符合ISO14001的要求，而為推廣和實施合適的環境管理計劃和措施，公司一直與業務夥伴攜手合作。我們的環境政策強調透過培訓提高員工的環保意識的重要性，以及持續改善我們在環保方面的表現。我們會就該政策進行每年一次的審視，以便及時把行內的最佳做法納入到政策當中。在未來數年，我們會繼續監察環境管理系統的效率和成效，並作定期檢討，以加強和改善公司在環保方面的表現。

於本年內，物業及設施管理的環境保護委員會和安全健康委員會凝聚一起，組成了職安健環委員會，委員們會每月舉行會議一次，監察和改進每個重大方面的表現。其措施於本年內已載於以下各個章節中。

就室內裝飾及特殊項目之項目而言，我們將繼續選擇在環境管理方面採用合理做法而負責任的分判商和供應商。我們致力於與所有分判商一起保護環境，提高所有員工的環保意識，並確保他們充分理解並遵守公司的環境政策。通過合作，我們還會提供和維持合適的地盤設施和工作環境，預防環境污染，並提高公司在環保方面的表現。

Environmental objectives and targets of ISP operations:

1. To meet all environmental legal requirements and regulations
2. To respond to environmental non-conformance report within 14 days
3. To provide environmental training to staff
4. To promote environmental protection

## IMPLEMENT RESPONSIBLE OPERATIONS

### Construction Material Usage and Waste Management

Within our PFM operations, waste management is inherently less significant or material than our potential impact and influence we might have in the recycling and waste management habit of the tenants of our managed properties.

In 2017, 67 of our managed residential properties joined the Source Separation of Domestic Waste programme organised by the Environmental Protection Department ("EPD"). The objective is to facilitate residents to separate waste at source by providing separation facilities on each building floors. Recyclables are also encouraged to be separated from household waste by category, such as waste paper, metals and plastics.

Waste management of our projects of ISP is achieved through the smooth collaboration with our contractors. We ensure materials are fully utilised to avoid the generation of abandoned materials as waste by ensuring that our contractors carefully calculate the amount of construction material required prior to the commencement of each project. Our project contracts specify our requirements in material purchasing, usage, and disposal. As per our contract, disposal of material should be no more than 1-3% of total usage of any material. Besides, if material disposal rate is less than contracted amount of material usage, the Company shall reward our contractors. All materials are recorded by weight at arrival on site, while samples are tested and verified before they are put into use.

室內裝飾及特殊項目營運的環境目的與目標：

1. 符合所有適用於環境的法律要求和規定
2. 在14天內就環境方面的不符合項目報告作出回應
3. 為員工提供與環保相關的培訓
4. 促進環境保護

## 實施負責任的行動

### 建築材料使用和廢物管理

與我們所管理的物業之租戶的廢物回收和廢物管理，為環境帶來潛在和實際影響相比；我們在物業及設施管理營運中的廢物管理在本質上的重要性較低。

於2017年，我們管理的其中67間住宅物業加入了由環境保護署(「環保署」)舉辦的家居廢物源頭分類計劃。目的是透過在每個建築物樓層提供分類設施，方便住客從源頭把垃圾分類，鼓勵他們把可回收物品與家庭垃圾按類別分開掉棄，如廢紙、金屬和塑膠。

我們透過與承包商合作，得以在室內裝飾及特殊項目之項目順利進行廢物管理。在每個項目開始前，我們都確保承包商仔細計算所需的建築材料用量，使原材料得到充分利用，用得其所，避免產生廢棄材料造成浪費。在項目合同中，我們訂明了原材料採購、使用及其處置方式的要求。根據合約，原材料被處理的廢棄量不得超過其使用總量的1-3%。另外，如果原材料的廢棄處理率低於合同所規定的材料使用量，公司將獎勵承包商。當所有原材料到達地盤時，員工會按重量作記錄，而在投入使用原材料之前，我們亦會就其樣品先進行測試和驗證。





Construction waste on-site requires proper maintenance. All waste carrying fleet must be wrapped to avoid any waste material falling off. Inert and non-inert construction waste are separated for different handling methods. In general, we adhere to the EPD waste management strategy. Reusable inert material and non-inert construction waste are sent to public filling areas and landfills respectively.

Proper handling, labelling, storage and disposal of chemicals is required for all project sites. Disposal of chemical wastes strictly follows requirements as stated on its labels, or requirements acquired from its manufacturers or the EPD. Responsible recycling contractors are also required to follow the EPD's guidelines in disposing chemical materials.

As at 31 December 2017, total non-hazardous waste produced at our 13 material project sites of ISP is 13,889.5 tonnes, which is averaged at 1,068 tonnes per project site, or 0.045 tonnes per square metre<sup>3</sup>.

### Sustainable Construction Practices

For our ISP operations, we aspire to employ more sustainable construction practices. In 2017, we focused our effort on green building certifications and our self-developed air purifier system.

The Group embraces building sustainability through its implementation of more efficient use of energy, water and material, thereby reducing the buildings' greenhouse gas emissions. Green certifications allow us to reduce relevant environmental impact, while improving users' experience.

地盤實地所產生的廢物需要適當的看管。我們必須為所有負責運輸垃圾的車輛進行包裝加固，防止任何廢物掉落。惰性與非惰性建築垃圾將按不同的處理方法作分開處理。一般而言，我們貫徹實施環保署廢物管理計劃的措施，可重複使用的惰性材料和非惰性建築垃圾將分別被送到公眾填土區和堆填區。

在所有的項目地盤，我們均需要正確處理、標示、儲存和處置化學品。我們亦須嚴格遵循標籤上所述的要求、製造商或環保署的要求去處理化學廢料。負責任的回收承建商亦須遵守環保署的指引棄置化學材料。

截至2017年12月31日，13個重要室內裝飾及特殊項目之項目地盤所生產的非危險廢物總量為13,889.5噸，平均數值為每個項目地盤1,068噸，或每平方米0.045噸<sup>3</sup>。

### 可持續建設方案

在室內裝飾及特殊項目營運中，我們希望可以採用更多有利於可持續建設的措施。於2017年，我們專注於獲取綠色建築認證和自主開發空氣淨化系統。

透過高效善用能源、水和原材料，本集團得以實現可持續發展，從而減少建築物的溫室氣體排放。綠色認證推動我們減低相關的環境影響，同時改善用戶體驗。

<sup>3</sup> The project waste intensity per floor area is primarily based on construction floor area ("CFA"). If CFA information is not available, site area and gross floor area ("GFA") data is utilised with caution.  
每個項目的樓面面積的廢物密度主要取決於總建築面面積（「總建築面面積」）。如果缺乏總建築面面積資料，我們則會謹慎採用場地面積和總樓面面積（「總樓面面積」）之數據，以作評估之用。

In 2017, we collaborated closely with our business partners to assist our clients in attaining two Hong Kong Building Environmental Assessment Method (“BEAM”) Plus certifications. The provisional certification ratings are silver (in accordance with BEAM Plus for New Buildings Version 1.2) and bronze. The final assessments for the two projects are submitted in March and expected to be submitted by September 2018 to relevant certification body respectively. The two projects’ total certified floor area would be 12,669.4 square metres. We shall strive to assist more clients in acquiring green buildings certifications in the near future.

於2017年，我們與業務夥伴緊密合作，協助客戶獲得兩項香港綠建環評(「BEAM」)認證，而所獲評級分別為暫定銀級及暫定銅級(根據BEAM Plus新建築1.2版)。我們分別在2018年3月和預計在9月把這兩個項目的最終評估提交予相關認證機構。這兩個項目的總認證建築面積為12,669.4平方米。我們會努力幫助更多的客戶在不久的將來取得綠色建築認證。



On the other hand, many construction practices, including painting, polishing, and welding, produce air emissions and pollutions. Not only does it pollute our environment, but it also endangers the health of our site workers. In response, we exhausted effort in researching and developing a Construction Industry Air Purifier System, to solve the air emissions problem.

另一方面，許多地盤裡的工程工序均會產生廢氣排放和污染空氣，包括噴漆、拋光和焊接。這些工序不僅污染環境，還有可能危害地盤人員的健康。有見及此，我們不遺餘力地研究和開發建築業空氣淨化系統，以解決空氣排放問題。



Through a highly-effective active carbon and a special high pressure spray nozzle, the system could effectively absorb some of the health-endangering pollutants, such as formaldehyde, volatile organic compounds, sulfur dioxide from site machineries, and nitrogen oxides. A highly efficient filter also absorbs 99.97% of particulate matter and bacteria. The system was put into use in our applicable interior and special construction projects.

通過含有高效活性碳和配備特殊高壓的噴嘴，該系統能有效地吸入部分危害健康的污染物，如甲醛、揮發性有機化合物、由工地機器所產生的二氧化硫和氮氧化物。高效過濾器亦可吸收99.97%的顆粒物物和細菌。我們已把該系統投入到室內裝飾及特殊有需要之項目中使用。



Construction Industry Air Purifier System  
建造業空氣過濾系統

Pollutants 污染物		Unit 單位	1-hour average measured level (Before purification) 1小時平均測量水平 (淨化前)	1-hour average measured level (After purification) 1小時平均測量水平 (淨化後)
Particulate Matter (PM10)	顆粒物質 (PM10)	µg/m <sup>3</sup> 微克/立方米	1,840	➔ 150
Formaldehyde	甲醛	µg/m <sup>3</sup> 微克/立方米	300	➔ 90
Total volatile organic compound	總揮發性有機化合物	µg/m <sup>3</sup> 微克/立方米	1,680	➔ 570





The Construction Industry Air Purifier System has received wide recognition from the industry:

公司的建築業空氣淨化系統得到了業界的廣泛認可：

## Awards 獎項



Occupational Health Award 2016-17  
職業健康大獎2016-17

Excellence Award in Prevention of  
Pneumoconiosis Best Practices  
Award  
預防肺塵埃沉著病大獎  
卓越表現大獎



Construction Safety Week:  
Innovative Safety Initiative Award 2016  
建造業安全周：創意工程安全獎2016

Gold Award in Health and Welfare  
Category  
健康與福利類別  
金獎

## REDUCE OUR ENVIRONMENTAL IMPACT

## 減低對環境的影響

As a responsible enterprise, we are sensitive to how our operations might impact our neighboring communities, the general public, and our own staff members and contractors. One of the major impacts of our operations pose is our environmental impact. Within the PFM and ISP operations, our environmental impact mainly concerns noise emissions, air pollutions, and use of resources, such as energy and water. Therefore, we strive to reduce our environmental impact to reduce any associated risks, including health risks, climate risks, and financial risks.

作為一家負責任的企業，我們敏感於營運對周遭環境所造成的影響，包括鄰近社區、公眾、公司員工及承包商。環境影響乃是業務營運所帶來的主要影響之一。在物業及設施管理和室內裝飾及特殊項目營運中，我們對環境構成的影響主要涉及噪音排放、空氣污染，以及能源與水等資源的運用。因此，我們致力減低對環境的影響，務求減少任何相關的風險，包括健康風險、氣候變化風險和財務風險。

### Noise Emissions

Noise emissions is highly material to our ISP operations. Prolonged exposure to high level of noise could lead to severe health implications. As we care for our site workers and general public, we must ensure all possible measures are considered to protect our important stakeholders at all times.

### 噪音排放

噪音排放對於室內裝飾及特殊項目營運來說非常重要。長時間處於在高噪音環境下可能會嚴重影響健康。出於公司對地盤工作人員與公眾的關懷，我們必須確保公司已考慮到所有有助保護持份者的措施。



Our safety manual describes our noise control requirements and measures we expect our contractors and suppliers to comply with. Noise assessments are conducted by qualified personnel, to regularly monitor noise levels. Moreover, we provide well-maintained hearing protective equipment, which all exposed site workers are guided and trained to use. Hearing protective zone notices and communicative indicators are placed at our work site for public information. We also endeavor to reduce noise emissions from source by adding noise barrier and padding whenever necessary.

During the Year, the environmental performances of our major construction sites were found satisfactory and we have not received any warning letters or summons in relation to noise emissions.

### Air Emissions

Within our operations, air pollutants primarily involve greenhouse gas ("GHG") emissions, dust from the projects of ISP, as well as nitrogen oxides ("NOx") and sulphur oxides ("SOx") from our fleet that support both PFM and ISP operations.

In 2017, we partnered with CKP Sustainability Consultants, an independent consultant, in assessing our Group's annual GHG emissions. The assessment covered all of our office locations, as well as 13 of our material project sites of ISP. An emissions inventory database, including our carbon emissions, is created and will be maintained throughout the year. We shall continue to monitor our emissions to ensure all environmental data is transparent and accurate.

The assessed annual direct GHG emissions (Scope 1) and energy indirect GHG emissions (Scope 2) are 153.70 and 765.26 tonnes of CO<sub>2</sub>e respectively, with a total GHG emission intensity of 0.0029 tCO<sub>2</sub>e per square metre<sup>4</sup>.

公司的安全手冊訂明了我們對承包商和供應商所抱的期望，他們需要按公司要求實施有助控制噪音的措施。噪音評估將交由合資格人士進行，以定期監測噪音水平。此外，我們會為所有在地盤暴露於噪音中的工作人員提供可靠的保護設備，維護他們的聽力，我們亦會為他們提供相關培訓，指導他們懂得正確使用該設備。我們已把聽覺保護區的通告及相關溝通指示張貼在我們的工作地盤，以供各人參考。我們亦會在需要時添加隔音屏障和隔音墊，希望能從源頭減少噪音排放。

在本年內，主要建築地盤的環保表現令人滿意，我們並未收到任何警告信或與噪音排放有關的傳票。

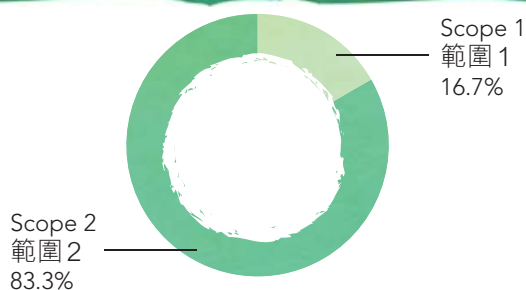
### 空氣排放

在營運過程中，空氣污染物主要涉及溫室氣體(「溫室氣體」)之排放、來自室內裝飾及特殊項目之項目的粉塵，以及支持物業及設施管理和室內裝飾及特殊項目營運的車隊所排放的氮氧化物(「氮氧化物」)和硫氧化物(「硫氧化物」)。

2017年，我們與獨立顧問CKP Sustainability Consultants合作，為本集團的年度溫室氣體排放量作評估。該評估涵蓋了所有辦公地點以及13個重要室內裝飾及特殊項目之項目地盤。我們已建立及將會作全年維護有關氣體排放的數據庫，包括碳排放量，我們會繼續監測這方面的排放量，以確保所有環境數據的透明度和準確性。

經評估，年度直接溫室氣體排放量(範圍1)和能源間接溫室氣體排放量(範圍2)分別為153.70和765.26噸二氧化碳當量，而總溫室氣體排放的密度則為每平方米0.0029噸二氧化碳當量<sup>4</sup>。

Total Scope 1 and Scope 2 GHG Emissions (Tonnes of CO<sub>2</sub>e)  
範圍1及範圍2之年度溫室氣體總排放量(噸二氧化碳當量)



<sup>4</sup> The assessed sites include all office locations, as well as 13 material project sites of ISP. The GHG emission intensity per floor area is primarily based on CFA. If CFA information is not available, site area and GFA data is utilised with caution. 評估地點包括所有辦公室以及13個重要室內裝飾及特殊項目之項目工地。每層樓面面積的溫室氣體排放密度主要取決於總建築面面積。如果缺乏總建築面面積資料，我們則會謹慎採用場地面積和總樓面面積之數據，以作評估之用。

For our project sites of ISP, dust emissions is a significant air pollutant, and it is minimised through multiple layers of protection, as per company policies. These protections include the Construction Industry Air Purifier System and other initiatives implemented by contractors, such as covering up all dust-emitting substances in storage, cleaning all tires of vehicles leaving our project sites, and water sprinkling techniques to prevent dust emissions.

Our fleets support the smooth operations of both PFM and ISP. They are regularly maintained to ensure that air emissions are within the standard range under relevant regulations. Although we currently do not have monitoring system for the amount of NOx and SOx emitted through our vehicles, we shall consider evaluating its materiality within the annual review of environmental aspects and impacts.

### Resources Consumption

At Synergis, our use of resources evolves between energy and water. Energy usage in our operations mainly involves electricity and mobile fuel for our vehicles. Water consumption within our operational control, on the other hand, is mainly for domestic use. We also monitor water usage outside of our operational control that is used for cleaning and dust suppression on our project sites of ISP by contractors.

### Energy Usage

Within our PFM operations, our energy consumption in the office is significantly less material than our potential impact and influence in energy consumption patterns of owners and tenants of our managed properties. Hence, we pay more attention to energy reduction awareness promotional programmes. To set an example and engage our residents, we are honoured to be joined by 137 managed properties in Earth Hour 2017 to turn off unnecessary lights for one hour.

In 2017, 15 of our managed properties awarded prizes in the "Property Management" category in the Power Smart Energy Saving Contest 2016 organised by Friends of the Earth (HK). We have successfully saved at least 5% electricity in two years based on electricity bills calculations.

在室內裝飾及特殊項目之項目地盤，粉塵排放是主要的空氣污染物。根據公司政策，我們會透過多層保護措施使其降至最低。這些保護措施包括建築行業空氣淨化系統，以及由承包商所實施的其他措施，如在儲存時把所有的粉塵物質都覆蓋好，清理離開項目地盤的車輛之所有輪胎，以及使用噴水技術來防止粉塵排放。

物業及設施管理和室內裝飾及特殊項目能夠得以順利營運，有賴公司車隊的支持。我們定期為車輛進行維修保養，以確保其氣體排放量符合相關法規所訂明的標準。儘管目前我們並未設有針對車輛排放氮氧化物和硫氧化物排放量的監測系統，但是，我們在環境方面的影響進行年度評估時，會考慮評估其重要性。

### 資源消耗

昇捷的資源使用主要在於能源消耗和水消耗。營運時所需的能源使用主要涉及電力與用於車輛的燃油。另一方面，公司所控制的營運範圍中之用水量則主要為本地公司用水。對於公司營運控制之外的用水量，我們亦會進行監測，包括承包商在室內裝飾及特殊項目之項目地盤工作時用於清潔和抑制粉塵之用水。

### 能源使用

在物業及設施管理營運中，辦公室內的能源消耗遠遠比公司所管理的物業之業主和租戶要低，這與雙方的能源消耗模式及其所帶來潛在影響和實際影響有關。因此，我們更加重視推行節能宣傳計劃，增強大家減少消耗能源的意識。為了樹立榜樣並讓住客親身參與其中，很榮幸，我們邀得其中的137個所管理的物業來參與「地球一小時2017」，關閉不必要的燈光一小時。

於2017年，有15個我們所管理的物業獲得由香港地球之友舉辦的「知慳惜電」節能比賽2016「物業管理組」獎狀。按電費單的計算方式，我們已成功在兩年內節省5%的用电量。





In accordance with our EMS, each managed property is also issued an annual Environmental Requirement Plan that describes its resources or energy reduction programme, as well as a recovery or recycling of domestic wastes programme.

We also work with our clients to provide effective and sustainable solutions to achieve cost efficiency through the promotion of energy saving strategies. In the near future, we shall consider to include energy efficiency consultancy as a service to further collaborate with our customers in achieving sustainable development.

Energy usage in our business mainly involves electricity and mobile fuel for our vehicles. Although energy usage in our project sites of ISP is primarily operated by our sub-contractors, it is essential to regularly monitor the manner of which energy is used on site. There has been no major facility or equipment upgrade within our project sites of ISP in 2017, but we are committed to ensuring that we are operated in an energy-efficient manner. On the other hand, details of the management and reduction of electricity usage in our offices can be found in the following section, under Promote Green Office.

In 2017, available data for energy usage is limited to 13 material project sites of ISP and corporate offices, as for the calculations of GHG emissions. As at 31 December 2017, total electricity consumption was 1,417,140 kWh, including 1,017,232 kWh for the project sites of ISP and 399,908 kWh for all corporate offices. The electricity usage intensity is assessed to be approximately 4.47 kWh per square metre.



Another source of energy consumption is our mobile fuel consumption for transportation. The scope of transportation included in the assessment remains the same as the electricity. As at 31 December 2017 diesel oil usage amounted to a total of 24,415 litres, while gasoline usage was 32,547 litres.

根據我們的環境管理系統，我們會向每個所管理的物業發佈一份年度環境要求計劃，內裡描述了與該項目有關的資源或能源減量計劃，以及回收或重覆使用家居廢物之計劃。

我們還會與客戶合作，提供有效而有利於可持續發展的解決方案，透過推廣節能計劃從而提高成本效益。在不久的將來，我們會考慮推出能源效益諮詢服務，以進一步與客戶合作，共同實現可持續發展。



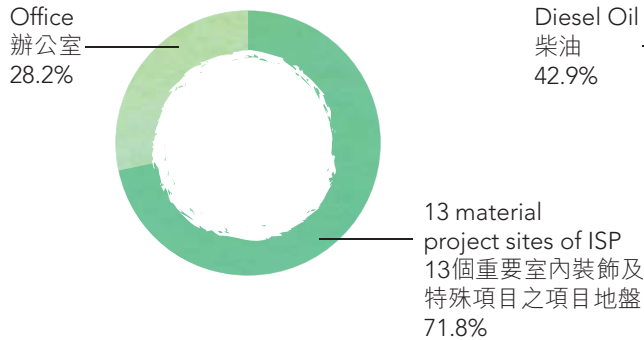
公司業務的能源使用主要涉及電力及用於車輛的燃油。儘管室內裝飾及特殊項目之項目地盤之能源使用主要交由

分判商所操作，但我們必須定期監督地盤使用能源的方式。於2017年，室內裝飾及特殊項目之項目中並沒有出現大型設施或設備升級的情況，但我們仍力求以節能的方式營運。至於有關辦公室管理用電和減量的細節，請細閱「推廣綠色辦公室理念」一節。

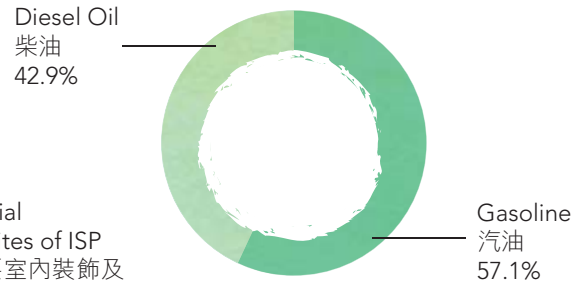
於2017年，有關溫室氣體排放計算的可用能源使用數據僅限於13個重要的室內裝飾及特殊項目之項目地盤和各個辦公室。截至2017年12月31日，總用電量為1,417,140千瓦時，其中室內裝飾及特殊項目之項目地盤和所有辦公室的用電量分別為1,017,232千瓦時及399,908千瓦時。經評估，每平方米用電密度約為4.47千瓦時。

能源消耗的另一個來源是用作運輸的燃油消耗。該運輸的評估範圍與電力的評估範圍是保持一致。截至2017年12月31日，柴油使用量一共為24,415升，而汽油使用量則為32,547升。

### Electricity Consumption (kWh) 總用電量(千瓦時)



### Mobile Fuel Consumption (Litres) 運輸燃油消耗量(升)



### Water Consumption

At our project sites of ISP, water is mostly used for cleaning and dust suppression. Water usage at the 13 material project sites of ISP totaled at 31,142 cubic metre, which averages at 0.10 cubic metre per square metre of project site. Sewage treatment and recycling system is provided on-site for applicable project projects, to recycle some of the used water. Water quality tests are conducted, including visual test and pH level test. Water and wastewater testing are conducted through third-party professional laboratory.

### 耗水量

在室內裝飾及特殊項目之項目地盤，水主要用於清潔和抑制粉塵。13個重大室內裝飾及特殊項目之項目地盤的用水總量為31,142立方米，其每平方米平均值為0.10立方米。針對一些有需要的項目，我們會在地盤提供污水處理和回收系統，以回收部分用水。我們亦會進行水質測試，包括視覺測試和酸鹼值水平測試。水和廢水的測試則交由第三方專業實驗室進行。

On the other hand, water usage at our corporate offices are mainly household uses, including for drinking and cleaning purposes. Water usage at some of our corporate offices is managed by the property manager of the commercial building, hence we did not have complete data during the Year. For those that we have direct and complete data, we used 363 cubic metre of water in total, with an intensity of 0.136 cubic metre per square metre of corporate office space.



另一方面，辦公室用水主要用作一般飲用和清潔用途。由於部分辦公室的用水量由商業樓宇的物業經理管理，因此，於本年內，我們未能掌握有關於這方面的完整數據。就由公司有直接而完整數據的各辦公室而言，我們的總用水量總共為363立方米，每平方米辦公室的耗水密度為0.136立方米。



## PROMOTE GREEN OFFICE

Our sustainability journey is not only limited to our PFM and ISP business operations, we would also like to lead by example from our corporate offices. Currently, we have seven corporate offices, all dedicated to serving and achieving our corporate mission and value. In the past, we have exceptional office leaders who assisted in creating and promoting the idea of "Green Office". Some of the existing initiatives include double-sided printing, paper recycling, and awareness promotion posters.

During the Year, we took "Green Office" one step further. We laid out a detailed plan for creating a sustainable office environment. With the affirmation from a third-party consultancy, our plan holistically covers our use of resources within the office, including electricity, papers, water, wastes, stationeries, computers and IT accessories, etc.



The first stage of our plan involves the promotion of 4Rs (Reduce, Reuse, Recycle and Replace). Promotional posters are placed strategically, for example, double-sided printing reminder posters by the printers. Reduction in printing needs through other electronic means is promoted. Energy efficiency initiatives are further researched for future enhancement. We encourage our office staff to reuse stationery and pantry utensils. There are also dedicated areas for the recycling of papers, computers and other electronics, etc and the areas for recycling of ink cartridges and batteries in near future.

## 推廣綠色辦公室理念

我們的可持續發展之旅不僅限於物業及設施管理和室內裝飾及特殊項目的業務營運，我們還希望透過各個公司辦公室達至以身作則的果效。目前，我們設有七個辦公室，全都致力於服務並實現公司的使命及企業價值。過去，卓越的辦公室領導者已協助建立和推廣綠色辦公室理念。現有的一些相關措施包括雙面打印、回收紙張和張貼宣傳海報，提高員工意識。

於本年內，我們進一步推動綠色辦公室理念。我們制定了有關辦公環境可持續發展的詳細計劃。經第三方諮詢公司確定，計劃全面涵蓋了辦公室內的資源使用，當中包括電力、紙張、水、廢物、文具、電腦和資訊科技配件等。

計劃的第一階段旨在推廣4Rs (Reduce:減少使用、Reuse:物盡其用、Recycle:循環再用和Replace:替代使用)。有關的宣傳海報已張貼於的當眼放置，例如員工會在打印機旁邊，看到提醒他們要作雙面打印的海報。透過其他電子方法取代打印，則可進一步減少對印刷的需求。我們正對節能措施作出進一步的研究，有望在未來增強節能效益。我們鼓勵辦公室員工重複使用文具和廚房用具。另外，我們為紙張、電腦和其他電子產品等物品劃出了專用的回收區及在不久將來為墨盒及電池設置回收區。



In the future, we would consider replacing our cleaning agents to more sustainable ones, including biodegradable or phosphate-free, to reduce the emission of phosphorus-containing wastewater and to protect biodiversity.

放眼未來，我們正考慮更換清潔劑，選用更有利於可持續發展的環保清潔劑，包括可生物降解的或成份不含無磷酸鹽的，以減少排放含磷廢水，保護生物多樣性。



# Care for the Community

## 關愛社會



### Our Commitment

Our commitment to the community is based on our continuous support in causes and initiatives that create positive impact and promote sustainability.

### 我們的承諾

我們積極回饋社會，對於能使社會獲益及有助推廣可持續發展的社會事宜與措施，我們一直予以支持，不遺餘力。



## ENGAGE OUR COMMUNITY

In addition to encouraging employees to maintain work life balance, Synergis also encourages its employees to participate in community. Community outreach and engagement not only create a more meaningful and vibrant lifestyle for our employees, but also promote sustainable development through different forms of engagements.

In 2017, we have set up a new standing committee, called "S-Power", responsible for promoting sustainability and employee activities. Led by our Managing Director (Property Services), the committee shall plan and coordinate our Group's employee activities, charitable and community activities.



於2017年，我們成立了一個名為「昇動力」的新常設委員會，負責推廣可持續發展和籌劃員工活動。在董事總經理（物業服務）的帶領下，委員會將計劃和舉辦本集團的員工活動、慈善活動及社區活動。

We have been actively involved with numerous meaningful community activities, such as corporate blood donation day, the "Neighborhood First Rice Campaign" organised by the Hong Kong Federation of Youth Groups, the "Bring Warmth to the Elderly in Autumn" and "Toys & Small Home Appliances Recycling" activities organised by The Salvation Army Nam Tai Centre for Senior Citizens.

我們一直積極參與多項有意義的社區活動，例如一年一度公司捐血活動、香港青年協會舉辦的「鄰舍第一。送米助人」大行動，以及由救世軍南泰長者中心舉辦的「秋日送暖大行動」及「玩具及小家電回收計劃」。

S-Power has partnered with The Salvation Army for a home visit in September to bring warmth to low-income working family before the Mid-Autumn Festival. Our Managing Director (Property Services), Mr. William Yeung, along with 30 volunteers paid visits and brought warm gift sets to subdivided flats residents in Hung Mui Kuk Village in Shatin, spreading warmth, care, love and happiness of the festival to every home.



昇動力於9月與救世軍合作進行家訪，在中秋節前夕，為低收入工作家庭帶來溫暖。我們的董事總經理（物業服務）楊威寧先生和30名義工帶上禮物到訪沙田紅梅谷村，為分間單位之居民送暖，亦為每個家庭帶來節日氣氛、溫暖、關愛和快樂。







On the evening of 25 March 2017, Synergis participated in the world's largest environmental protection event, "Earth Hour", to turn off unwanted lights to reduce the burden to the planet. We are honored to be joined by 137 of our managed properties. By joining this event for consecutive years, we hope to increase awareness and inspire further energy reduction and environmental protection initiatives. We also joined this event in March 2018 to continue support the global efforts in protecting our planet.

於2017年3月25日晚上，昇捷參加了世界上最大的環保活動「地球一小時」，關閉不需要的燈光，以減輕地球的負擔。很榮幸，我們有137個所管理的物業能夠參與其中。透過連續數年共同參與此活動，我們希望能提高大家對節能減排和環保的意識及認知度，並進一步推動相關措施。我們也於2018年3月參加了這項活動，繼續支持以保護地球。

While we reduce our environmental impact from various fronts, we also created a new SHE Corner, to communicate and promote safety, health and environmental information to residents of our managed properties. During the Year, we have piloted the programme in 12 residential properties, and we aim to set up 20 SHE Corners in the coming year.

一方面，我們減低各方面對環境所造成的影響，同時，我們亦建立了一個新的職安健環角，向我們所管理的物業之住客傳遞和宣傳有關安全、健康和環境的信息。於本年內，我們已在12個住宅物業試行此項目，並計劃在來年設立20個職安健環角。



Safety, Health and Environmental Corner  
職安健環角



## CREATE POSITIVE IMPACT

At Synergis, we are committed to supporting causes that create positive impact in our community, as well as among our staff members. Not only do we donate to causes we believe in, including The Salvation Army and Heifer Hong Kong, we also participate in charitable events to create awareness and synergies with other organisations to garner greater impact.

We have always been concerned with our employees' physical and mental health, hence we have been actively promoting the importance of exercise and mental well-being. To further our promotion in health and well-being, we participated in the "Joyful Charity Run 2017". It is an event organised by the Joyful (Mental Health) Foundation. Nine colleagues from Hong Kong and Mainland China formed two "Industry and Commerce Team" and joined the Joyful Charity Run.

## 創造積極影響

昇捷十分支持能使社區以及員工得益的社會事宜。公司不僅向我們信賴的機構進行捐贈，當中包括救世軍和小母牛香港，我們還參與慈善活動，以提高大眾意識，並透過與其他組織合作，產生協同作用，造福更多市民。

我們一直關注員工的身心健康，因此我們一直積極宣傳有關運動和精神健康的重要性。為了進一步推廣健康與幸福的概念，我們參加了「心晴跑。跑傳情2017」。此乃由心晴行動慈善基金所舉辦的活動。來自香港和中國內地的9位同事組成了兩隊「工商組」隊伍，一同參與是次慈善活動。







Other charitable activities we participated during 2017, include "Green Power Hike" organised by Green Power where 4 colleagues joined, and "Heifer Race to Feed" organised by Heifer Hong Kong, which 20 colleagues participated in the charity run. Across our headquarters we also coordinated a shoes donation activity, partnering Caritas Social Centre Kowloon and the Lasallian Family. All donated shoes will be sent to those in need in Africa.

在2017年，我們參與了其他慈善活動，包括有4位同事參加了由綠色力量所舉辦的「環島行」活動，還有20位同事參與由小母牛香港所舉辦的「小母牛競跑助人」活動。另外，總部的員工亦通力合作，與九龍明愛社區中心及香港喇沙會一起籌備了一項鞋類捐贈活動，所有已捐贈的鞋子均會被送往非洲，交到有需要人士的手上。



Against the cold weather in December, 150 of our compassionate staff wished to create a positive impact by knitting DIY scarves to be donated to elderly people in the area. Not only was it an intrinsically rewarding experience for our staff, but also a great bonding and team-building leisure activity.

針對12月份的寒冷天氣，150位善心員工希望透過編織及捐贈自製圍巾予地區長者。對員工來說，這不僅是一種真正有價值的體驗，而且是一次讓他們凝聚的好機會，不失為一項建立團隊精神的休閒活動。



In recognition of our dedication to care for our communities in the past, the Group is honored to be one of the first batch of organisations to be awarded the “15 year Plus Caring Company Logo” by the Hong Kong Council of Social Service. The Group is also recognised as a “Heart to Heart Company” by the Hong Kong Federation of Youth Groups for more than 10 years consecutively. In addition, we were also awarded the “CSR Advocate Mark” by the Hong Kong Quality Assurance Agency for five consecutive years, further reflecting the company’s contribution and dedication in corporate social responsibility.



為表揚我們過去一直熱切關心社區，本集團很榮幸成為首批獲香港社會服務聯會頒發「15年Plus商界展關懷標誌」的機構之一。本集團亦連續十多年獲香港青年協會認為「有心企業」。此外，我們還連續五年被香港品質保證局授予「企業社會責任先導者標誌」，進一步反映公司對企業社會責任的貢獻和奉獻精神。

# HKEx ESG Guide Content Index

## 香港聯交所環境、社會及管治報告指南索引



Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
<b>A. ENVIRONMENTAL</b> 環境		
<b>ASPECT A1: EMISSIONS</b> 層面 A1：排放物		
General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.  有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Care for the Environment — Execute Environmental Governance, Implement Responsible Operations, Reduce Our Environmental Impact, Promote Green Office (pages 51 to 62)  愛護環境 — 實行環境管治，實施負責任的行動，減低對環境的影響，推廣綠色辦公室理念 (pages 51 to 62)
KPI A1.1  關鍵績效指標 A1.1	The types of emissions and respective emissions data.  排放物種類及相關排放數據。	Care for the Environment — Implement Responsible Operations, Reduce Our Environmental Impact (pages 52 to 60)  愛護環境 — 實施負責任的行動，減低對環境的影響 (pages 52 to 60)
KPI A1.2  關鍵績效指標 A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).  溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Care for the Environment — Reduce Our Environmental Impact (pages 56 to 60)  愛護環境 — 減低對環境的影響 (pages 56 to 60)

Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
KPI A1.3  關鍵績效指標 A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).  所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	The production of hazardous waste is insignificant when compared to other non-hazardous waste generated by our Group. Hence, the Group currently does not have a centralised monitoring system to manage the amount of hazardous waste we produce.  與本集團所產生的無害廢棄物相比，有害廢棄物的數量比較微不足道。因此，本集團現階段並沒有一個中央監測系統去管理有害廢棄物的產生。
KPI A1.4  關鍵績效指標 A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).  所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Care for the Environment — Implement Responsible Operations (pages 52 to 56) 愛護環境 — 實施負責任的行動 (pages 52 to 56)
KPI A1.5  關鍵績效指標 A1.5	Description of measures to mitigate emissions and results achieved.  描述減低排放量的措施及所得成果。	Care for the Environment — Execute Environmental Governance, Reduce Our Environmental Impact (pages 51 to 52, 56 to 60) 愛護環境 — 實行環境管治，減低對環境的影響 (pages 51 to 52, 56 to 60)
KPA A1.6  關鍵績效指標 A1.6	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。	Care for the Environment — Implement Responsible Operations, Promote Green Office (pages 52 to 56, 61 to 62) 愛護環境 — 實施負責任的行動，推廣綠色辦公室理念 (pages 52 to 56, 61 to 62)

ASPECT A2: USE OF RESOURCES

層面 A2：資源使用





Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Care for the Environment — Reduce Our Environmental Impact (pages 56 to 60) 愛護環境 — 減低對環境的影響 (pages 56 to 60)
KPI A2.1 關鍵績效指標 A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Care for the Environment — Reduce Our Environmental Impact (pages 56 to 60) 愛護環境 — 減低對環境的影響 (pages 56 to 60)
KPI A2.2 關鍵績效指標 A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Care for the Environment — Reduce Our Environmental Impact (pages 56 to 60) 愛護環境 — 減低對環境的影響 (pages 56 to 60)
KPI A2.3 關鍵績效指標 A2.3	Description of energy use efficiency initiatives and results achieved. 描述能源使用效益計劃及所得成果。	Care for the Environment — Reduce Our Environmental Impact, Promote Green Office (pages 56 to 62) 愛護環境 — 減低對環境的影響，推廣綠色辦公室理念 (pages 56 to 62)
KPI A2.4 關鍵績效指標 A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved. 描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果。	Care for the Environment — Reduce Our Environmental Impact (pages 56 to 60) 愛護環境 — 減低對環境的影響 (pages 56 to 60)
KPI A2.5 關鍵績效指標 A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	This KPI is not relevant to the Group's operations. 此關鍵績效指標不適用於本集團業務。

Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
General Disclosure  一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources.  減低發行人對環境及天然資源造成重大影響的政策。	Care for the Environment — Execute Environmental Governance, Implement Responsible Operations, Reduce Our Environmental Impact, Promote Green Office (pages 51 to 62) 愛護環境 — 實行環境管治，實施負責任的行動，減低對環境的影響，推廣綠色辦公室理念 (pages 51 to 62)
KPI A3.1  關鍵績效指標 A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.  描述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。	Care for the Environment — Execute Environmental Governance, Implement Responsible Operations, Reduce Our Environmental Impact, Promote Green Office (pages 51 to 62) 愛護環境 — 實行環境管治，實施負責任的行動，減低對環境的影響，推廣綠色辦公室理念 (pages 51 to 62)



Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
<b>Employment and Labour Practices</b> 僱傭及勞工常規  <b>ASPECT B1: EMPLOYMENT</b> 層面 B1 : 僱傭		
General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.  有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Care for Our People — Foster a Culture of Well-being, Embrace Diverse Talent (pages 26 to 37)  關懷員工 — 為員工設想的文化，擁抱多元化人才 (pages 26 to 37)
KPI B1.1  關鍵績效指標 B1.1	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。	Care for Our People — Embrace Diverse Talent (pages 33 to 37) 關懷員工 — 擁抱多元化人才 (pages 33 to 37)
KPI B1.2  關鍵績效指標 B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	N.A.  不適用



Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer 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的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Our Sustainability Approach — Sustainability Governance; Care for Our People — Foster a Culture of Well-being (pages 10, 26 to 32)  可持續發展計劃 — 可持續發展管治；關懷員工 — 為員工設想的文化 (pages 10, 26 to 32)
KPI B2.1  關鍵績效指標 B2.1	Number and rate of work-related fatalities.  因工作關係而死亡的人數及比率。	There is no work-related fatalities during the Year.  在本年內，本集團沒有發生因工作關係而死亡的個案。
KPI B2.2  關鍵績效指標 B2.2	Lost days due to work injury.  因工傷損失工作日數。	Care for Our People — Foster a Culture of Well-being (pages 26 to 32)  關懷員工 — 為員工設想的文化 (pages 26 to 32)
KPI B2.3  關鍵績效指標 B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.  描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Care for Our People — Foster a Culture of Well-being (pages 26 to 32)  關懷員工 — 為員工設想的文化 (pages 26 to 32)

ASPECT B3: DE  
層面 B3：發展



Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
General Disclosure  一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.  有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Care for Our People — Encourage Professional Development (pages 38 to 42)  關懷員工 — 鼓勵專業發展 (pages 38 to 42)
KPI B3.1  關鍵績效指標 B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).  按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。	Care for Our People — Encourage Professional Development (pages 38 to 42)  關懷員工 — 鼓勵專業發展 (pages 38 to 42)
KPI B3.2  關鍵績效指標 B3.2	The average training hours completed per employee by gender and employee category.  按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Care for Our People — Encourage Professional Development (pages 38 to 42)  關懷員工 — 鼓勵專業發展 (pages 38 to 42)

**ASPECT B4: LABOUR STANDARDS**  
層面 B4：勞工準則

General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.  有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Care for Our People — Embrace Diverse Talent (pages 33 to 37)  關懷員工 — 擁抱多元化人才 (pages 33 to 37)
KPI B4.1  關鍵績效指標 B4.1	Description of measures to review employment practices to avoid child and forced labour.  描述檢討招聘慣例的措施以避免童工及強制勞工。	Care for Our People — Embrace Diverse Talent (pages 33 to 37)  關懷員工 — 擁抱多元化人才 (pages 33 to 37)
KPI B4.2  關鍵績效指標 B4.2	Description of steps taken to eliminate such practices when discovered.  描述在發現違規情況時消除有關情況所採取的步驟。	Care for Our People — Embrace Diverse Talent (pages 33 to 37)  關懷員工 — 擁抱多元化人才 (pages 33 to 37)

Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
Operating Practices 營運慣例		
<b>ASPECT B5: SUPPLY CHAIN MANAGEMENT</b> 層面 B5： 供應鏈管理		
General Disclosure  一般披露	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。	Care for Business Partners — Collaborate with Our Partners (pages 44 to 47) 關懷業務夥伴 — 與業務夥伴合作 (pages 44 to 47)
KPI B5.1  關鍵績效指標 B5.1	Number of suppliers by geographical region.  按地區劃分的供應商數目。	Care for Business Partners — Assess Supply Chain Practices (pages 47 to 49) 關懷業務夥伴 — 評估供應鏈措施 (pages 47 to 49)
KPI B5.2  關鍵績效指標 B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.  描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。	Care for Business Partners — Collaborate with Our Partners, Assess Supply Chain Practices (pages 44 to 49) 關懷業務夥伴 — 與業務夥伴合作，評估供應鏈措施 (pages 44 to 49)
<b>ASPECT B6: PRODUCT RESPONSIBILITY</b> 層面 B6： 產品責任		
General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.  有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Care For our Customers — Improve Service Quality, Enhance Customer Satisfaction and Engagement (pages 17 to 19, 20 to 24)  關心客戶 — 提高服務質量，提高客戶的滿意度及參與程度 (pages 17 to 19, 20 to 24)
KPI B6.1  關鍵績效指標 B6.1	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。	This KPI is not relevant to the Group's operations. 此關鍵績效指標不適用於本集團業務。





Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
KPI B6.2  關鍵績效指標 B6.2	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。	Care For our Customers — Enhance Customer Satisfaction and Engagement (pages 20 to 24) 關心客戶 — 提高客戶的滿意度及參與程度 (pages 20 to 24)
KPI B6.3  關鍵績效指標 B6.3	Description of practices relating to observing and protecting intellectual property rights.  描述與維護及保障知識產權有關的慣例。	Care For our Customers — Improve Service Quality (pages 17 to 19) 關心客戶 — 提高服務質量 (pages 17 to 19)
KPI B6.4  關鍵績效指標 B6.4	Description of quality assurance process and recall procedures.  描述質量檢定過程及產品回收程序。	Care For our Customers — Improve Service Quality (pages 17 to 19) 關心客戶 — 提高服務質量 (pages 17 to 19)
KPI B6.5  關鍵績效指標 B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.  描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Care For our Customers — Protect Customer Data Privacy (page 20) 關心客戶 — 保障客戶資料及私隱 (page 20)
<b>ASPECT B7: ANTI-CORRUPTION</b> 層面 B7：反貪污		
General Disclosure  一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.  有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Our Sustainability Approach — Corporate Governance, Compliance with Laws and Regulations; Care for Our People — Embrace Diverse Talent; Care for Business Partners — Assess Supply Chain Practices (pages 9, 33 to 37, 47 to 49) 可持續發展計劃 — 企業管治、遵守法律和法規；關懷員工 — 擁抱多元化人才；關懷業務夥伴 — 評估供應鏈措施 (pages 9, 33 to 37, 47 to 49)

Aspects, General Disclosures and KPIs 層面、一般披露及關鍵績效指標	Description 描述	Relevant Chapter, reference page(s) or explanation 相關章節、參考頁面或說明
KPI B7.1  關鍵績效指標 B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.  於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Care for Our People — Embrace Diverse Talent (pages 33 to 37)  關懷員工 — 擁抱多元化人才 (pages 33 to 37)
KPI B7.2  關鍵績效指標 B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.  描述防範措施及舉報程序，以及相關執行及監察方法。	Our Sustainability Approach — Corporate Governance, Compliance with Laws and Regulations; Care for Our People — Embrace Diverse Talent; Care for Business Partners — Assess Supply Chain Practices (pages 9, 33 to 37, 47 to 49)  可持續發展計劃 — 企業管治，遵守法律和法規；關懷員工 — 擁抱多元化人才；關懷業務夥伴 — 評估供應鏈措施 (pages 9, 33 to 37, 47 to 49)

## Community 社區

### ASPECT B8: COMMUNITY INVESTMENT

#### 層面 B8：社區投資

General Disclosure  一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.  有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Care for the Community — Engage Our Community, Create Positive Impact (pages 64 to 68)  關愛社會 — 參與社區，創造積極影響 (pages 64 to 68)
KPI B8.1  關鍵績效指標 B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).  專注貢獻範疇 (如教育、環境事宜、勞工需求、健康、文化、體育)。	Care for the Community — Engage Our Community, Create Positive Impact (pages 64 to 68)  關愛社會 — 參與社區，創造積極影響 (pages 64 to 68)
KPI B8.2  關鍵績效指標 B8.2	Resources contributed (e.g. money or time) to the focus area.  在專注範疇所動用資源 (如金錢或時間)。	Care for the Community — Engage Our Community, Create Positive Impact (pages 64 to 68)  關愛社會 — 參與社區，創造積極影響 (pages 64 to 68)

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