

華誼騰訊娛樂

華誼騰訊娛樂有限公司  
Huayi Tencent Entertainment Company Limited

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

(Stock Code 股份代號 : 419)



## ABOUT THIS REPORT 關於本報告

### INTRODUCTION

Huayi Tencent Entertainment Company Limited (Stock Code: 419) is pleased to present the 2018 Environmental, Social and Governance Report (this “Report”) of the Company and its subsidiaries (together, the “Group”, “we” or “Huayi Tencent Entertainment”). This Report aims to disclose to our stakeholders what the Group accomplished in compliance with, as well as its internal policies and performance in relation to environmental, social and governance (“ESG”) issues during 2018.

### REPORTING SCOPE

This Report discloses the Group’s efforts and performance in the ESG aspects during 2018. It covers the two principal operations of the Group in Hong Kong and mainland China, namely its entertainment & media business and healthcare & wellness business. For details of the Group’s operations, please refer to its Annual Report 2018.

### REPORTING STANDARDS

This Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “ESG Guide”) as set out in Appendix 27 to the Main Board Listing Rules of the Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

According to requirements of the ESG Guide, the Group has conducted a materiality assessment regarding ESG issues in 2018, which was aimed at engaging internal and external stakeholders, through which it also determined key disclosures to be covered by this Report in response to their concerns.

### 報告簡介

華誼騰訊娛樂有限公司(股票代號：419)欣然發佈本公司及附屬公司(統稱「集團」、「我們」或「華誼騰訊娛樂」)2018年度環境、社會及管治報告(「本報告」)，旨在向權益人披露集團在2018年度在環境、社會及管治(「ESG」)方面的合規情況、內部政策及績效表現。

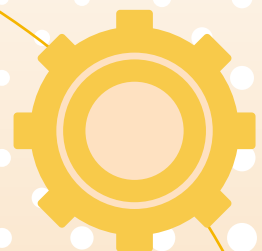
### 報告範圍

本報告披露了集團於2018年在ESG領域的努力及表現。本報告涵蓋了集團在香港及中國內地兩大主要業務，即娛樂及媒體業務與健康及養生業務。有關集團業務詳情，請參閱集團2018年年報。

### 報告標準

本報告遵守香港聯合交易所有限公司(「聯交所」)主板上市規則附錄二十七《環境、社會及管治報告指引》(「ESG指引」)的規定編製。

依照ESG指引要求，集團邀請內外部權益人參與2018年度ESG議題重要性評估，就權益人關心的內容，選定本報告覆蓋的披露重點事項。





## FOREWORD FROM THE MANAGEMENT

### 管理層前言

I am pleased to present our ESG Report for 2018.

Our entertainment & media business has always been committed to investing in and producing premium films, TV dramas and animations. The Group appoints internal professionals or otherwise engages external experts for a thorough investigation and analysis before proceeding with any media-related investment. Having accumulated extensive knowledge about the way in which media and entertainment products affect the general public, we are very specific about promoting positive values through our contents, with a view to honouring our dedication to the promotion of quality culture.

Our healthcare & wellness business, on the other hand, faithfully follows eco-friendly principles, as evidenced by its strict compliance with laws and regulations relating to environmental protection in jurisdictions where its daily operations are carried out. We have taken various management actions to ensure that all of our pesticides and fertilisers meet applicable eco standards, and that exhaust gas, sewage and office waste are properly recycled and processed. In order to protect natural resources, we continue to explore and apply a number of initiatives to increase energy efficiency through energy saving and consumption reduction, which in turn, have enabled us to lower operating costs while minimising our environmental impact. Meanwhile, we also actively spread the message about environmental protection to increase environmental awareness among our stakeholders, including employees and customers, with a view to jointly honouring our commitment to environmental protection. With a meticulous attention to detail, we aim to ensure the delivery of premium quality in providing services and F&B products. We have also set up customer hotlines to listen to the feedbacks and opinions of our customers, which are always followed upon in a timely manner, so as to ensure that every request is properly addressed.

We see people as our most valuable resource, which is why we remain as ever committed to our “people-centric” talent strategy, and to building core competitiveness in the form of our exceptional employees. The Group always complies with laws and regulations on human resources management in jurisdictions where it operates; it also safeguards the legal benefits of its employees through its dedication to lawful and legitimate employment practices. To ensure the physical and mental well-being of staff members, not only do we strive to provide them with a safe and comfortable work environment, and those on particular tasks with worker protection facilities and equipment, we also organise safety drills on a regular basis. In addition, to help our staff live up to their potentials and advance their careers, we have offered them a diversified range of training programmes and developed clear career paths for different positions.

本人欣然提呈2018年度環境、社會及管治報告。

集團娛樂及媒體業務始終堅持投資及製作高品質的電影、電視劇、動畫等內容。集團在開展媒體投資項目前，會委派內部專業人士或外部專家進行充分調查及分析；我們深知媒體娛樂產品對公眾的影響，注重傳播內容的正面價值導向，致力傳播優質文化。

集團旗下健康及養生業務在日常運營中嚴格遵守業務所在地環境保護有關法律法規，落實環境管理措施，採用符合環保標準的農藥化肥產品，確保廢氣、廢水、辦公垃圾等能夠得到妥善回收及處理，踐行綠色環保理念。我們不斷探索並應用節能降耗措施，提高資源使用效率，在降低運營成本的同時，減少業務運營對環境的影響，維護自然環境。同時，我們積極傳播環保訊息，增強員工、客戶等權益人的環保意識，共同履行對自然環境的承諾。我們以精益求精的態度保障高標準服務品質及餐飲質量，設置客戶專線聆聽客戶的訴求和意見，並及時跟進客戶反饋，保證客戶訴求能夠得到妥善處理。

集團視員工為最寶貴的財富，堅持「以人為本」的人才策略，致力以優秀的員工團隊打造核心競爭力。集團遵守業務所在地的人力管理相關法律法規，堅持合法合規僱傭，保障員工的合法權益；為員工提供安全舒適的工作環境，為特殊崗位配備勞動保護設施設備，定期開展安全演練，確保員工身心健康；為員工提供多元化培訓項目，設立清晰的晉升通道，助力員工發揮個人潛能，實現職業發展。

## FOREWORD FROM THE MANAGEMENT

### 管理層前言

The Group has in place strict standards for supplier selection to ensure that they perform according to our expectations and requirements on products and services, including their operating conditions, management capabilities, service and product quality, as well as pricings. In order to ensure stability in supplier performance, the Group also conducts an on-site assessment to evaluate suppliers from a holistic perspective, covering areas such as production and supply capabilities, as well as credentials on safety and environmental management. The Group also regularly evaluates the compliance of suppliers, as well as the fulfilment of their environmental and social responsibilities, thereby ensuring a sustainable supply chain.

In addition to strictly complying with laws and regulations against corruption, bribery, fraud and money laundering in jurisdictions where its operations are located, the Group also strengthens corporate governance and management on fraud risks to prevent corruptions, thereby fulfilling its responsibilities towards stakeholders, including investors, shareholders and governing authorities.

Having acknowledged its corporate social responsibilities, the Group fully leverages on its strengths and resources to drive the development of local communities. In an effort to care for vulnerable groups, the Group does its best to give back to the society, such as by making donations and providing employment opportunities.

As a responsible corporate citizen, the Group keeps close communication with all of its stakeholders in building partnerships based on mutual benefit and trust, aiming to deliver synergistic growths in social and economic benefits. As one of the platforms that we use to communicate with stakeholders, this Report will deliver a comprehensive view on what the Group has accomplished in the establishment of ESG systems, as well as its performance during 2018.

**Huayi Tencent Entertainment Company Limited**

*Chairman*

**WANG Zhongjun**

Hong Kong, 28 June 2019

集團執行嚴格的供貨商准入標準，確保供貨商的經營條件、管理能力、服務與貨品質量、價格符合產品和服務要求。集團通過現場調查，對供貨商的生產與供貨能力、安全環境管理資質等方面進行綜合評估，確保供貨商履約水平的穩定性。集團亦會定期評估供貨商的合規運營情況，以及環境、社會履責表現，以確保供應鏈的平穩運營。

集團嚴格遵守業務所在地有關反貪污、賄賂、舞弊、洗錢等法律法規，加強企業管治及舞弊風險防範，杜絕貪腐事件的發生，履行對投資者、股東、政府等權益人的責任。

集團深明所承擔的企業社會責任，充分利用自身資源優勢，幫助當地社區發展。集團關注社會弱勢群體，通過資金捐助、解決就業等方式，盡己所能回饋社會。

作為負責任的企業公民，集團與各權益人保持密切溝通、維護互利互信之合作關係，務求實現社會效益與經濟效益的協同增長。作為與權益人溝通的平台之一，本報告將全面展示集團2018年在環境、社會及管治方面的制度建設與績效。

**華誼騰訊娛樂有限公司**

*主席*

**王忠軍**

香港，二零一九年六月二十八日



## INTRODUCTION TO OPERATIONS OF HUAYI TENCET ENTERTAINMENT

### 華誼騰訊娛樂業務簡介

Currently, principal operations of the Group include its entertainment & media business and the provision of healthcare & wellness services.

**Entertainment & media business:** the Group aims at building an integrated platform that features both content production and online-to-offline entertainment channels through the investment in and production of films, TV dramas and animations, as well as M&A and resource integration involving international entertainment companies.

**Healthcare & wellness business:** as the principle operation of the Group's healthcare & wellness business, Beijing "Bayhood No. 9" Golf Club ("Bayhood No. 9") provides a comprehensive range of services, including golf course, dining, leisure, as well as healthcare and wellness services.

集團目前主要運營業務包括娛樂及媒體業務及旗下健康及養生服務。

**娛樂及媒體業務：**集團透過投資及製作電影、電視劇、動畫等內容，對國際化的娛樂公司進行併購和資源整合，搭建一個集內容製作及線上線下娛樂渠道的綜合平台。

**健康及養生業務：**集團健康及養生業務主要經營場所為北京北湖九號高爾夫俱樂部(簡稱「北湖九號」)，該俱樂部提供高爾夫球場、餐飲、休閒及健康養生等綜合服務。



## ENVIRONMENTAL, SOCIAL & GOVERNANCE STRUCTURE

### 環境、社會及管治架構

As the foremost authority for ESG-related tasks, our Board is committed to incorporating sustainable development into the Group's decision-making and operational processes. Therefore, not only is it responsible for overseeing all amendments made to the Group's ESG-related systems and their implementation, the Board is also obligated to oversee and ensure the effectiveness of all ESG-related management and internal control systems. At the same time, another part of the Board's responsibility is to review our annual ESG Report.

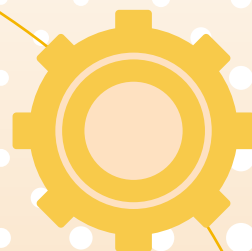
To enhance its capacity in responding to and managing environmental and social risks, the Group has established an "ESG Working Group" to serve as the designated body in charge of all ESG-related matters. The ESG Working Group is responsible for taking management actions in accordance with our sustainable development objectives, and for assisting the Group in effectively engaging its internal and external stakeholders.

Further, through the preparation and disclosure of this Report, the Group also aims to reflect on its ESG initiatives and identify areas for improvement, so as to deliver continuous enhancement in its ESG capabilities.

集團董事會作為ESG工作的最高領導機構，負責監督集團ESG範疇制度的修訂與落實，監督並確保ESG管理與內部監控系統的有效運行，致力將可持續發展融入業務決策與營運環節中。同時，集團董事會負責審閱年度ESG報告。

為提高環境及社會風險的應對和管理能力，集團成立「環境、社會及管治小組」，作為環境、社會及管治的專門監督機構，負責根據可持續發展目標開展管理工作，並協調集團與內外部權益人的有效溝通。

集團亦借助本報告的編製和披露，反思和完善ESG工作中的不足之處，持續提升ESG管治能力。





## STAKEHOLDER ENGAGEMENT

### 權益人參與

The Group highly treasures the proactive engagement with its stakeholders; it therefore faithfully listens and actively responds to the demands and expectations of various stakeholders, including its shareholders, investors, customers and employees. The Group sets out to maintain harmonious and close partnerships that promote mutual benefit with its stakeholders, aiming at working in collaboration to achieve mutual sustainable development. Set out below is the current mechanism that the Group adopts when engaging stakeholders:

集團高度重視與權益人之間的交流與溝通，認真聆聽並積極回應股東、投資者、客戶、員工等各方權益人的訴求與期望，維繫與權益人和諧緊密、互利互惠的合作關係，攜手與權益人共同實現可持續發展。集團現有權益人溝通機制如下：

Stakeholders 權益人	Channels of engagement 溝通渠道	Concerned issues of stakeholders 權益人關注議題
Customers 客戶	Membership services 會員服務 Customer satisfaction surveys 客戶滿意度調查 Organising member competitions 舉辦會員比賽	Establishment of communication and engagement platforms 搭建交流溝通平台 Information security and privacy protection 信息安全與私隱保護 Enhancement of service quality 提升服務品質
Shareholders and investors 股東與投資者	General meetings 股東大會 Annual reports and announcements 年報與公告 Company website 公司網站	Regulating corporate governance 規範企業管治 Sustainable profitability 持續盈利能力 Corporate transparency and reputation 企業透明度與聲譽
Employees 員工	Employee trainings 員工培訓 Employee events 員工活動 Performance reviews 績效考核	Occupational training and promotion 職業培訓與晉升 Ensuring occupational health 保障職業健康 Remuneration packages and benefits 薪酬與福利
Governments/ regulatory authorities 政府／監管機構	Routine reporting and information disclosure 日常匯報與信息披露 Timely and full payment of taxes 及時足額納稅	Compliance with policies and regulations 遵守政策法規 Tax compliance 依法納稅 Operational compliance 合規營運
Suppliers and cooperating entities 供應商與合作商	Visits 交流互訪 Regular assessment 定期評估 Exploration of cooperation opportunities 探索合作機會	Provision of fair environment for cooperation 提供公平合作環境 Enhancement of mutual trust and benefit 增進互信互利 Delivery of joint development 實現共同發展
Community 社區	Reduction in resource consumption 降低資源使用 Provision of employment opportunities 提供就業機會 Support for vulnerable groups 扶助弱勢群體	Conservation of ecological systems 保護生態環境 Promotion of community development 促進社區發展 Charity participation 投身公益事業

## MATERIALITY ASSESSMENT OF ESG ISSUES

### ESG重要性議題評估

In 2018, the Group engaged an independent third-party advisor for the materiality assessment of its ESG issues, which involved a thorough assessment of ESG issues that its stakeholders were most concerned about. Findings from this assessment were used to help the Group determine key areas of disclosure for its 2018 ESG Report and objectives for ESG management in the coming year, allowing it to actively address the expectations and demands of various stakeholders.

集團於2018年聘請獨立第三方顧問機構開展ESG重要性議題評估工作，以全面評估權益人最為關心的ESG議題，從而協助集團確定2018年度ESG報告的披露重點以及下一年度的ESG管理目標，以積極回應各方的期望與訴求。

Materiality assessment for the current year mainly comprised the following 4 steps:

本年度的重要性評估主要涵蓋以下四個步驟：

Materiality matrix and priorities of ESG issues for 2018 are as follows:

2018年度ESG重要性議題矩陣及排序如下：

#### 1. Identifying applicable ESG issues

##### 識別適用的ESG議題

15 ESG issues covering, among others, environment, employment & labour practices, operational responsibilities and community investment, were selected with reference to existing operations of the Group, taking into account priorities in ESG management specific to the industry.

根據本集團現有業務，結合行業ESG管理重點，綜合選定涵蓋環境、僱傭與勞工常規、營運責任及社區投資等15項ESG議題。

#### 2. Online questionnaire for stakeholders

##### 線上權益人問卷調研

Various stakeholders, such as the management, general staff and suppliers, were invited to participate in the online questionnaire, in which their final ratings for the 15 issues were collected, allowing the Group to understand its stakeholders' opinions on and expectations for ESG management.

邀請管理層、普通員工、供應商等權益人參與線上問卷調研，收集權益人對15項議題的評分結果，並了解權益人對本集團ESG管理工作的建議與期望。

#### 3. Materiality categorisation of relevant issues

##### 重要性議題排序

ESG issues were categorised into 3 categories of “very important”, “important” and “less important” based on findings from the questionnaire and relevant interviews.

根據問卷調研及訪談結果，將ESG議題分為「非常重要」、「重要」和「次重要」三類。

#### 4. Preparing materiality matrix of relevant issues

##### 編製議題重要性矩陣

Materiality matrix for issues of the current year was prepared based on results from the materiality assessment of ESG issues. 基於ESG議題重要性評定結果編製本年度議題重要性矩陣。





## MATERIALITY ASSESSMENT OF ESG ISSUES

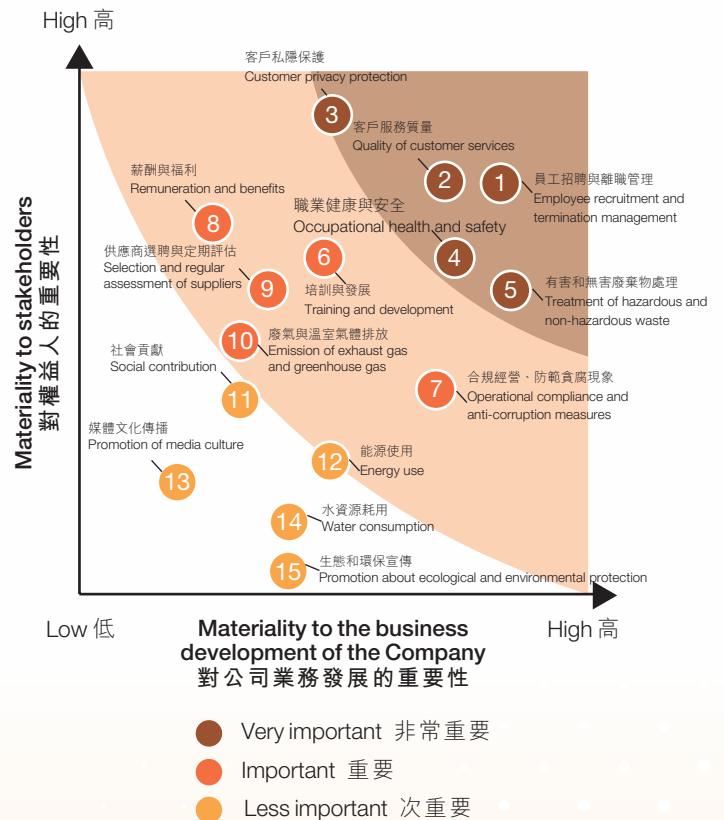
### ESG重要性議題評估

Area 範疇	ESG issue ESG議題	Priority 綜合排序
Employment & labour practices 僱傭與勞工常規	Employee recruitment and termination management 員工招聘與離職管理	1
	Occupational health and safety 職業健康與安全	5
	Training and development 培訓與發展	6
	Remuneration and benefits 薪酬與福利	8
Product responsibilities 產品責任	Quality of customer services 客戶服務質量	2
	Customer privacy protection 客戶私隱保護	3
	Promotion of media culture 媒體文化傳播	15
Supply chain management 供應鏈管理	Selection and regular assessment of suppliers 供應商選聘與定期評估	9
Corporate governance 企業管治	Operational compliance and anti-corruption measures 合規經營、防範貪腐現象	7
Community investment 社區投資	Social contribution 社會貢獻	11
Environment 環境	Treatment of hazardous and non-hazardous waste 有害和無害廢棄物處理	4
	Emission of exhaust gas and greenhouse gas 廢氣與溫室氣體排放	10
	Energy use 能源使用	12
	Water consumption 水資源耗用	13
	Promotion about ecological and environmental protection 生態和環保宣傳	14

# MATERIALITY ASSESSMENT OF ESG ISSUES

## ESG重要性議題評估

No.	Issue
序號	議題
Very important 非常重要	1 Employee recruitment and termination management 員工招聘與離職管理
	2 Quality of customer services 客戶服務質量
	3 Customer privacy protection 客戶私隱保護
	4 Occupational health and safety 職業健康與安全
	5 Treatment of hazardous and non-hazardous waste 有害和無害廢棄物處理
Important 重要	6 Training and development 培訓與發展
	7 Operational compliance and anti-corruption measures 合規經營、防範貪腐現象
	8 Remuneration and benefits 薪酬與福利
	9 Selection and regular assessment of suppliers 供應商選聘與定期評估
	10 Emission of exhaust gas and greenhouse gas 廢氣與溫室氣體排放
Less important 次重要	11 Social contribution 社會貢獻
	12 Energy use 能源使用
	13 Promotion of media culture 媒體文化傳播
	14 Water consumption 水資源耗用
	15 Promotion about ecological and environmental protection 生態和環保宣傳



As shown above, “employee recruitment and termination management” is rated as the highest priority in terms of employment & labour practices, and the Group will strictly abide by laws and regulations on employment to safeguard the legal benefits of its employees; when it comes to product responsibilities, “quality of customer services” and “customer privacy protection” are rated as the highest priorities, and the Group will not only continue to reciprocate the trust that our customers place in us with premium services, but also implement stringent measures to ensure the safety of customer information and privacy; in terms of environmental issues, “treatment of hazardous and non-hazardous waste” is rated as the highest priority, and the Group will continue to invest in environmental management, strengthen waste control, and protect the earth — our common home by putting green and eco-friendly principles into practice.

如上圖所示，在僱傭與勞工常規方面，「員工招聘與離職管理」為綜合評分最高的議題，集團將嚴格遵守僱傭法律法規保障僱員合法權益；在產品責任方面，「客戶服務質量」及「客戶私隱保護」為綜合評分最高的議題，集團繼續以優質服務回饋客戶對我們的信任，嚴格保證客戶信息及私隱安全；在環境方面，「有害和無害廢棄物處理」為評分最高議題，集團將持續投入於環境管理，加強廢棄物管控，以綠色、環保的運營理念維護我們共同的家園。

In this Report, we will disclose detailed information about the establishment of relevant systems for the above issues, as well as their performance.

在本報告中，我們將就上述議題的制度建設與績效表現進行詳細披露。



## SOCIAL 社會

### TALENT CULTURE

The Group adheres to a “people-centric” approach in talent management. In an effort to deliver shared growths among corporate entities and employees, the Group has dedicated itself to providing its employees with equal opportunities for career development, to caring about their physical and mental health, and to safeguarding their legal benefits.

The Group has established a comprehensive system for human resources management in accordance with applicable laws and regulations, including, among others, *Labour Law of the People’s Republic of China*, *Law of the People’s Republic of China on Prevention and Control of Occupational Diseases and Fire Protection Law of the People’s Republic of China*. Through the implementation of a number of rules and policies, such as *Recruitment Management Policy*, *Policies and Procedures for Managing Personnel Changes*, *Remuneration Management Policy*, *Detailed Rules on Administration of Wages and Supplementary Provisions in Relation to Calculation of Performance-related Wages*, the Group has set up regulated procedures for talent management, covering areas such as induction & confirmation, change in position, promotion, remuneration & benefits, employee training & labour rights, all with an aim to create a workplace that promotes fairness and equality, and to safeguard the legal benefits of its employees.

### 人才文化

集團堅持「以人為本」的人才管理理念，致力為員工提供公平的職業發展機會，關愛員工的身心健康，保障員工的合法權益，從而實現與員工的共同成長。

集團依照《中華人民共和國勞動法》、《中華人民共和國職業病防治法》、《中華人民共和國消防法》等法律法規，建立了完善的人力資源管理體系。集團通過《招聘管理制度》、《人事變動管理制度及流程》、《薪酬管理制度》、《工資管理操作細則》及《關於績效工資計算依據的補充規定》等制度政策，規範了入職轉正、崗位調動、晉升、薪酬福利、員工培訓和勞工權益等人才管理流程，為員工打造公平、公正的工作環境，保障員工的合法權益。

## SOCIAL 社會

### Employment Management

#### Talent introduction

As the Group fully understands that its employees are the foundation on which it moves forward, it therefore actively recruits talents via multiple channels (such as campus recruiting and social recruiting) to honour its commitment to building a team of competitive staff. In accordance with our *Recruitment Management Policy*, each department under the Group is required to prepare an annual employment plan based on actual needs of the previous year, which is to be submitted to the Human Resources Department for consolidation; the Human Resources Department then prepares a recruitment plan with reference to employment needs for the coming year, as well as the supply of internal and external talents, under which it is required to meet the recruitment target through channels such as campus recruiting, social recruiting and headhunting in that year, to ensure that recruitment works are performed in a regulated and orderly manner, with a view to addressing the Group's need for further development.

In accordance with the *Recruitment Management Policy*, external recruiting shall include several assessment procedures, including information collection, initial selection, interview, second interview and background investigation. Recruitment decisions will be made based on a number of factors, such as educational background, work experience and overall capabilities of the applicant, and any employee recruited will go through a probation period for assessment. The Group strictly follows the recruitment procedures in its evaluation of each applicant, aiming to ensure that its recruitment practices are merit-based, fair and transparent. Each of our departments (as the employer) and the Human Resources Department will track and assess the effectiveness of each recruitment process to make sure that we only recruit talents who meet relevant requirements in the employment plan and of their specific positions. Following each recruitment, the Human Resources Department will enquire new recruits of their opinions on our recruitment practices, review their work performance, and assess the costs and effectiveness of relevant recruitment activities, the findings from which will be used for further improvement.

### 僱傭管理

#### 人才引進

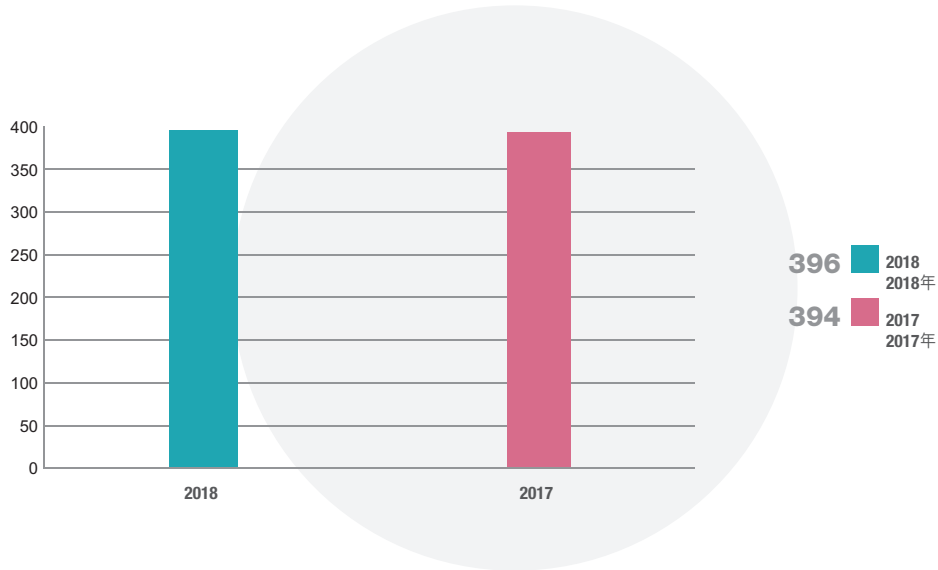
集團深知員工是企業發展的基石。集團積極通過校園招聘、社會招聘等多渠道積極招攬人才，致力打造一具有競爭力的員工團隊。集團《招聘管理制度》規定，集團各部門需要根據上一年度用工情況擬定年度用工計劃，提交人力資源部匯總；人力資源部根據未來一年的人力需求狀況和公司內外部人力資源供給情況制定人力資源招聘計劃，並在當年按照招聘計劃通過校園招聘、社會招聘、獵頭等渠道完成當年招聘目標，確保人員招聘工作規範、有序執行，滿足集團發展需求。

《招聘管理制度》規定外部招聘需經過人員資料收集及初步篩選、面試、複試、背景調查等考核流程，根據應聘者學歷水平、工作經歷、綜合素質等因素確定錄用人員，並通過試用對錄用員工進行評估。集團嚴格按照招聘流程對所有應聘員工開展考核，保障人才擇優錄取，確保招聘過程的公平性與透明性。集團用人部門及人力資源部對招聘流程的每個環節進行跟蹤，並評估招聘效果，確保錄用的人才符合招聘計劃及崗位需求。招聘結束後，人力資源部會調查新員工對招聘工作的意見，考評新員工的工作表現，評估招聘活動的成本和效果等，作為改進工作的依據。

## SOCIAL 社會

As at 31 December 2018, the Group's principal office in Hong Kong and "Bayhood No. 9" employed a total of 396 employees, largely the same with that in 2017.

截至2018年12月31日，集團之香港主要營業地點及北湖九號總共聘用員工人數為396人，基本與2017年持平。



Details about employee profile are set out below:  
員工人數詳細信息請見下表;



MALE 男性

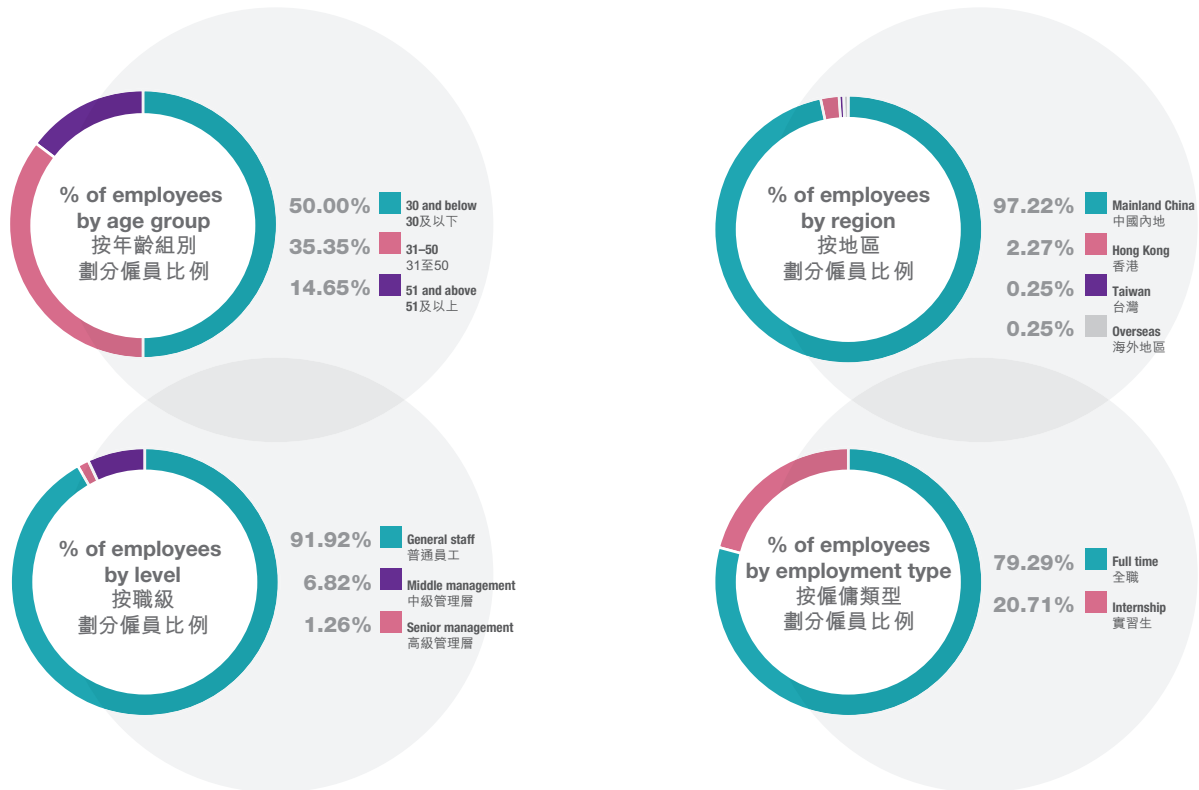
197  
197人 >> 49.75%  
佔 49.75%



FEMALE 女性

199  
199人 >> 50.25%  
佔 50.25%

## SOCIAL 社會



## Remuneration and benefits

In order to enhance its capabilities in attracting and retaining exceptional talents, the Group has established a comprehensive system for remuneration management and performance review to ensure that all employees are reasonably compensated, to inspire greater work efforts, and to deliver joint growth for group entities and employees. In accordance with the *Remuneration Management Policy*, remuneration packages for our employees are dependent on position, skill level and performance. The Group therefore determines remuneration packages for individual employees based on a number of considerations, such as position, performance, personal skills, professional qualification, year of service, educational background, position and job duties. In doing so, the Group aims to establish a fair and reasonable distribution system and a mechanism for internal motivation, thereby making sure that its employees can move forward and achieve greater heights. In addition, to ensure that its employees are provided with competitive remuneration packages, the Group also makes timely adjustments to their remuneration packages to reflect a number of factors, including, among others, prices, remuneration levels in the industry and its own operational efficiency.

## 薪酬與福利

為提升集團吸引和保留優秀人才的能力，集團已建立完善的薪酬管理與績效考核體系，確保員工獲得合理的報酬，激發員工的工作積極性，實現與集團的共同成長。《薪酬管理制度》規定，員工薪酬由職位、能力及業績決定。集團按照崗位、業績、員工個人能力、資質水平、司齡、學歷、職位、職務等確定員工薪酬，構築公平合理的分配機制和內在激勵機制，保障員工的健康成長與發展。集團結合物價、行業薪酬水平、企業經營效益等因素，對薪酬進行及時調整，確保為員工提供具有市場競爭力的薪酬。

## SOCIAL 社會

In strict compliance with all relevant laws and regulations in jurisdictions where it operates, the Group makes sure that all employees are entitled to statutory leaves and benefits. In addition, the Group has also established people-oriented welfare policies, evidenced by a diversified range of employee activities organised to help enhance communication among employees, to create a desired supporting atmosphere among company teams, and to develop a stronger sense of belonging towards the Group. At “Bayhood No. 9”, not only do employees enjoy free access to staff dormitories and complementary work meals, they also receive allowances during major holidays (such as the Chinese New Year and the Mid-Autumn Festival) and on their birthdays, a true testimony to how much they are appreciated.

集團嚴格遵守運營業務所在地相關法律法規，保障員工享有法定假期與福利。集團亦制定了人性化的福利政策，組織多樣化的員工活動，促進員工的溝通交流，營造團隊間友愛互助的良好氛圍，提升員工對企業的歸屬感。北湖九號還為部份員工提供免費的宿舍及工作餐，並在新年、中秋等重大節日及員工生日為員工發放福利津貼，從心出發關懷員工。

### Case study: Youth Day Celebration

#### 案例：五四青年聯歡會

In May 2018, “Bayhood No. 9” organised a Youth Day Celebration under the theme “Sharing the Merriment and Happiness”, in which colleagues from all departments contributed to the preparation, showing their talents via singing, piano and dancing. In hosting this event, “Bayhood No. 9” aimed to enrich its employees’ cultural life in their spare time, to promote positive values as a corporate entity, to create an opportunity for employees to get to know each other better, and to inspire greater creativity by further enhancing staff synergy.

2018年5月，北湖九號舉辦以「我們快樂、我們幸福」為主題的五四青年聯歡會活動，各部門共同參與節目籌備，以歌曲、鋼琴演奏、舞蹈等形式展現才藝。活動以豐富員工業餘文化生活為目的，致力傳遞企業正能量、增進員工之間的互相了解與溝通，持續提升員工向心力及創造力。



Youth Day Celebration  
五四青年聯歡會

## SOCIAL 社會

### Training and development

The Group strongly believes that the growth and development of its employees represent one of the key methods to build lasting competitiveness. In an effort to assist its employees in achieving their personal career goals, the Group has established a robust setting for career advancement in accordance with *Rules on Employee Mobility Management*, thus providing ample training opportunities and removing barriers in their career paths.

#### Employee training

The competence and skills of our employee teams form the cornerstone of our long-term development. To help employees improve their occupational skills, the Group offers them systematic, diversified training courses suited to the duties of different roles. Under coordination and supervision of the Human Resources Department, every department within the Group prepares and executes an annual training plan at the beginning of each year, which serves as the training guideline throughout the year. Not only does the Group prompt each department to complete its monthly training plan through a performance review, it also evaluates works related to the improvement of training courses on an ongoing basis, honouring its commitment to the continuous improvement of employee training results. Meanwhile, based on issues identified in their daily operations, each department will also provide timely advice to employees at meetings and sharing sessions. In so doing, we aim to help our employees better address challenges that they encounter at work, promote mutual communication and learning among them, so as to create a working and learning atmosphere that nurtures harmonious coexistence and mutual support.

For example, the training course for employees at “Bayhood No. 9” includes, among others, training on golf-related theories and knowledge, on-site training and post-training evaluation. In addition to helping employees understand theoretical information related to their respective roles, such as knowledge, skills, service standards, etiquette and safety awareness, this course also leads new employees to master work skills and enhance their safety awareness through a mentor system. Following its “one-on-one” principle, “Bayhood No. 9” not just pairs new employees up with their own career mentors, it also prepares a 3-month training plan to help each new employee quickly familiarise themselves with their respective job responsibilities and team members through systematic training that centres on knowledge and on-the-job teaching.

### 培訓與發展

集團深知員工的成長與發展是企業形成長期競爭力的重要途徑。集團根據《員工外派管理規定》等制度規定，為員工構築健康的職業發展環境，提供充足的培訓機會，保障暢通的職業發展通道，幫助員工實現個人職業發展。

#### 員工培訓

員工團隊的素質與技能是企業實現長遠發展的基石。為提升員工職業技能，集團根據不同崗位職責需求，為員工提供系統化、多元化的培訓。在人力資源部的組織與監督下，集團各部門於每年年初制定並執行年度培訓計劃，作為本年培訓工作的指引。集團採取部門績效考核的方法督促各部門完成每月培訓計劃，並持續評估各部門在培訓課程改善方面的工作成果，致力持續提升員工培訓效果。同時，根據在日常工作中發現的問題，各部門亦會及時通過會議及員工經驗分享會等方式，為員工提供工作指導，幫助員工更好地應對工作難題，促進員工溝通及互相學習，形成和諧互助的工作學習氛圍。

北湖九號員工培訓課程包含高爾夫相關理論知識培訓、現場實地培訓、培訓後考核等環節，能夠幫助員工了解崗位相關知識技能、服務標準、禮儀形象、安全意識等理論知識，並通過以老帶新的方式引導員工掌握工作技能、提升安全意識。北湖九號為每位新員工配備「一帶一」職業導師，並制定三個月培訓計劃，通過系統化的知識培訓及在職指導，幫助新員工快速熟悉崗位職責，融入團隊。



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The Group regularly provides its senior and middle management with management training programmes, so as to help them stay on top of corporate governance and regulatory updates, as well as policies and laws concerning the sector, analyse industry dynamics and changes in listing rules, understand the updated laws and regulations, thereby ensuring that the management is capable of making appropriate decisions to cope with changes in the macro environment and supervisory requirements.

集團針對中高層管理人員定期提供管理培訓課程，幫助管理層梳理企業內部管治及行業政策法規的更新情況，分析行業動態及上市規則的變化等情況，掌握法律法規更新情況，確保管理層能夠及時應對外界宏觀環境及監管要求的變化。

### Training for customer service staff at Membership Department 會員部客服培訓



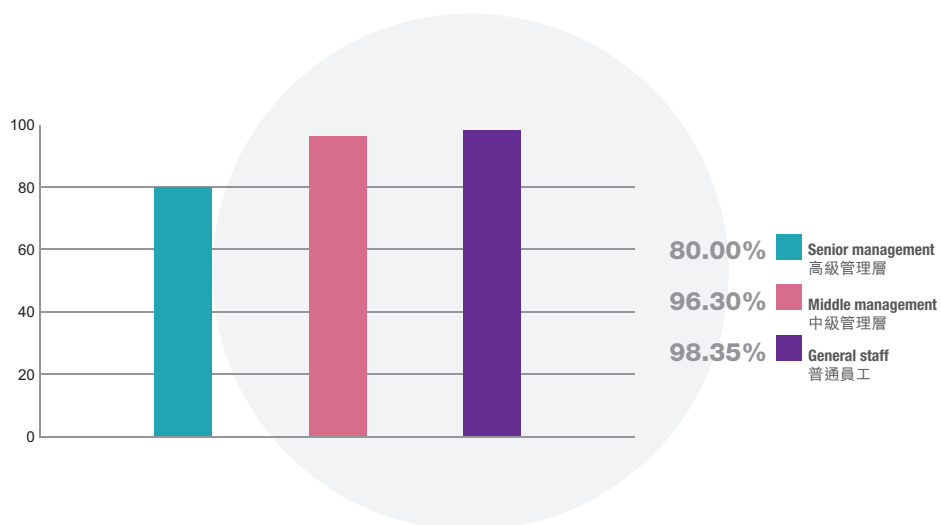
### Caddie training 球童培訓



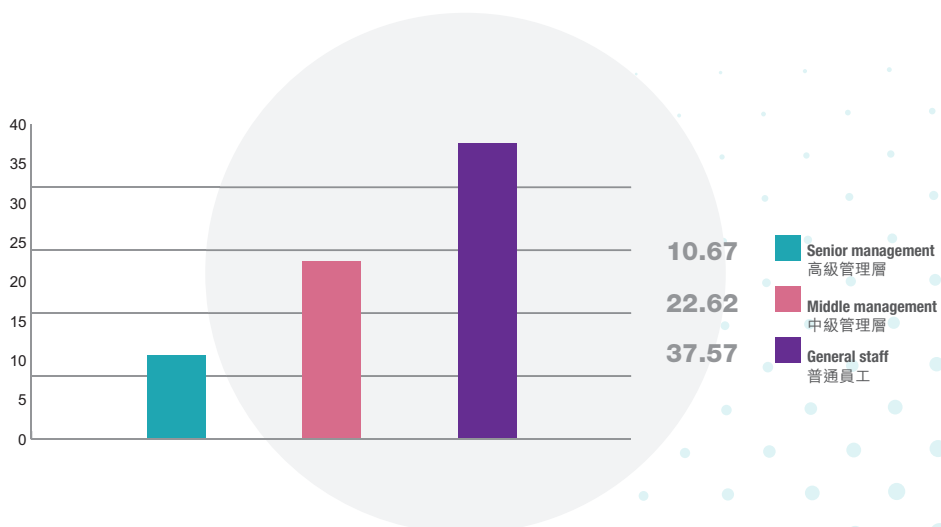
## SOCIAL 社會

Set out below is the data about the performance of employee training in 2018年度員工培訓績效數據如下：  
2018:

**% of trainee by level**  
按職級參與培訓人數比例



**Average training hours (hour/trainee)**  
平均培訓時數(小時/人)



## SOCIAL 社會

### Case study: Labour skill competition for employees

#### 案例：員工勞動技能競賽

In March 2018, “Bayhood No. 9” organised a labour skill competition under the theme “Hard Work & Happiness”, in which employees entered competitions focusing on work performance, technique and management skills. By encouraging employees to put their motivation and creativity to full use, “Bayhood No. 9” aimed to inspire its employees to be passionate and respectful about their work. A total of 14 departments, including its Golf Department and Venue Management Department, joined the labour skill competition, where they first designed various contests and evaluation criteria based on job specifications, and then arranged employees to participate in those department-wide contests. “Bayhood No. 9” granted a number of awards, including, among others, “Advanced Group”, “Advanced Team”, “Outstanding Manager” and “Model Worker” to exceptional employees and groups, whom were given certificates and prizes.

2018年3月，北湖九號開展以「我們奮鬥、我們幸福」為主題的勞動競賽，組織員工進行業績、技術和管理方面的比拼，充分激勵員工工作積極性和創造性，激發員工愛崗敬業的勞動熱情。勞動競賽以部門為單位，高球部、場務部等14個部門根據崗位特點設計競賽內容及評選方案，並組織部門員工參與部門競賽。北湖九號從優秀的員工或團體中評選出「先進集體」、「先進班組」、「優秀管理者」、「勞動模範」等多項榮譽，並為其頒發獎狀及獎品。



**Labour skill competition of  
Golf Department**  
高球部勞動競賽



**Labour skill competition of  
Venue Management Department**  
場務部勞動競賽

### Career promotion

The Group follows the principles of openness, transparency and fairness for its comprehensive assessment of career promotion, so as to ensure fair access to promotion for all employees. Each year, the Group confirms and announces internally all positions open to promotion in accordance with the *Promotion Procedures*, taking into account relevant staff arrangement. An Eligibility Review & Assessment Team has been established by the Human Resources Department, which is responsible for performing comprehensive evaluations on applying participants in forms such as written test, interview with Q&A session, practical assessment, quantity assessment and democratic review, as well as setting up probation periods for promoted employees. Those who pass their comprehensive evaluations and probation periods may assume new roles upon official appointment.

### 職業晉升

集團職業晉升綜合評估過程遵循公開、透明、公正的原則，確保員工的公平晉升機會。集團每年根據《晉升流程》及人員編製確定晉升崗位並在集團內部公示，由人力資源部設立資格審核及考評組，通過書面考核、面試答辯、實操考核、量表考核、民主測評等方式對員工開展綜合評估，並設置晉升員工見習期，通過綜合評估及見習期評估的員工可正式被任命上崗。

## SOCIAL 社會

Internal competitive recruitment is also one of the key promotion channels for our cadres. The Group prepares and publishes a scheme for competitive recruitment, in which its employees can participate through voluntary application or department recommendation. Following its verification of the eligibility of each applicant (covering educational background, profession and work experience), the Human Resources Department will arrange for all eligible applicants to take part in an examination and a Q&A session, where they will compete for the positions that they applied for. A comprehensive review is conducted on each of the applicants, with input from their supervisors, those at the same level as them, and members from related departments. After a shortlist is confirmed based on final results of the review, a probation period will be set up to evaluate whether those passing the competitive recruitment are suited to their positions, with a view to ensuring that all promotion decisions are fair and transparent.

### Occupational health and safety

The Group fully understands that the health and safety of its employees are of unparalleled importance in corporate governance. The Group has therefore prepared and implemented a number of rules (such as the *Corporate Operational Safety Management Policy* and *Safety Handbook for Caddies*), together with safety management measures, setting out to effectively safeguard occupational health and safety for its employees through standardised management, daily training and drills, promotion of safety knowledge, as well as occupational protection.

#### Standardised safety management

To ensure employee safety by providing comprehensive protection, not only does the Group prepare detailed work regulations and procedures, it also carries out regular inspections to make sure that relevant regulations, procedures and standards are complied with by employees in performing their duties. At “Bayhood No. 9”, all special posts (e.g. electricians) must be performed by license holders, and those driving internal vehicles (such as battery cars and lawn mowers) must also hold relevant driving licenses. Standard operating procedures must be followed when filling up vehicles and during maintenance, so as to eliminate any situation that may put the health and safety of employees at risk. In addition, personal protective equipment (such as masks, goggles, rubber gloves and safety ropes) is provided to employees from the Venue Management Department and the Engineering Department, all employees are instructed to wear them when working, and we follow up with regular check-ups on the execution and proactive measures to prevent occupational injury. At the same time, the Group also purchases employer liability insurance for all front-line employees (e.g. those performing engineering works) to safeguard their legal benefits.

內部競聘亦是幹部晉升的主要渠道之一。集團制定並發佈競聘方案，員工可通過自願報名或部門推薦的方式參與。人力資源部會審查競聘者學歷、專業、工作經驗等資格，並組織合資格者開展考試與答辯，競聘上崗。競聘員工的上級、平級、關聯部門員工共同參與員工綜合評分，最終根據綜合評分結果確定入圍人選，並設置試用期以評估競聘成功員工是否適合該崗位，從而確保職業晉升的公平與透明。

### 職業健康與安全

集團深知員工的健康及安全是企業管理的重中之重。集團制定並實施《企業運營安全制度》及《球童安全手冊》等制度及各項安全管理措施，通過規範管理、日常培訓及演練、安全知識宣傳、職業防護等途徑，切實保障員工職業健康與安全。

#### 規範安全管理

為全面保障員工安全，集團制定了詳細的工作規範及流程，並定期開展檢查以確保員工按照規範流程及標準上崗及操作。北湖九號規定所有特殊工種(如電工)必須持證上崗，駕駛電瓶車、除草機等內部車輛必須持有駕駛證照；車輛加油、養護等必須按照標準流程進行，謹防危害員工健康與安全的狀況發生；為場務部、工程部等員工提供口罩、護目鏡、膠皮手套、安全繩等防護用具，要求員工上崗必須佩戴，並定期檢查員工職業防護用具佩戴情況，積極預防職業傷害。同時，集團為所有一線員工(如工程類員工)購買僱主責任險，保障員工合法權益。

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### Safety education and drills

Due to its large size and considerable number of plants, “Bayhood No. 9” is at higher risk for fire, which is why fire safety is considered an unprecedented priority. In strict compliance with laws and regulations where it operates (e.g. *Fire Protection Law of the People’s Republic of China*), “Bayhood No. 9” has formed its volunteer firefighting team. As it is in charge of the daily management of fire safety, this team regularly examines firefighting gears to eliminate potential fire hazards. In addition, the volunteer firefighting team also organises regular drills to teach those concerned how to respond to fire emergencies and use fire gears, with an aim to improve fire preparedness and chances of survival during a fire accident.

“Bayhood No. 9” both regularly invite members of fire squadron to host seminars about fire safety, and ask all of their employees to attend. In so doing, they aim to help employees learn about fire safety, such as how to use fire extinguishers and what they should keep in mind during fire evacuation, thereby increasing their awareness about fire prevention and improving their evacuation skills. In March and November 2018, “Bayhood No. 9” organised a total of two fire drills, in which all its employees participated, setting out to familiarise employees with escape routes and enhance their self-rescue skills in fire accidents.

### 安全教育與演習

北湖九號由於面積廣闊、植物眾多，存在較高的火災安全風險，因此高度重視消防安全。北湖九號嚴格遵守《中華人民共和國消防法》等運營所在地法律法規，成立兼職義務消防隊，負責日常消防安全管理，定期對消防器械設施進行檢查，消除消防隱患。義務消防隊亦會定期對火災應急處理、消防器材使用等進行演練，提升在火災情況下的應急反應能力，提高消防逃生機會。

北湖九號定期邀請消防中隊講師為全體員工開展消防知識講座，幫助員工了解滅火器材使用、火災逃生注意事項等安全知識，提升員工火災防範意識及安全逃生技能。2018年3月及11月，北湖九號共組織兩次覆蓋全體員工的消防演習，幫助員工熟悉火災逃生路線，提高火災自救能力。

### Seminar on fire safety and self-rescue 火災安全自救知識講座



### A fire drill at “Bayhood No. 9” 北湖九號消防演習



## SOCIAL 社會

At the same time, as golfing involves outdoor activities that take place in large venues, customer servicing staff (e.g. caddies) may be involved in safety accidents, for example, getting sunburned or struck by golf balls. “Bayhood No. 9” has incorporated specific safety courses into its daily training to educate employees about taking standard safety actions and enhancing protection, the execution of which is also overseen in its daily operations, with a view to reducing employees’ exposure to health and safety hazards.

As at 31 December 2018, the group-wide data about occupational health and safety is as follows:

Occupational Health & Safety Data 職業健康與安全數據	Unit 單位	Total 總計
B2.1 Number of work-related deaths B2.1 因工作關係死亡人數	head 人	0
B2.2 Days lost due to workplace injury B2.2 因工傷損失工作日數	day 天	0
Training hours on health & safety 健康安全培訓時數	hour 小時	17
Number of fire drills 消防演習次數	time 次	2

### Focusing on physical and mental health of employees

The Group is committed to providing all of its employees with a safe, comfortable and healthy work environment. The Group routinely checks on work areas, dormitories and cafeteria to eliminate potential safety and health hazards. In addition to allowing all employees access to medical kits containing common medicine at office areas, the Group also appoints designated staff to be in charge of checking and replacing medical supplies.

In 2018, “Bayhood No. 9” organised many employee activities, such as company trips, sports competitions and gatherings, through which it encouraged employees to relax and relieve work stress in their spare time. Such a diversified range of activities not just enabled employees to unwind after work, but also enhanced interpersonal communication, thereby raising team morale in a harmonious yet inclusive atmosphere at work.

同時，由於高爾夫活動具有戶外、場地廣闊的特性，球童等客戶服務人員可能發生被曬傷或被球擊中等安全事故。北湖九號在日常培訓中為員工設置專門的安全課程，教育員工使用規範的安全動作並加強防護，在日常工作中嚴格督促其執行，從而降低員工健康與安全受到危害的風險。

截至2018年12月31日，集團職業健康與安全數據如下：

### 關注員工身心健康

集團致力於為所有員工提供安全、舒適、健康的工作環境。集團對辦公、宿舍、食堂等區域進行定期檢查，排除安全及健康隱患。集團在辦公區域設置常備藥品箱，專人負責藥品檢查與替換，供所有員工取用。

北湖九號2018年度組織員工開展集體旅遊、員工運動會、聯歡晚會等多樣化的員工活動，促使員工在工作之餘放鬆身心，緩解工作壓力。豐富的員工活動能夠使員工在工作之餘放鬆身心，加強彼此溝通，增進和諧共融的工作氛圍，提升團隊的凝聚力。

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### Company trips 員工旅遊



### Case study: Tug-of-war competition

#### 案例：開場拔河比賽

On 18 March 2018, in celebration of the opening of its golf course, "Bayhood No. 9" kicked off its spring tug-of-war competition. Male and female teams took part in this competition, the winning teams were confirmed after many rounds of contest, and they were given certificates and awards. Through this event, "Bayhood No. 9" aimed to inspire greater work efforts, team work, and ultimately greater passion among its employees for work and life alike.

2018年3月18日，在高爾夫球場開場之際，北湖九號開展春季員工拔河比賽。本次拔河比賽分為男子組和女子組比賽，通過多輪角逐最終得出男子組及女子組冠軍，並頒發獎狀及獎品。北湖九號致力通過此次活動，鼓舞員工工作幹勁，促進員工之間的團結，以更加飽滿的熱情投入工作和生活中。



### Tug-of-war competition 拔河比賽

## SOCIAL 社會

### Equality and diversity

The Group ensures that none of its employees is subject to unequal treatment over gender, ethnicity, religious belief or nationality. We make sure that our channels for communication are always open to employees. In addition to encouraging employees to voice their opinions to the management or the Human Resources Department, we also take actions to ensure that their concerns are effectively addressed, so as to safeguard the legal benefits of our employees by creating a fair work environment.

The Group pays attention to its female employees; it therefore strictly complies with relevant laws and regulations in jurisdictions where its operations are located and actively implements caring-measures for the benefit of female employees, with a view to safeguarding their legal benefits. The Group prohibits any act to lower the wages of female employees or dismiss them on the ground of pregnancy, childbirth or lactation. Further, the Group also guarantees that no female employee will be required to participate in any work that is likely to have a negative impact on her health during pregnancy, and that all female employees are offered paid leaves for pregnancy-related medical examinations, maternity leaves and allowances in accordance with requirements in force in jurisdictions where the operation is located.

### Labour rights

The Group strictly abides by laws and regulations in jurisdictions where it operates, and it shows great respect to labour rights. Its Human Resources Management Policy contains exact provisions that require all personnel employed by the Group to have reached the legal minimum age for employment in the country or jurisdiction where it operates. The Group fully examines the identity documents of all applicants when recruiting, and it prohibits any form of child labour. “Bayhood No. 9” rejects any candidate below the legal age for employment when offering internships to students in collaboration with middle schools and higher education institutions. In case of any child labour identified in its ordinary course of business, whether due to omission of age or false certificate, “Bayhood No. 9” will immediately terminate its employment with the employee concerned, and contact his/her family by enlisting help from the wider community.

The Group stringently follows relevant rules on statutory working hours in jurisdictions where it operates to prevent forced overtime work. In cases where employees voluntarily work on an overtime basis to cope with emergencies, the Group will compensate them with time off or overtime payment. In addition, the Group also complies with rules on statutory leaves in jurisdictions where it operates to safeguard the legal benefits of its employees.

### 平等與多元化

集團保障任何員工不會因為性別、民族、信仰、國籍等不同受到不公平待遇。我們保持員工溝通渠道的暢通，鼓勵員工向管理層或人力資源部反饋建議、意見，並確保員工意見得到有效反饋，從而營造公平的工作環境，切實保障員工合法權益。

集團關注女性員工的權益，嚴格遵守業務所在地相關法律法規，積極落實女員工關愛措施，保障女員工的合法權益。集團禁止因女員工懷孕、生育、哺乳而降低其工資或予以辭退，亦保證所有女員工不會在孕期從事任何影響健康的工作，並且按照運營所在地規定為女員工提供帶薪產檢假、產假等假期並發放生育補助津貼。

### 勞工權益

集團嚴格遵守運營所在地法律法規，尊重勞工權益。集團在人力資源管理規定中嚴格規定，所有勞動用工必須滿足國家及運營地區法定最低用工年齡，在僱傭時集團會嚴格檢查應聘者身份證件，杜絕使用童工。北湖九號在與中高等院校合作為在校學生提供實習機會時，不接受法定年齡以下的實習生。在日常工作中，如果發現隱瞞年齡、偽造證件等情況而發生的童工現象，北湖九號會立刻終止與其僱傭關係，並通過社區等渠道聯繫其家人。

集團嚴格執行運營所在地法定工作時間相關規定，杜絕強制員工加班的情況。對因緊急情況發生的員工自願加班，集團為員工安排調休或發放加班工資。集團亦遵循運營所在地法定假期相關規定，保障員工的合法權益。



## SOCIAL 社會

### OPERATIONAL MANAGEMENT

The Group's entertainment & media business strictly complies with relevant laws and regulations in jurisdictions where its operations are located (such as mainland China and Hong Kong), including, among others, *Regulations on Administration of Films* and *Copyright Law of the People's Republic of China*. Committed to bringing film & TV productions of premium quality and positive values to the public, the Group performs a thorough assessment on the content of each film & TV project prior to proceeding with the investment. Meanwhile, driven by its dedication to continuously improving customer experience, the Group's healthcare & wellness business not only explores measures for further quality improvement, it also takes action to offer F&B products of greater quality while enhancing its supply chain management for other services.

#### Product and service responsibilities

##### Entertainment & media business

In October 2018, the Group established a Green Light Committee, for which it also prepared and implemented the *Green Light Policy in Relation to Content Investment* to regulate its assessment of content investments. In accordance with this policy, the Group is required to obtain unanimous consent from all members of the Green Light Committee prior to investing in any film or TV production. Relevant departments are required to submit materials (such as investment budget, expected time of release, expected schedule for production and delivery, director and main cast, total investment amount) to the Green Light Committee before the commencement of any film or TV investment. This committee will evaluate the profitability of a film or TV production and the legal compliance of its content, with reference to external factors such as preferences of the audience in the film & TV industry and state policies, and then decide whether to proceed with the investment based on results from the comprehensive evaluation. Through this initiative, the Group aims to enhance its assessment on film, TV and entertainment projects, to oversee the improvement of project-specific management and the adequacy of early-stage investigation, and to ultimately fulfil its responsibility towards shareholders and other stakeholders for profitability and operational stability.

### 營運管理

集團娛樂及媒體業務嚴格遵守《電影管理條例》及《中華人民共和國著作權法》等中國內地和香港等運營所在地的法律法規，在投資之前對所有影視投資項目開展嚴格內容審核，務求為公眾呈現高質量、正能量的影視作品。同時，集團旗下健康及養生業務不斷鑽研品質提升措施，加強餐飲出品及其他服務供應鏈管理，以持續提升客戶體驗。

#### 產品及服務責任

##### 娛樂及媒體業務

2018年10月，集團成立綠燈委員會，制定並實施《有關內容投資之綠燈政策》，用以規範內容投資的審核。根據該制度規定，集團投資所有影視作品必須通過綠燈委員會所有委員一致同意方可進行投資。在進行影視投資之前，相關部門必須將投資預算、預計放映時間、預期製作和交付期表、導演和主要演員、投資總額等材料提交綠燈委員會，委員會結合影視行業觀眾偏好、國家政策情況等外界因素，評估影片的盈利能力及題材合法合規性，根據綜合評估結果確定是否投資該影視作品。集團通過這一舉措，以加強對影視娛樂等項目的審核力度，督促提升項目管理能力與前期調查工作的充足性，踐行對股東及其他權益人的盈利與穩健運營責任。

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### Healthcare & wellness business

The Group truly believes that the quality of its products and services is an important factor in delivering sustainable development in the long run. As a result, to ensure that its customers are provided with satisfactory services and products, “Bayhood No. 9” has established a number of procedures to further regulate customer services, such as *Registration Procedures for New Members*, *Reservation Procedures for Members*, *Reception Procedures for Members* and *Procedures for Handling Customer Complaints*. The Group ensures the faithful performance of these procedures through frequent quality supervision and regular staff training, so that its customers are always offered premium services to their satisfaction.

Moisture content and evenness of its golf course turfs are two of the many factors that may affect the swing speed and balance of customers. Therefore, turf maintenance for “Bayhood No. 9” comes with demanding professional requirements. To meet the club’s turf standards for the summer season, “Bayhood No. 9” engages professional turf maintenance workers to start relevant preparations at the beginning of each year, which include aerating and sand topdressing in the spring, as well as moisture control and fertiliser control in the summer. In addition to providing an effective way to prevent and treat insect problems in the summer, these measures also reduce the likelihood of pythium disease and dollar spot, enhance grass turf quality, and ultimately allow customers to enjoy a greater golf experience.

### 健康及養生業務

集團深信產品與服務品質是長期可持續發展的重要因素。為向客戶提供滿意的服務與產品，北湖九號制定了《新會員入會流程》、《會員預定流程》、《會員接待流程》、《客戶投訴處理流程》等流程制度規定，加強客戶服務的規範性。集團通過嚴密質量監督、定期培訓服務人員，確保制度的有效執行，使客戶獲得滿意的優質服務。

北湖九號高爾夫球場場地植被的含水量、平整度等因素會影響客戶擊球的速度、平穩度等，因此場地養護具有較高專業要求。為滿足夏季俱樂部的場地接待標準，北湖九號聘用專業草場養護人才，每年自年初開始起開展相關籌備工作，經過春季的打孔、覆沙作業，夏季的控水、控肥等物理措施，有效防治夏季病蟲害，降低了腐黴病及幣斑病害的發病率，提升草坪水準，增強客戶的擊球體驗。

### A professional golf course at “Bayhood No. 9”

#### 北湖九號專業球場



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Senior management of “Bayhood No. 9” has formed a Quality Inspection Team, responsible for inspecting services provided at each post on a weekly basis, timely identifying any breakdown in the service chain, as well as urging employees to promptly improve their work methods or attitudes, and pay greater attention to detail when providing services. The Membership Department is responsible for coordinating the daily management and supervision of membership services. It convenes daily internal routine meetings to maintain close communication with employees, a practice that allows it to timely identify and summarise issues and experience arising from service provision, thereby guiding employees to learn from good work experience, to make up for deficiency in their services, and to further improve their service quality. With a view to providing members with professional and thorough services, the Membership Department hosts regular training for member service staff (e.g. club staff and caddies) to deliver better etiquette and service awareness, and to enhance their professional knowledge about golfing. Further, the Membership Department maintains close communication with members, it enhances member satisfaction by overseeing relevant processes to ensure that complaints from members are addressed in a timely manner.

北湖九號高級管理層組成質檢團隊，每周對各崗位服務情況開展檢查，及時排查服務不足之處，並督促員工及時改善工作方法或態度，提升服務細節。會員部負責統籌會員服務的日常工作與監督，每日召開部門內部例會，與員工保持密切的溝通交流，及時發現、總結服務中發現的問題與服務經驗，從而引導員工學習優秀工作經驗，改善服務品質缺陷，不斷精益服務品質；對會服、球童等會員服務人員定期開展培訓，提升服務人員的禮儀與服務意識，加強對高爾夫運動的專業知識，為會員提供專業、周到的服務。會員部保持與會員的密切溝通，及時督促解決會員投訴問題，提升會員滿意度。

### Case study: Membership Golf Tournament

#### 案例：封場杯會員高爾夫球賽

On 25 November 2018, “Bayhood No. 9” organised and invited club members to participate in its 2018 Membership Golf Tournament. The tournament set a number of prizes, including a gross champion and 2 runners-up, as well as a net champion and 2 runners-up. Following standard rules of golf, the tournament involved fierce competitions, and a night banquet was hosted in which trophies and gifts were awarded to winning members. “Bayhood No. 9” honoured its commitment to improving service quality by creating an opportunity for club members to interact and communicate with one another through a standard yet competitive tournament, which also enhanced mutual understanding between “Bayhood No. 9” and club members, while allowing “Bayhood No. 9” to understand any suggestion or expectation that its members had for club operation.

2018年11月25日，北湖九號舉辦了2018年封場杯會員高爾夫球賽，邀請俱樂部會員參賽，設置總杆冠亞季軍、淨杆冠亞季軍等獎項，按照正規高爾夫球賽規則開展激烈比賽，並通過晚宴為獲獎會員頒發獎杯及禮品。北湖九號致力於通過正規、激烈的賽事，為會員提供彼此之間交流球技及溝通的機會，提升北湖九號與會員的溝通，了解會員對俱樂部的建議或意見以提升服務品質。



**Group photo of members at the Membership Golf Tournament**  
封場杯會員賽會員合影



**Award banquet for the Membership Golf Tournament**  
封場杯會員賽頒獎晚宴

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### Supply chain management

Supplier development and management lie at the core of supply chain management. Supplier performance is the precedent condition for the Group to ensure product and service quality. In addition to developing systems in relation to procurement and supplier management, the Group has also set up a database for key suppliers, enabling it to fully manage all processes involved in the entry, assessment, withdrawal and development of suppliers. In addition, the Group values the collaboration and interaction with its suppliers, and is committed to maintaining partnerships that can bring mutual benefit.

“Bayhood No. 9” selects reputable suppliers that have necessary licenses and credentials as required by state-level authorities for its routine procurement. The Group will ask suppliers to present documents of relevant licenses and credentials during the selection and engagement process, which are then strictly reviewed and filed for administration purposes. Further, through on-site inspection, the Group also performs comprehensive assessment on its suppliers that covers a number of areas, such as product pricing, source, model and after-sales services, so as to select suppliers that meet its quality standards.

“Bayhood No. 9” executes a continuous tracking and stage-based assessment system in relation to suppliers in partnership, which has enabled it to categorise and manage suppliers. Upon terminating partnerships with suppliers who fail to perform their obligations or follow schedules, and those with unstable product quality or sub-level service standards, “Bayhood No. 9” forms additional partnerships with suitable candidates, with a view to ensuring product and service quality at the root level.

As at 31 December 2018, the number of suppliers for the Group’s principal office in Hong Kong and “Bayhood No. 9” is as follows:

Supplier Region 供應商所在地區	Number of Suppliers 供應商數量	% 佔比(%)
<b>Total number of suppliers</b> 供應商總數	<b>54</b>	
Mainland China 中國內地	42	77.78%
Hong Kong 香港	12	22.22%

### Customer information and privacy protection

The Group highly values its relationship with members, and therefore strictly abides by laws and regulations on information security and privacy protection in jurisdictions where it operates. The Group spares no effort in safeguarding customer privacy and security through stringent control measures. The Group’s *Customer Privacy Protection Policy* sets forth detailed requirements about the collection, storage and transmission of customer information. Not only is the Group very specific about the access and authorisation relating to customer information, it also sets stringent restrictions on the permissible scope for collecting information, thereby minimising any potential leakage of

### 供應鏈管理

供應商的開發和管理是供應鏈管理的核心。供應商的履約表現是集團保證產品和服務品質的前提條件。集團現已制定了採購管理制度和供應商管理制度，並建立了重要供應商資料庫，在供應商准入、供應商評估、供應商退出、和供應商發展等環節形成了全流程管理。同時，集團重視與供應商的合作與互動，致力維護互利互惠的良好合作關係。

針對日常採購，北湖九號選擇具有國家規定證照、資質的知名品牌進行採購。在選聘供應商時，集團會要求供應商提供相關證照及資質文件，並對其進行嚴格審核及存檔管理。另外，集團還會以現場考察的方式對供應商產品的價格、貨源、型號、售後服務等方面進行綜合評估，從而選取符合集團質量標準的供應商。

北湖九號對合作供應商進行持續跟蹤及階段性評分，對供應商進行分類管理，與履約及時性差、產品質量不穩定、服務水平低的供應商終止合作，增補合適供應商，從源頭確保產品與服務質量。

截至2018年12月31日，集團在香港主要營業地點及北湖九號供應商數量如下：

### 客戶信息及私隱保護

集團十分珍視與會員的關係，嚴格遵守運營所在地信息安全及私隱保護相關法律法規，通過嚴格管理，竭盡所能保護客戶的私隱與安全。集團的《客戶私隱保護制度》對客戶信息的搜集、保存、傳訊等行為制定了詳細的要求。集團明確客戶信息的接觸與使用權限，並且限制信息收集範圍，盡力降低客戶信息泄露可能性。同時，集團與所有涉及客戶個人信息的員工均簽訂私隱保護協議，嚴格規定客

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customer information. Meanwhile, in order to prevent misuse of customer information by employees, in forms such as disclosing, selling or sharing, the Group also enters into a confidentiality agreement with each employee that deals with personal information of its customers, sets stringent requirements on the permissible scope for using customer information, and stresses on the importance of confidentiality to all employees.

### ANTI-CORRUPTION AND INTEGRITY DEVELOPMENT

The Group strictly complies with relevant laws and regulations in jurisdictions where it operates, and it is committed to creating a fair, transparent internal environment. Therefore, it cracks down on corruption, bribery and malpractice to protect the normal order in which its operational activities are carried out. The Group has established several management rules (such as *Management Rules Against Malpractice*, *Code of Ethics* and *Policy on Inside Information and Information Disclosure*) to enhance internal and external risk resistance capacities. By regulating professional conduct for all of its employees and preventing employees from engaging in any form of bribery, extortion, fraud or money laundering at work, the Group does its best to safeguard the legal benefits of its stakeholders, including shareholders and customers.

In upholding an a corporate culture that centres on honesty and integrity, the Group actively promotes righteous behaviours to create a culture that discourages malpractice. Through a number of channels (such as the Employee Handbook, relevant rules and policies, emails or intranet), we set out to inspire honest and moral behaviours among our employees, guide them to properly address conflicts of interest at work, and strictly prohibit them from abusing work responsibilities for bribery, misappropriation of public funds, money laundering or insider trading. As for areas at higher risk for malpractice, we have not just established a comprehensive set of internal control measures, but also been engaging third parties for internal audit on an annual basis to timely identify and rectify any deficiency in our internal control. In so doing, we aim to ensure that our exposure to malpractice is effectively monitored.

Having established a channel (e.g. email) to report malpractices, our Audit Committee encourages employees to report any behaviour that involves corruption or malpractice, and makes sure it will be seriously dealt with once substantiated. While responsible personnel will be subject to financial and administrative punishment in accordance with national and corporate rules, those breaking applicable law(s) will be sent to judicial authorities. The Group was not involved in any litigation relating to corruption or malpractice during 2018.

### COMMUNITY INVESTMENT

The Group is always mindful of the development of local communities, it therefore safeguards its own sustainable development while actively giving back to the society by supporting vulnerable groups, helping local residents find employment and participating in charity work.

戶信息的使用範圍，向員工強調信息保密的重要性，杜絕員工透露、出售、共享等不正當使用客戶信息行為。

### 反貪腐及廉潔建設

集團嚴格遵守運營所在地相關法律法規，致力創建公平、透明的企業環境，打擊貪污、賄賂、舞弊等行為，保障集團經營活動的正常秩序。集團制定《反舞弊管理制度》、《道德守則》及《內幕消息及信息披露政策》等管理規定，加強內外部風險防範能力，規範全體員工的職業行為，杜絕員工在工作中的賄賂、勒索、欺詐及洗黑錢等行為，維護股東、客戶等權益人的合法權益。

集團倡導誠信正直的企業文化，積極開展廉潔宣傳工作，營造反舞弊的企業文化環境。我們通過員工手冊、規章制度、郵件或內聯網等途徑，倡導員工行使誠信道德的行為，正確處理工作中的利益沖突，嚴厲禁止利用職務之便收受賄賂、挪用公款、洗錢、內幕交易等行為。針對舞弊的高風險領域，我們建立了完善的內部控制措施，並每年聘請第三方機構開展內部審計措施以及時發現、改善內控缺陷，保障對舞弊風險進行有效監督。

集團審核委員會設置電子郵箱舉報舞弊渠道，鼓勵員工對任何涉及貪腐及舞弊的行為進行舉報，經調查發現屬實即嚴格處置，按照國家及企業規定給予經濟及行政處罰；觸犯法律的，移送司法機關處理。2018年，集團未發生任何貪污舞弊訴訟案件。

### 社區投資

集團持續關注當地社區的發展，在確保集團可持續發展的同時，通過幫扶弱勢群體、為當地居民改善就業、參與社會慈善活動等方式，積極反饋社會。

## SOCIAL 社會

### Helping vulnerable groups

In May 2018, to put into practice the charitable spirit of love for all, “Bayhood No. 9” actively responded to the national initiative of “targeted poverty alleviation” by donating to Luquan Yi and Miao Autonomous County (under the administration of Kunming City, Yunnan Province) for poverty alleviation. “Bayhood No. 9” aimed to support people from the Miao ethnic group who lived in distant areas, and to help the local government execute targeted poverty alleviation and win the battle against poverty. “Bayhood No. 9” has always paid attention to vulnerable groups in its community. Not only does it donate to a family living with handicapped members in the community where it operates, it also grants living allowance to Beihu Village residents living on minimum social welfare support. In addition, the Group’s principal office in Hong Kong and “Bayhood No. 9” have always made it a priority to provide job opportunities to local residents, help them secure employment and improve life quality, thereby increasing their living standards.

### Donation and educational sponsorship

In 2018, the 8th Loving Birdie Charity Tournament took place at “Bayhood No. 9” as scheduled. As a charity fund established in 2011 by golf enthusiasts, “Loving Birdie Foundation” organises charity tournaments to raise funds each year, which are donated to poverty-stricken children from the Bo’ai Orphanage at Xulun Hoh Banner, Inner Mongolia and Xirigaga Village at Horqin Right Middle Banner, Inner Mongolia. During 2018, “Bayhood No. 9” continued its involvement by preparing the 8th Loving Birdie Spring Charity Gala. In addition to providing venues and service staff for the event, “Bayhood No. 9” also actively promoted the “Loving Birdie Foundation” and its charity tournaments to club members, encouraging them to take part in those tournaments and charity donations. At the same time, “Bayhood No. 9” also continued its donation to the “Loving Birdie Foundation”, walking its talk to create an opportunity for those living in poverty to receive education.

#### Donating at the “Loving Birdie Foundation” Charity Tournament

小鳥愛心基金聯誼賽捐款



### 幫助社會弱勢群體

2018年5月，為弘揚平等博愛的慈善理念，北湖九號積極響應國家「精準扶貧」政策號召，為雲南省昆明市下屬祿勸彝族苗族自治縣扶貧捐贈善款，扶助偏遠貧困地區苗族人民，幫助當地政府開展精準扶貧、打贏扶貧攻堅戰。北湖九號長期關注所在小區的弱勢群體，為運營所在地社區殘疾人一家發放善款，並每月給北湖村居委會低保戶發放生活補貼。集團之香港主要營業地點及北湖九號堅持優先向當地居民提供工作崗位，幫助解決就業與生活問題，提升當地居民的生活水平。

### 捐資助學

2018年，第八屆愛心小鳥慈善聯誼賽在北湖九號如期舉行。「小鳥愛心基金」是一家由高爾夫愛好者於2011年創辦的慈善基金會，每年通過舉辦慈善杯友誼賽的方式籌集善款，定向捐贈給內蒙古正藍旗博愛兒童福利院和內蒙古科右中旗西日嘎嘎村的貧困兒童。2018年度，北湖九號繼續參與了第八屆小鳥迎春慈善會的籌辦，為活動提供場地及人員，並積極向俱樂部會員宣傳「小鳥愛心基金」及慈善球賽，鼓勵會員參與比賽與慈善捐助活動。同時，北湖九號亦持續為「小鳥愛心基金」捐款，幫助貧困學子實現上學夢。



# ENVIRONMENTAL 環境

## GREEN OPERATION

The Group is highly concerned about the environmental impact across its operations; it therefore strictly complies with applicable laws and regulations, such as *Environmental Protection Law of the People's Republic of China* and *Water Pollution Prevention and Control Law of the People's Republic of China*. The Group faithfully implements environmental management systems and measures to increase its resource and energy efficiency, while reducing the environmental footprint generated from its business operations, which allows the Group to fulfil its commitment to the environment as a responsible corporate citizen.

“Bayhood No. 9” engages professional staff for the management and maintenance of its golf courses. By preparing reasonable maintenance plans that are location-specific as they are time-specific, “Bayhood No. 9” aims to ensure effective utilisation of resources and energy, to minimise negative environmental impact of relevant operations, thereby demonstrating its philosophy for sustainable and low-carbon development.

## 綠色營運

集團高度關注企業營運對環境的影響，嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國水污染防治法》等法律法規的規定，認真落實環保管理制度與措施，致力提升資源與能源使用效率，降低業務運營產生的環境足跡，切實履行企業公民的環境責任。

北湖九號在球場管理、養護方面聘用專業人才，通過因地制宜、因時制宜制定合理的球場養護計劃，確保資源、能源得到高效利用，減少作業對環境的不利影響，體現可持續、低碳的發展理念。

## ENVIRONMENTAL 環境

### Water and sewage treatment

In strict compliance with laws, regulations and policies in jurisdictions where it operates, such as *Water Law of the People's Republic of China* and *Water Pollution Prevention and Control Law of the People's Republic of China*, the Group enhances efficiency in its water usage and implements applicable standards for sewage discharge to ensure sewage discharge compliance, the aim of which is to prevent contamination of lake and groundwater.

### Saving water

Increasing efficiency in water usage is one of the key strategies for the daily operations of "Bayhood No. 9". Water usage at "Bayhood No. 9" includes office water consumption and water used for greening purposes at golf courses, with the latter reporting the most significant volume. Automatic sprinklers have been installed at golf courses of "Bayhood No. 9" to prevent water waste caused by flood irrigation. With a view to improving the efficiency of water used for irrigation and reducing water consumption, all locations for installing sprinklers at "Bayhood No. 9" are confirmed after due consideration of terrain features, and the timing and length of irrigation are set up by maintenance staff based on weather conditions and relevant plant life cycles. In addition, maintenance staff will also apply various soil conditioners to the extent reasonable, so as to further enhance water-use efficiency by improving water retention of plants and water penetration in soil.

### Recycling and reusing water

Following our principle of "making use of water based on its quality", the majority of water used for greening purposes at "Bayhood No. 9" is recycled grey water<sup>1</sup>. This approach has enabled us to conserve the water environment by effectively reducing groundwater consumption in urban areas. We have built artificial lakes within the golf courses at "Bayhood No. 9". As natural containers of rain water, artificial lakes can serve as landscape as well as water supply for turf irrigation. Further, "Bayhood No. 9" has also laid recycling pipes underneath its golf courses to collect seeped water from irrigation, which, together with rain water, is later directed back to the artificial lakes. Our artificial lakes are also linked with greywater pipes, their third water source, allowing water to be recycled and reused.

<sup>1</sup> Grey water recycling refers to the practice of saving water by reusing domestic sewage (collected from showers, basins, washers, kitchens and toilets) that meets certain standards following centralised treatment for purposes such as greening, irrigation, washing cars, roads and household toilets.

### 水資源與污水處理

集團嚴格遵守《中華人民共和國水法》、《中華人民共和國水污染防治法》等運營所在地法律法規與政策規定，提升水資源使用效率，落實水資源排放標準，保證污水的合規排放，杜絕湖泊、地下水等水環境污染。

### 節約用水

提升水資源的利用率是北湖九號日常運營的重點策略之一。北湖九號用水包括辦公用水及高爾夫球場養護使用綠化用水，其中綠化用水為主要用水項目。北湖九號球場中使用自動噴淋設備灌溉草坪，防止漫灌對於水資源的浪費。北湖九號充分考慮地形、地勢等因素後確定噴灌裝置的安裝位置，同時養護人員會根據天氣狀況、植物生長周期等因素科學設置澆水時間及澆水量，以提升灌溉用水效率，節約水資源。養護人員亦會對植被合理施用保濕劑、滲透劑等藥物，提升植物的保水能力及土壤水滲透力，提高水資源利用率。

### 水資源循環利用

北湖九號綠化用水大部分採用中水回用<sup>1</sup>，踐行「優質優用、低質低用」的水資源使用原則，有效減少對城市地下水的消耗，保護水資源環境。北湖九號高爾夫球場內部建設人工湖，人工湖具有天然的蓄積雨水作用，既可作為觀賞景觀，又可作為草場灌溉的水源。北湖九號還在高爾夫球場下方鋪設回收管道，收集灌溉下滲水及雨水通過回收管道流入人工湖，同時人工湖接入中水管道，形成了人工湖水源的三重來源，實現水資源的循環與再利用。

<sup>1</sup> 中水回用是指將居民生活廢(污)水(沐浴、盥洗、洗衣、廚房、廁所)集中處理後，達到一定的標準回用於小區的綠化澆灌、車輛沖洗、道路沖洗、家庭坐便器沖洗等，從而達到節約用水的目的。



## ENVIRONMENTAL 環境

### Sewage treatment

In accordance with plans of the municipal administration, domestic sewage generated at “Bayhood No. 9” is collected via designated sewage pipes and subsequently discharged to the municipal sewage network, where it will be treated in a centralised manner by relevant sewage treatment plants. To prevent contamination of water and soil in the nearby environment, seeped water from irrigation that carries pesticide and fertiliser residues will be directed to artificial lakes via collection pipes, and be reused for greening or irrigation purposes after being bio-decomposed and absorbed.

### 污水處理

按照市政規劃，北湖九號生活污水通過污水管道統一收集後排放至市政污水管道，由污水處理廠集中處理。含有殘餘農藥、化肥的綠化下滲水會通過收集管道收集至人工湖中，經生物降解、吸收，將再次用於綠化灌溉，防止影響周邊水土狀況。

Water use (municipal network) 用水量(市政管網)	cubic metre 立方米	13,999.42
Water use (grey water) 用水量(中水)	cubic metre 立方米	170,108.71
Total water use 總用水量	cubic metre 立方米	184,108.13
Water intensity 用水強度	cubic metre/HK\$'000 立方米/千港元	1.69

An artificial lake at “Bayhood No. 9”

北湖九號人工湖



## ENVIRONMENTAL 環境

### Treatment of hazardous and non-hazardous waste

“Bayhood No. 9” strictly abides by relevant laws and regulations, such as *Environmental Protection Law of the People’s Republic of China*, *Law of the People’s Republic of China on Prevention and Control of Environmental Pollution by Solid Waste* and *Measures for the Prevention and Control of Environmental Pollution by Discarded Dangerous Chemicals*, working to prevent environmental pollution caused by waste and to regulate the management of waste disposal.

#### Hazardous waste

Hazardous waste at “Bayhood No. 9” includes, among others, disposed batteries, used oil barrels, disposed pesticide packaging, disposed lubricants, cartridges, toners and disposed electronics generated from its daily operations. In accordance with relevant laws and regulations, “Bayhood No. 9” is required to, on an annual basis, enter into disposal agreements with Beijing-based qualified hazardous waste treatment facilities designated by the Ministry of Ecology and Environment. As required, “Bayhood No. 9” is to collectively store all hazardous waste generated at designated warehouses for dangerous waste, and then apply for transport of dangerous waste at the official website of the Beijing Municipal Bureau of Ecology and Environment after the amount of waste reaches a predetermined threshold. Upon approval of such transport application, “Bayhood No. 9” shall notify waste treatment facilities to have the waste recycled or disposed of.

#### Non-hazardous waste

Non-hazardous waste at “Bayhood No. 9” includes office waste, kitchen waste and greening waste (such as grass clippings, tree roots, scrap metals and plastic parts). On the one hand, waste with residual value (such as disposed components, chairs and desks) is collected as a whole and later delivered to recycling stations for sale or treatment. On the other hand, organic waste (such as trimmed grass clippings, tree branches, leaves and kitchen waste) is collectively stored at refuse stations, and then collected and sorted out by qualified firms. Office waste is stored at designated locations, and then delivered to municipal collection stations for streamlined treatment.

### 有害及無害廢棄物處理

北湖九號嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國固體廢物污染環境防治法》及《廢棄危險化學品污染環境防治辦法》等相關法律法規，防止廢棄物污染環境，實現廢棄物處置的規範化管理。

#### 有害廢棄物

北湖九號產生有害廢棄物包括日常運營產生的廢棄電瓶、廢機油桶、廢棄農藥包裝、廢棄潤滑油、墨盒、硒鼓、廢棄電子產品等。根據法律法規規定，北湖九號每年與國家環保部在北京指定的具有資質的危險廢棄物處理公司簽訂處置協議。在產生有害廢棄物後集中堆放在專門的危險廢棄物品倉庫，累積到一定量時，在北京市環保局官方網站申請危廢物品轉移。轉移審批通過後，通知危險廢棄物處理公司回收處置。

#### 無害廢棄物

北湖九號無害廢棄物辦公垃圾、食堂廚餘垃圾以及草屑、樹根、淘汰金屬、塑料配件等綠化垃圾。廢棄配件、辦公桌椅等具有殘餘價值的廢棄物均統一收集，交由廢品回收站變賣處理。修剪的草屑以及樹枝樹葉、廚餘垃圾等有機垃圾則統一存放在垃圾場，統一由垃圾清運資質的公司做清運處理。辦公垃圾集中堆放，由市政垃圾清運站統一處理。

Hazardous waste

有害廢棄物

Non-hazardous waste

無害廢棄物

tonne

噸

tonne

噸

2.35

30.34

## ENVIRONMENTAL 環境

### Energy consumption and emission of exhaust gas

#### Carbon management

The Group's principal office in Hong Kong and "Bayhood No. 9" are both concerned about their environmental impacts. In an active response to the national initiative for "energy conservation and emission reduction", we have been reducing the energy consumption, as well as waste and carbon emissions from our daily operations through the continuous optimisation of our energy-consuming facilities and equipment, making a gradual yet steady progress in reducing the carbon footprint of our operations.

Greenhouse gas emission (scope 1)

溫室氣體排放(範圍一)

Greenhouse gas emission (scope 2)

溫室氣體排放(範圍二)

Total greenhouse gas emission (scope 1, 2)

溫室氣體總排放(範圍一、二)

### 能耗與廢氣排放

#### 碳排放管理

集團之香港主要營業地點及北湖九號關注業務對環境的影響，積極響應國家「節能減排」的號召，持續優化能耗設施設備，降低日常運營的能耗與廢氣及碳排放，逐步降低集團運營帶來的碳排放。

tonne	1,327.70
噸	
tonne	2,551.78
噸	
tonne	3,879.48
噸	

#### Exhaust gas management

To actively respond to the advocacy by the Ministry of Ecology and Environment, "Bayhood No. 9" replaced its former coal-burning boilers with new ones that used natural gas for heat supply purposes in January 2018. By substituting coal with natural gas, we will be able to effectively reduce the emissions of exhaust gas (e.g. sulphur dioxide) and greenhouse gas, thereby reducing the negative atmospheric impact of our operations. Meanwhile, professional fume purification devices, which can absorb and purify kitchen fumes, have been installed at the themed restaurant of "Bayhood No. 9" to meet the national standard on low-altitude emission of kitchen fumes.

#### 廢氣管理

2018年1月，北湖九號積極響應環保部的號召，將以煤炭為燃料的舊供暖鍋爐更換為以天然氣為燃料的新鍋爐。相比煤炭，使用天然氣能夠有效減少二氧化硫等廢氣及溫室氣體的排放，降低集團運營對大氣的不利影響。同時，北湖九號中心餐廳安裝了專業油煙淨化器，能夠對餐飲油煙進行吸收淨化，滿足國家對廚房油煙在低空排放的標準。

Sulphur dioxide	kilogram	0.26
二氧化硫	千克	
Nitrogen oxides	kilogram	447.01
氮氧化物	千克	
Particular matters	kilogram	0.68
顆粒物	千克	

## ENVIRONMENTAL 環境

### Energy consumption management

The Group's principal office in Hong Kong and "Bayhood No. 9" always pay attention to energy labels when selecting appliances, such as lighting devices, air conditioners and refrigerators. In addition to choosing appliances of lower energy consumption as far as reasonably practicable, the Group also requires all employees to reduce energy consumption in their daily works, such as by turning off lights and appliances while away, as well as setting air conditioners to reasonable temperatures. To ensure sound performance of its appliances, the Group executes a regular repair and maintenance scheme in its daily operations. Further, the Group also replaces all used light bulbs with energy-saving LED bulbs to further improve its energy efficiency.

Direct energy consumption 直接能耗	gigajoule 吉焦	22,342.36
Indirect energy consumption 間接能耗	gigajoule 吉焦	9,498.26
Total energy consumption 總能耗	gigajoule 吉焦	31,840.62
Energy intensity 能耗強度	gigajoule/HK\$'000 吉焦/千港元	0.29

### GREEN ECOLOGY

In strict compliance with laws and regulations in jurisdictions where it operates, such as *Water Pollution Prevention and Control Law of the People's Republic of China* and *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, not only has "Bayhood No. 9" adopted a scientific approach to prevent water and soil contamination through reasonable application of fertilisers and pesticides, it has also taken multiple measures to provide protection against fugitive dust and reduce air pollution.

Measures for soil and water protection:

- using less-toxic pesticides (such as bactericides and insecticides) and fertilisers (such as potassium sulfate fertilisers and organic fertilisers) in accordance with national standards, including, among others, the *Regulation on Pesticide Administration*;
- applying fertilisers based on growth pattern and progress of turfs to improve fertiliser use efficiency; performing works that affect physical properties (such as aerating and sand topdressing) at designated times to improve lawn resilience; carrying out preventive and control measures based on patterns of pests and diseases to reduce the quantities of fertilisers and pesticides required;

### 能耗管理

集團之香港主要營業地點及北湖九號在選用燈具、空調、冰櫃等用電器過程中會關注能耗標識，合理選用能耗較低的用電器，要求員工隨手關燈、關閉用電器電源、合理設置空調溫度等，從日常一點一滴中節約能源，減少能源耗用。在日常運營中，集團對用電器定期維護保養，保證其正常運作，在更換舊燈泡時，全部使用LED節能燈具，提升能源的利用效率。

### 綠色生態

北湖九號嚴格遵守《中華人民共和國水污染防治法》、《中華人民共和國大氣污染防治法》等運營所在地法律法規，合理、科學施用化肥農藥，防止造成水體、土壤污染；採取多項措施防止揚塵影響，減少空氣污染。

保護土地、水體的措施：

- 根據國家《農藥管理條例》等規範，使用低毒低害的農藥（殺菌劑、殺蟲劑）及肥料（硫酸鉀型肥料、有機肥等）；
- 按照草坪的生長規律、長勢進行施肥作業，提高肥料的利用率；在特定的時間做物理作業（打孔、鋪沙等）提高草坪抗性，按照病蟲害的發生規律進行病蟲害的防治，減少化肥、農藥需要量；

## ENVIRONMENTAL 環境

- avoiding waters when applying fertilisers, pesticides or solid pesticide particles;
- breeding fishes and growing aquatic organisms in artificial lakes to treat water-bound residues of organic fertilisers via the food chain and microorganisms.
- 在施肥、打藥和施用顆粒藥劑時避開水體施用；
- 在人工湖中養魚以及養殖水生植物，利用生物鏈以及微生物來處理水中殘餘的有機肥料。

Measures against fugitive dust:

- planting median trees at the outer rim of golf courses to serve as wind and sand barriers, while stabilising water and soil;
- covering locations where sands are filed up and bare land parcels in the vicinity with dust screens; dedusting roads and golf courses through regular spraying.
- 防止揚塵的措施：
- 在球場外圍種植隔離林帶，抵擋風沙、穩定水土；
- 用防塵網鋪蓋場區周邊有沙土堆放處以及裸露土地處；道路、場區定期噴灑水霧進行降塵。

## GREEN OFFICE

With a view to actively promoting the philosophy of green office, the Group puts up signs about eco-friendly initiatives and educates its employees to reduce consumption of water, electricity and other resources. Furthermore, eco-friendly measures have been faithfully implemented to enhance group-wide eco-efficiency.

- Promoting paper-free office among employees, encouraging correspondence and business to be processed via email or operating systems, so as to minimise printing;
- Setting all printers to print on both sides by default;
- Removing all disposable cups from office areas, encouraging employees to bring their own cups;
- Regulating time limits for using lighting devices and temperature setting for air conditioners to reduce electricity waste;
- Putting up signs on saving water and electricity in restrooms and at office areas to actively promote an eco-friendly philosophy.
- 集團積極推行綠色辦公理念，通過張貼環保標識、員工宣傳教育等方式提倡對水、電等能源、資源的節約使用，認真落實環保措施，提升企業的環保效益。
- 鼓勵員工無紙化辦公，通過電子郵箱、業務系統等進行交流及業務處理，盡量減少打印數量；
- 打印機默認設置雙面打印；
- 辦公區域不放置一次性水杯，鼓勵員工自帶水杯；
- 規範照明的使用時長、空調的溫度設定等，減少電能浪費；
- 在衛生間、辦公區域等張貼節約用水、節約用電標識，積極推廣環保理念。

## KEY PERFORMANCE INDICATORS IN 2018

### 2018年度關鍵績效指標

#### ENVIRONMENTAL PERFORMANCE

#### 環境績效

Number 序號	Environmental performance indicators 環境績效指標	Unit 單位	Annual emission/ usage in 2018 2018年度排放/使用量
A1.1	Sulphur dioxide 二氧化硫	kilogram 千克	0.26
	Nitrogen oxides 氮氧化物	kilogram 千克	447.01
	Particular matters 顆粒物	kilogram 千克	0.68
A1.2	Greenhouse gas emission (scope 1) 溫室氣體排放(範圍一)	tonne 噸	1,327.70
	Greenhouse gas emission (scope 2) 溫室氣體排放(範圍二)	tonne 噸	2,551.78
	Total greenhouse gas emission (scope 1, 2) 溫室氣體總排放(範圍一、二)	tonne 噸	3,879.48
A1.3	Hazardous waste 有害廢棄物	tonne 噸	2.35
A1.4	Non-hazardous waste 無害廢棄物	tonne 噸	30.34
A2.1	Natural gas 天然氣	cubic metre 立方米	547,204.31
	Fuel 汽油	litre 升	53,048.51
	Diesel 柴油	litre 升	34,500.00
	Electricity consumption 用電量	kilowatt hour 千瓦時	2,638,404.71
	Direct energy consumption 直接能耗	gigajoule 吉焦	22,342.36
	Indirect energy consumption 間接能耗	gigajoule 吉焦	9,498.26
	Total energy consumption 總能耗	gigajoule 吉焦	31,840.62
	Energy intensity 能耗強度	gigajoule/HK\$'000 吉焦/千港元	0.29



## KEY PERFORMANCE INDICATORS IN 2018

### 2018年度關鍵績效指標

Number 序號	Environmental performance indicators 環境績效指標	Unit 單位	Annual emission/ usage in 2018 2018年度排放/使用量
A2.2	Water use (municipal network) 用水量(市政管網)	cubic metre 立方米	13,999.42
	Water use (grey water) 用水量(中水)	cubic metre 立方米	170,108.71
	Total water use 總用水量	cubic metre 立方米	184,108.13
	Water intensity 用水強度	cubic metre/HK\$'000 立方米/千港元	1.69
A2.5	Packaging materials 包裝材料	tonne 噸	2.51

#### Notes to environmental key performance indicators:

#### 環境關鍵績效指標說明：

- |  |  |
|--|--|
| <p>1 The environmental data covers the period from 1 January 2018 to 31 December 2018. Relevant data is collected from the Group's office in Hong Kong, the golf courses of "Bayhood No. 9" in Beijing and its office areas.</p>   | <p>1 環境數據的時間跨度為2018年1月1日至2018年12月31日；數據收集範圍覆蓋集團位於香港的辦公室、位於北京的北湖九號高爾夫球場以及辦公區域。</p>  |
| <p>2 Emissions are from natural gas and the fuel consumption of company vehicles. Emission factors are determined with reference to <i>Reporting Guidance on Environmental KPIs</i> from the Stock Exchange, and <i>Factors &amp; Material Measuring Methods Applicable to Industries Not Included in the Pollutant Discharge Permit Management System in 2017</i> issued by General Office under the Ministry of Ecology and Environment of the People's Republic of China.</p>   | <p>2 排放物源於天然氣及公務車輛燃油消耗。排放系數參考聯交所《環境關鍵績效指標匯報指引》、中華人民共和國環境保護部辦公廳頒布的《2017未納入排污許可管理行業適用的系數、物料衡算方法》。</p>                                |
| <p>3 Greenhouse gas emission (scope 1) is mainly from the fuel consumption of machinery for golf course maintenance and natural gas consumption of boilers, while greenhouse gas emission (scope 2) is resulted from electricity consumption. Emission factors of greenhouse gas for electricity purchased within mainland China are determined under <i>2017 Emission Factors for Purchased Electricity within mainland China</i> from the National Development and Reform Commission, while those for purchased electricity in Hong Kong are determined under <i>Reporting Guidance on Environmental KPIs</i> from the Stock Exchange.</p> | <p>3 溫室氣體排放(範圍一)主要來自球場養護器械使用燃油與供暖鍋爐天然氣消耗，溫室氣體排放(範圍二)產生於用電量。國內電網的溫室氣體排放因子參考國家發改委《2017中國區域電網基準排放因子》，香港電網排放因子參考聯交所《環境關鍵績效指標匯報指引》。</p> |
| <p>4 Consumption factors are determined under the <i>General Principles for Calculation of Total Production Energy Consumption (GB2589-2008T)</i> issued by the Standardization Administration of the People's Republic of China.</p>  | <p>4 能耗系數參考中華人民共和國標準化管理委員會頒布的《GB2589-2008T綜合能耗計算通則》。</p>   |

## KEY PERFORMANCE INDICATORS IN 2018

### 2018年度關鍵績效指標

#### SOCIAL PERFORMANCE

#### 社會績效

**B1.1 Total number of employees by gender, employment type, age group and region**

**B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數**

Employee-related Data in 2018 2018年員工數據		Number of employees 員工人數(人)	% 佔比(%)
<b>Total number of employees</b> 員工總人數		396	
By gender 按性別	Male 男	197	49.75%
	Female 女	199	50.25%
By age 按年齡	30 and below 30及以下	198	50.00%
	31-50 31至50	140	35.35%
	51 and above 51及以上	58	14.65%
By level 按職級	Senior management 高級管理層	5	1.26%
	Middle management 中級管理層	27	6.82%
	General staff 普通員工	364	91.92%
By employment type 按僱傭類型	Full time 全職	314	79.29%
	Internship 實習生	82	20.71%
By region 按地區	Mainland China 中國內地	385	97.22%
	Hong Kong 香港	9	2.27%
	Taiwan 台灣	1	0.25%
	Overseas 海外地區	1	0.25%





## KEY PERFORMANCE INDICATORS IN 2018 2018年度關鍵績效指標

### B1.2 Employee turnover rate by gender, age group and region

### B1.2 按性別、年齡組別及地區劃分的僱員流失比率

Data related to employee turnover 員工流失數據			Number of employees leaving 員工人數(人)	Employee turnover rate (%) 員工流失率(%)
By gender 按性別	Male 男		58	22.75%
	Female 女		60	23.17%
By age 按年齡	30 and below 30及以下		65	32.83%
	31-50 31至50		41	29.29%
	51 and above 51及以上		12	20.69%
By region 按地區	Mainland China 中國內地		117	29.55%
	Hong Kong 香港		0	0.00%
	Taiwan 台灣		0	0.00%
	Overseas 海外地區		1	50%
Total number of employees leaving 總流失人數			118	22.96%

### B2 Health and safety

### B2 健康與安全

Occupational health & safety data 職業健康與安全數據	Unit 單位	Total 總計
B2.1 Number of work-related deaths B2.1 因工作關係死亡人數	head 人	0
B2.2 Days lost due to workplace injury B2.2 因工傷損失工作日數	day 天	0
Training hours on health & safety 健康安全培訓時數	hour 小時	17
Number of fire drills 消防演習次數	time 次	2

## KEY PERFORMANCE INDICATORS IN 2018

### 2018年度關鍵績效指標

#### B3.1 Percentage of employees trained by gender and level (such as senior management and middle management)

#### B3.1 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

Employee training data 員工培訓數據		Number of trainees 參與培訓人數	% of total number of employees 參與培訓比例	Total training hours 培訓總時數	Average training hours 平均培訓時數
By gender 按性別	Male 男	189	95.94%	7570	35.62
	Female 女	195	97.99%	8126.5	37.19
By level 按職級	Senior management 高級管理層	4	80.00%	48	10.67
	Middle management 中級管理層	26	96.30%	565.5	22.62
	General staff 普通員工	358	98.35%	15083	37.57

#### B5.1 Number of suppliers by region

#### B5.1 按地區劃分的供貨商數目

Supplier region 供應商所在地區	Number of suppliers 供應商數量	% 佔比(%)
<b>Total number of suppliers 供應商總數</b>	<b>54</b>	
Mainland China 中國內地	42	77.78%
Hong Kong 香港	12	22.22%

Notes to social key performance indicators:

社會關鍵績效指標說明：

- Data relating to social key performance indicators covers office of the Group headquarters in Hong Kong and the "Bayhood No. 9" Golf Club.
- Employee turnover rate = number of employee leaving during the reporting period/(number of employees at the end of the reporting period + total number of employees leaving during the reporting period). Turnover rates for separate employee categories are based on the total number of employees of each category.
- Average training hours = total training hours/[(number of employees at beginning of year + number of employees at end of year)/2].

- 社會關鍵績效指標數據包含集團在香港的總部辦公室及北湖九號高爾夫俱樂部。
- 員工流失率=報告期員工流失人數/(報告期末員工人數+報告期員工流失總人數)。不同分類員工流失率以該分類員工總人數計算流失率。
- 平均培訓時數=培訓總時數/[(年初僱員人數+年末僱員人數)/2]。

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