



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2019

Fulum Group Holdings Limited
STOCK CODE : 1443

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ABOUT THE GROUP

Having established its catering business in 1992, Fulum Group Holdings Limited (the “**Company**”, or “**Fulum Group**”, or together with its subsidiaries the “**Group**” or “**We**”) has been adhering to the spirit of “The Rationale of Three Excellence – Excellent Environment, Excellent Supply, Excellent Service” in its operation.

The shares of the Group were listed on the Stock Exchange of Hong Kong (the “**Stock Exchange**”) in November 2014. Its portfolio of restaurants is distributed across all regions in Hong Kong to offer various cuisines under different brands to cater to the needs of the customers. As at 31 March 2019, the Group owned a total of 77 restaurants in Hong Kong and mainland China under the “Fulum (富臨)” main brand, the “Sportful Garden (陶源)” main brand and “Fulum Concept (富臨概念)” main line. As the cornerstones of the Group, “Fulum (富臨)” main brand provides Cantonese cuisine for mass market customers, while restaurants under the “Sportful Garden (陶源)” main brand focus on Cantonese cuisine targeting mid to high-end customers. At the same time, the Group actively developed the diversified brands under “Fulum Concept (富臨概念)” main line to meet the changing catering needs of local customers and improve their dining experience. For the PRC market, “Fulum Palace (富臨皇宮)” restaurants were opened in Guangzhou, Zhuhai and Fuzhou.

The Group is confident of the long-term prospects of the catering market in Hong Kong and the PRC. It will continue to adopt a proactive and optimistic attitude to fine-tune its menu and realign the brand portfolios, increase the proportion of restaurants under the “Fulum Concept (富臨概念)” main line and explore new mode of operation, allowing the Group to gain market share and diversify its income base. In the meantime, the Group will proactively explore opportunities for mergers and acquisitions in the industry and continue to identify different catering brands, especially those of Asian brands for mergers and acquisitions, in order to establish Fulum Group as a highly diversified catering kingdom. For the PRC market, as the mass catering market in the Mainland continues its rapid development, the Group has full confidence in the long-term development of the market. Looking forward, the Group will continue to gradually increase the number of restaurants in the PRC to broaden its customer base and increase its market share.

As at 31 March 2019:

Restaurant operations			
“Fulum (富臨)” main brand	“Sportful Garden (陶源)” main brand	“Fulum Concept (富臨概念)” main line	Operations in mainland China
29 restaurants in Hong Kong	11 restaurants in Hong Kong	33 restaurants in Hong Kong	4 restaurants in mainland China
<ul style="list-style-type: none"> • “Fulum Palace (富臨皇宮)” • “Fulum Restaurant (富臨酒家)” 	<ul style="list-style-type: none"> • “Sportful Garden Restaurants (陶源酒家(鮑魚專門店))” 	<ul style="list-style-type: none"> • “MeokBang Korean BBQ & Bar (沐八韓烤)” • “Meokbang Taste (沐八Taste)” 	<ul style="list-style-type: none"> • “Fulum Palace (富臨皇宮)”

<ul style="list-style-type: none"> • “Fulum Fisherman’s Wharf Restaurant (富臨漁港)” • “Pleasant Palace (禧臨門)” • “Fulum (富臨粵之味)” • “Banquet Palace (金皇廷禧宴)” • “Royal One Pleasant Palace (皇室①號禧臨門)” • “Fulum” new brands 		<ul style="list-style-type: none"> • “Meokbang BBQ Kidzone (沐八韓烤親子餐廳)” • “Treasure City Hot Pot Seafood Restaurant (富城火鍋海鮮酒家)” • “Winter Steam Pot Restaurant (正冬火鍋料理)” • “Winter Yutango Restaurant (正冬魚塘公)” • “Co Co Kitchen (四季文昌)” • “FL Fusion (富臨薈)” • “Café Coco (加多樂餐廳)” • “The Charcoal Room (柞木炭家)” • COTI 	
Sale of food and other operating items			
Processed foods <ul style="list-style-type: none"> • New year pudding • Dumplings • Mooncakes 			

ABOUT THIS REPORT

This report is the third *Environmental, Social and Governance Report* (the “**Report**”) published by the Group. By reporting the policies, measures and performances of the Group in environmental, social and governance aspects from 1 April 2018 to 31 March 2019 (the “**Reporting Period**” or “**2019**”), it allows all stakeholders to better understand the progress and development direction of the Group in relation to sustainability issues. The Report, which is prepared in both Chinese and English, has been uploaded to the website of the Stock Exchange and the Group’s website www.fulumgroup.com. In case of any inconsistencies between the Chinese version and English version, the Chinese version shall prevail.

Reporting Scope

The Report focuses on the operation of the Hong Kong head office, restaurants owned by the Group in Hong Kong, the central kitchen and logistics centre, which is the same as that in the Environmental, Social and Governance Report for the period from 1 April 2017 to 31 March 2018 (the “**last Reporting Period**” or “**2018**”). For easy comparison of the Group’s yearly performance, the structure of the Report aligns with the previous ESG reports as closely as possible. While the Report does not cover the Group’s operations in mainland China, the aim of the Group is to continuously upgrade the internal data collection procedure and gradually expand the scope of disclosure.

Reporting Criteria and Principles

The Report is prepared in accordance with the ‘comply or explain’ provisions of Appendix 27 Environmental, Social and Governance Reporting Guide (the “**ESG Reporting Guide**”) of the Rules Governing the Listing of Securities on Main board of the Stock Exchange (the “**Listing Rules**”). The four reporting principles: materiality, quantitative, balance and consistency form the backbone of the Report. To ensure the accuracy of environmental key performance indicators, the Group appointed Carbon Care Asia Limited (“**CCA**”), an independent professional consultant, to conduct a carbon assessment. In addition, selected key performance indicators that are categorised by the ESG Reporting Guide as ‘recommended disclosures’ are included for enhanced reporting.

A complete index is inserted in the last chapter for the reader’s easy reference.

Information Collection Method and Approval

Information documented in the Report is sourced from the official documents, statistical data, management and operation information of and collected by the Group from various channels. The Report has been confirmed and approved by the board of directors of the Group in October 2019.

Feedback

The Group values the opinion of stakeholders. If you have any questions or suggestions regarding the content or format of the Report, please contact the Group via the following channels:

Address: 15/F., Luk Hop Industrial Building, 8 Luk Hop Street, San Po Kong, Kowloon, Hong Kong
Email: info@fulum.com.hk

CHAIRMAN'S STATEMENT

While the expectations of different sectors of society, including regulatory agency, of the environmental, social and governance performance of corporates are increasing, the Group has always adhered to compliance and strived to improve our work in various related aspects. Given the fierce competition in the catering industry, we invest resources particularly in employee enhancement and quality control to raise the standards of products and services. Apart from publishing the Environmental, Social and Governance Report, we are carefully considering the establishment of a sustainability steering committee to conduct in-depth assessment of the environmental and social impact of the Group's business to be included in business decision making and report the sustainability progress to the board of directors.

Stakeholders' opinions are crucial to achieving corporate sustainability. The Group actively engages with internal and external stakeholders to understand their views in order to meet the needs of society under a constantly changing business environment. Their feedback helps us identify the areas that require the most resources and reflect it in the Report.

Issues related to sustainability directly affect the Group's business development and decision making. Issues such as how to improve employees' sense of belonging, properly manage the supply chain and product responsibility pose risks to our business. Similarly, we believe that by adopting appropriate measures, we can grasp the opportunities within to enhance our environmental and social performance.

In the future, we will endeavour to lead the industry towards better practices. We hope that all stakeholders can share their views and suggestions with us so that our sustainability efforts can be more closely aligned to the expectations of society.

Fulum Group Holdings Limited
Mr. Yeung Wai

Chairman, Executive Director and Chief Executive Officer

SUSTAINABILITY GOVERNANCE

The board of directors of the Group is committed to upholding a high standard of corporate governance and believes that good corporate governance can effectively lead the Group to develop and realise long term strategies and goals, and lead the company to grasp the opportunities and deal with the challenges brought by sustainability.

Governance Structure and Management Approach

To enhance the overall standard of governance, the board of directors of the Group carefully considers the establishment of a sustainability steering committee to conduct in-depth assessment of the environmental and social impact of the Group's business to be included in business decision making and report the sustainability progress to the board of directors.

Risk Management and Internal Control

As the Group's highest decision making and management institution, the board of directors is wholly responsible for maintaining the risk management and internal control system, including defining the management structure and the limits of authority and ensuring compliance with the relevant laws and regulations so that mechanisms continue to be appropriate and effective.

Risk management is a crucial component of day-to-day management and sound corporate governance to complement the Group's strategies. The Group adopted a risk management and internal control structure, referred to as the "Three Lines of Defense" and formulated the relevant procedures.

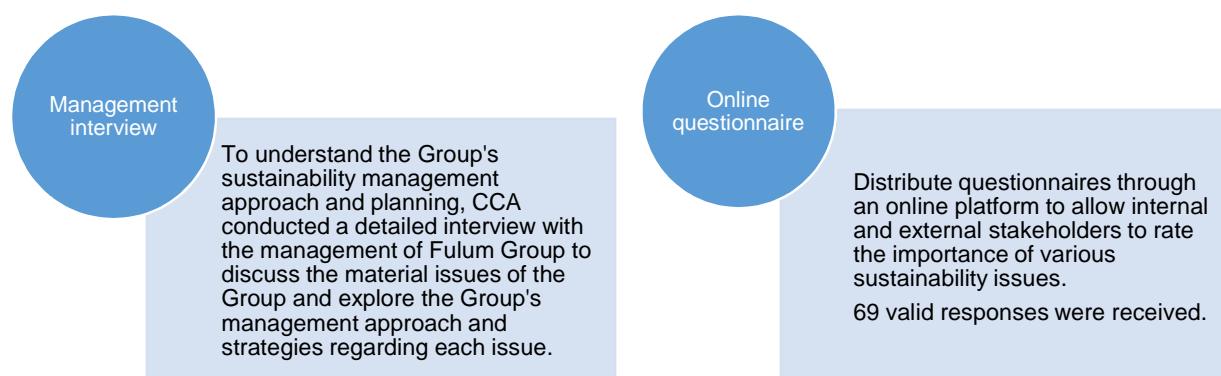
The Group regularly reviews the risk management and internal control system and takes into account more risk factors related to sustainability to ensure the relevant risks and response measures are identified in time.

STAKEHOLDER ENGAGEMENT

The Group values engagement with stakeholders and believes that their views will lead the Group to formulate more comprehensive sustainability strategies. The Group's stakeholders include groups and individuals materially influencing or affected by the Group's business. These stakeholders include but are not limited to employees, directors, shareholders, customers, suppliers, government regulatory authorities, industry associations, banks, partners, media, local community groups, etc. The Group communicated with important stakeholders through different channels to understand their views and expectations to continuously improve the Group's operation.

Employees and directors	Customers	Suppliers	Community
<ul style="list-style-type: none"> • Maintain communication with employees through different channels, such as organising regular meetings for views and information exchange 	<ul style="list-style-type: none"> • Collect customer opinion through various channels, including telephone hotline, suggestion boxes placed in restaurants, the Group's website, social media, etc. 	<ul style="list-style-type: none"> • Conduct annual supplier performance assessment by conducting unscheduled site visits and maintaining communication 	<ul style="list-style-type: none"> • Cooperate with various non-profit organisations to serve the community, such as distributing festive foods to people in need and organising elderly visits

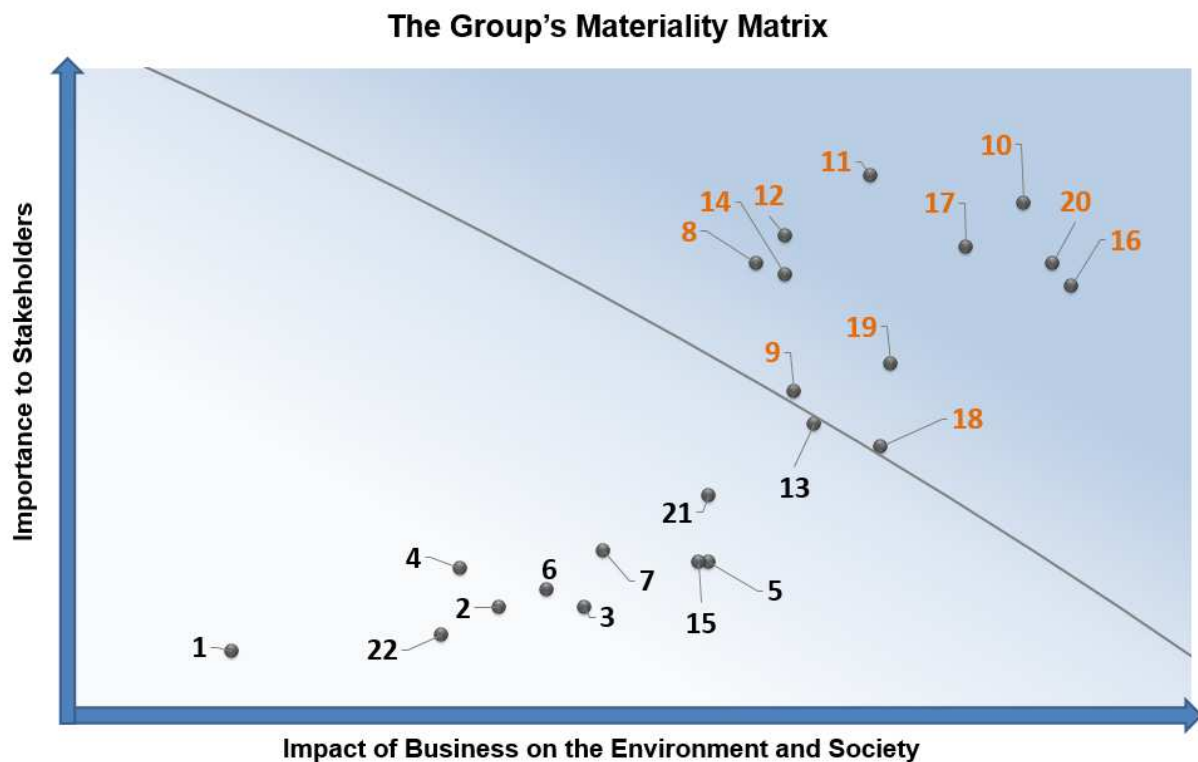
To more effectively understand stakeholders' views and expectations, the Group conducted a stakeholder engagement regarding their level of understanding of sustainability and willingness to participate, including management interview and online questionnaire with the assistance of CCA, our sustainability consultant. During the Reporting Period, we expanded the scope of the online questionnaire to external stakeholders to collect the views of more stakeholders. The engagement was conducted anonymously to ensure stakeholders can express their views freely and to ensure a fair process.



Materiality Matrix

CCA identified 22 sustainability issues that are the most important to the business of the Group. They cover the four areas of 'Environmental Protection', 'Employment and Labour Practices',

'Operating Practices' and 'Community Investment' and serve as the foundation of the internal and external stakeholder engagement. In the questionnaire, stakeholders have to rate the importance of the 22 issues to them and the Group's environmental and social issues (positive and negative). CCA conducted a materiality assessment and identified 11 most crucial issues according to the results of the questionnaire. The Group's material issues are indicated in orange in the materiality matrix below.



For a more comprehensive analysis, CCA also conducted an independent materiality assessment based on the questionnaire results among external and internal stakeholders. Apart from the 11 important issues mentioned above, three extra issues which are considered more important by external and internal stakeholders were also included (indicated with a ✓ below).

22 issues in descending order of importance:

Number	Issue Name	Issue Categories
10	Provide employees with a safe and healthy working environment and prevent occupational diseases and work injuries	★
20	Prevention of bribery, extortion, fraud and money laundering	★
16	Protection of customer information and privacy	★
11	Provide employee training and improve their knowledge and skills	★
17	Improve product quality and service responsibility management to protect customer health and safety	★
12	Provide employees with personal development opportunities to	★

	support continuous development of employees	
14	Adopt measures to prevent forced labour	★
8	Develop a comprehensive employment management system	★
19	Protect the interests of customers and business partners	★
9	Eliminate discrimination or harassment, and provide a fair and diverse working environment	★
18	Abide by advertising and sales regulations	★
13	Adopt measures to prevent child labour	✓
21	Ensure business activities take into account the needs and interests of the community	✓
5	Waste management	✓
15	Assess and manage the environmental and social risks of the supply chain	⊙
7	Manage the impact of the operation on the environment and natural resources	⊙
3	Management of wastewater discharge	⊙
6	Improve the efficiency of other resources	⊙
4	Conserve water / improve water efficiency	⊙
2	Conserve energy / improve energy efficiency	⊙
22	Invest resources such as money, resources or time to promote community development	⊙
1	Air pollutant/greenhouse gas emissions management	⊙

★ Material issues

✓ Extra issues

⊙ Non-material issues

Response to Suggestions Raised in Stakeholder Focus Groups in the Last Reporting Period

Aspect	Suggestions raised by stakeholders in focus groups	The Group's response and follow-up actions
Food waste handling and utilisation	Explore how to improve collection, storage and handling of food waste.	Continue to learn about the operation of the Organic Resources Recovery Centre Phase 1 and communicate with food waste collectors recognised by the Environment Protection Department to evaluate the feasibility of the scheme.
	Explore how to utilise food waste, for example, use food waste as animal feed or donate it to charitable organisations.	
Waste handling	Improve waste storage arrangement: adopt centralised waste storage within the limited space in restaurants to maintain the tidiness of the working environment.	Enhance waste sorting at source and proper storage. Evaluate the feasibility of different methods of recycling.
	Explore the feasibility of conducting waste sorting in restaurants: such as dividing waste into food and non-food, and select food waste for donation.	

	Actively pay attention to policy changes regarding the waste charging scheme and waste handling.	Regularly review information about the waste charging scheme and waste handling on the government website. Adopt response measures and follow-up actions accordingly in a timely manner to fulfil the government's requirements.
Sustainable seafood	Evaluate the feasibility of adopting sustainable seafood (such as referencing World Wide Fund's Seafood Guide). Consider designing eco-friendly seafood menu, offer regular promotion to attract customers.	Continue to understand and evaluate the feasibility of procuring sustainable seafood.
Development and training	Continue to implement the "5S" approach and strengthen restaurant staff training on occupational health and safety and food safety.	Arrange frontline employees to participate in monthly food safety training.
Food safety	Invite frontline employees to participate in regular meetings of the Food Safety Committee.	At present, the members of the Group's 5S Committee and the frontline management of shops conduct monthly food safety meetings. We are exploring the arrangement of inviting more frontline staff to attend the meeting.
Supply chain management	Establish a supplier notification and compensation mechanism: require suppliers to notify the Group in case of safety risks of the goods or incidents; if the supply of goods is affected by risks or incidents, the supplier may be liable for compensation (especially for suppliers with higher food safety risks). At the same time, the above requirements are specified in the supplier contract.	Evaluating the feasibility of the scheme and reviewing the "Chung Ling Logistics Management System" on the management procedure of the central kitchen and the logistics centre.
	Formulate a risk handling mechanism: if individual suppliers are involved in safety risks or incidents, the suppliers should be switched in a timely manner to avoid disruption to the catering supply.	

Continuous improvement

In order to establish more effective communication channels and gain a deeper understanding of the views of various stakeholders, the Group will continue to strengthen its interaction with stakeholders, explore more diversified communication channels and increase opportunities for exchanges with them.

CARE FOR EMPLOYEES

Health and Safety

The Group pays attention to employee health and safety. To ensure that employees can work in a safe and tidy environment, the Group has set up different guidelines and measures to reduce the potential risks of different roles. The Group formulated and implemented the “Risk and Safety Handbook” to provide employees with safety procedures and guidelines to ensure that employees understand and abide by all safety work regulations and are capable of handling emergencies.

Health and safety governance

To improve health and safety governance, the Group established the Safety Policy Committee and the Shop Safety Committee:

Safety Policy Committee
Director of the Production Department (chairman), senior management of various business and departments (executive members) and other management staff (members).
Shop Safety Committee
Shop manager (chairman), head of cook, head of dim sum, head of siu mei, human resources manager

Occupational safety risk assessment mechanism

In order to comply with the established risk assessment mechanism, all shops of the Group are obliged to participate in the risk assessment to evaluate the existing or potential hazards of equipment, machinery, materials and processes, and adopt measures to eliminate the hazards to reduce safety risks.



Work safety analysis and safety guidelines

The Group requires restaurant staff to identify and evaluate work-related hazards or potential hazards, and to develop safety guidelines based on the results to ensure that employees follow safe work practices and prevent accidents from occurring; and regularly review and assess the safety guidelines to ensure that they are fit for the work being carried out.

To prevent work injury, the Group developed the “Working Safety Rules for Occupational Safety and Health” to identify the major potential hazards in the operation. Apart from regulating the relevant work procedures and requiring employees to wear the appropriate protective equipment correctly, the Group also formulated safety guidelines for employees serving in different roles. Apart from the existing “Gas Stove Safety Guidelines” and “Fire Safety Guidelines”, during the Reporting Period, we also formulated safety and health guidelines for waiters, servers, dishwashing employees and production department employees to prevent common work accidents in the catering industry.

During the Reporting Period, there were 52 cases of work injury, comprise of 2 cases in office and 50 cases at shop involving 32 shops, and the percentage of workers injured rate was 1.82%. To prevent similar accidents from happening again, the Group conducted investigation into all accidents and adopted follow-up actions. In the future, we will continue to enhance employee occupational safety training to improve their safety awareness and implement the '5S' management to improve the working environment and remove potential sources of hazards.

During the Reporting Period, the Group abided by the laws and regulations in relation to health and safety, such as the *Occupational Safety and Health Ordinance* and the *Factories and Industrial Undertakings Ordinance*. There were no cases of work-related fatality nor cases of non-compliance with laws and regulations in relation to health and safety.

Development and Training

The Group attaches great importance to cultivating the professional skills of its employees. It supports the personal development of employees and the long-term strategic development of the Group by enhancing the quality of their work and skills. The Group regulates the employee training system and procedure with the "Organisational Policy on Improving Employees' Knowledge and Skills in Fulfilling their Work Obligations" and the "Introduction to Grade Training Scheme" to coordinate management and training ideals. Apart from occupation skills training, the Group also established an internal promotion programme to provide a clear career path to support employee occupational development.

To ensure that new employees have a basic understanding of their work before they take up their duties, the Group has set up a "grade training" system to help new employees understand the culture of the Group and safeguard the quality of restaurant services.

<u>Stage 1</u> Participate in group training courses	The Group implemented the "Orientation Ambassador Program Training Course". The Human Resources Department will conduct a briefing with the ambassadors so that they can help new employees engage in their work from different perspectives. Orientation Ambassadors took new employees around to familiarise themselves with the departmental work flow and various service standards of the Group.
<u>Stage 2</u> Internship at shop	The shop manager arranged for the Orientation Ambassadors to lead the new employee for a three-month internship. The Orientation Ambassadors need to meet and summarise with new employees to assess the performance of new employees in various aspects.
<u>Stage 3</u> Examination	If the new employees fail the exam, the Orientation Ambassadors must continue to follow up with their progress and the arrangement of reexamination.

In addition to on-the-job training for new employees, the Group has also developed a series of training activities for current employees, such as the "Talent Training Program", Tiptop training meetings, human resources manager training sessions, restaurant server training, etc., to provide employees of different grades and positions with professional knowledge, professional skills, occupational safety and health education and other training activities.

"Talent Training Program"	Train a new generation of branch management talents
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Tiptop training meetings	External trainers provide positive thinking training for shop managers in a friendly manner, including film appreciation and discussion sessions, to enhance their resilience and team spirit
Human resources manager training	Provide shop human resources managers with an analysis of the shop performance in all aspects so that improvements can be made in the future
Restaurant serving training	Enhance the serving procedures to improve service quality

Labour Standards

The Group strictly prohibits child labour or forced labour in the workplace. In order to provide clear guidance, the Group revised the “Human Resources Department Management System” during the Reporting Period by adding the relevant standards, which will be implemented in the next reporting period.

When an employee reports to duty, the Human Resources Department must check his/her identification document. If the employee is under the legal working age, he/she will be disqualified from duty. In addition, the Group prohibits forced labour, and complies with the provisions in the standard employment contract. Employees will not be required to pay deposits or submit their identification documents as collateral when they report to duty, nor will employee wages, benefits, property or other documents be detained to force them to work continuously. Employees have the right to leave the workplace during non-working hours and terminate the employment contract after a reasonable notice period.

During the Reporting Period, the Group abided by the laws and regulations in relation to labour standards, such as the *Employment Ordinance* and the *Employees' Compensation Ordinance*. There were no cases of non-compliance with laws and regulations in relation to child labour or forced labour.

Employment

The Group strives to create a sound working environment for its employees and ensure equal treatment of employees. The “Human Resources Department Management System” stipulates the Group's arrangement in remuneration and dismissal, recruitment and promotion, working hours, holidays and other benefits and benefits, to allow employees to understand their rights and responsibilities, and to ensure that staff management and employment contracts are in line with the Group's objectives and the requirements of the laws of employment in Hong Kong. Further, to provide more guidance on diversity, equal opportunities and anti-discrimination, the Group is currently revising the “Human Resources Department Management System”. The “Diversity Policy” will be introduced and implemented in the next reporting period.

Remuneration and welfare	The Group provides competitive remuneration packages to employees and determines and reviews remuneration based on factors such as employees' capabilities and work experience. The Group also continued to review the staff benefits. During the Reporting Period, a more comprehensive staff concession scheme was introduced. In addition to extending the current discount to more shops, the monthly e-spending allowance and rebate schemes are introduced.
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Equal opportunities	The Group is committed to providing equal opportunities for employees to ensure equal treatment and mutual respect among employees. Employees are not treated unfairly due to factors such as gender, marital status, physical disability, and ethnicity. The Group is also concerned about issues of sexual harassment. Employees can complain to their supervisors in case of sexually harassment incidents. The Group will respect the complainant's choice of whether or not to conduct an investigation. The Group ensures that complaints will be kept confidential and the relevant information will only be disclosed where necessary.
Employee communication	The Group values communication with employees and provides various channels to enhance communication among employees, such as regular meetings to allow employees of different grades to discuss work and corporate goals, and encourage employees to hold regular social gatherings.

The Group will continue to explore ways to improve employee turnover, enhance employee benefits and strengthen communication with employees.

Average monthly turnover rate among Hong Kong employees	
2019	2018
8.5%	6.5%

During the Reporting Period, the Group abided by the laws and regulations in relation to employment, such as the *Employment Ordinance*, the *Employees' Compensation Ordinance*, various discrimination ordinances and the *Personal Data (Privacy) Ordinance*. There were no cases of non-compliance with laws and regulations in relation to employment.

OPERATIONAL PRACTICES

Anti-corruption

The Group adheres to the principle of integrity and legal compliance in its day-to-day operations and prohibits any corrupt conduct in relation to bribery, extortion, fraud and money laundering. To this end, the Group formulated and implemented a series of policies and internal and external control measures to establish an operating structure that is free of corruption.

The Group's "Human Resources Department Management System" stipulates that all employees must not engage in private dealings with the Group's money or resources and must comply with the relevant laws, industry regulations and standards, professional conduct and the Group's regulations and systems. Employees will have to make compensation, or be subject to penalty or dismissal if they are found to be involved in any misconduct. Serious cases will be dealt with through legal processes.

At the same time, the Group established the "Anti-Fraud and Reporting Management System" to regulate the complaints and report management work procedures. The Group encourages employees to report relevant misconduct to management and reduce the risk of corruption. After receiving the report, the management must conduct an investigation and keep the identity of the whistleblower and relevant information confidential during the process. In order to reduce the risk of fraud, the Group established fraud risk assessment and control procedures, and promoted various anti-fraud policies and related measures, and provided training to help employees correctly handle conflict of interest at work and resist the temptation of improper advantage.

Externally, the Group has established anti-fraud reporting channels for external personnel (including suppliers and customers etc.), including a telephone hotline, mailbox and e-mail address, to allow them to report violations or irregularities on the part of the Group's employees at work and during business operations. The Group keeps the identity of whistleblowers and related information confidential, prohibits any form of discrimination or retaliation or hindrance, interference or antagonism against employees participating in the investigation.

During the Reporting Period, the Group abided by the relevant laws and regulations in relation to anti-corruption, such as the *Prevention of Bribery Ordinance* and the *Organized and Serious Crimes Ordinance*. There were no legal cases nor cases of non-compliance in relation to corruption brought against the Group and its employees.

Product Responsibility

Quality management

The Group adheres to the mission of "True Passion and True Taste" and has been implementing strict quality and service standards to enhance customer satisfaction and protect their health and safety. The Group has implemented the "5S" approach in management since 2006. Formulated by the Internal Control Committee, the "5S" catering standard focuses on five elements: safety, hygiene, quality, efficiency and image (such as ensuring food hygiene, improving product quality, preventing customer complaints, etc.) The "5S Management Manual" was prepared to provide

instructions for employees. To ensure that employees understand how to apply the “5S” concept, the Group arranged relevant training, printed brochures and conducted teaching of the professional knowledge of the “5S” approach in regular meetings at restaurants.

The Group pays attention to inspections and assessments in daily operations and follows the “Internal Audit Department (Operation) Management System” and the “5S” approach management standard requirements to arrange monthly on-site “5S” inspection and the relevant assessment at restaurants. Members of the Group’s 5S Committee and frontline management will conduct monthly food safety meetings to regularly review food safety.

For the operation of the catering business, ensuring food hygiene and product quality is the key to protecting customers' health and safety. The Group abided by local laws and regulations in relation to the health and safety of products and services, such as the *Food Safety Ordinance* and the *Public Health and Municipal Services Ordinance*. A series of control measures are implemented:

Restaurants	<p>The Group followed the “Food Hygiene Code” published by the Food and Environmental Hygiene Department to formulate the “Fulum Group Food Hygiene Code” to stipulate the requirements in relation to cleaning, sanitation and maintenance of the environment, equipment and tools, safe handling of food and employees’ health and hygiene.</p> <p>Regarding work flow, the Group also formulated the “Fulum Group Business Department Management System” which includes the Business Department’s work guidelines for restaurants and the Production Department’s work guidelines for restaurants on product quality management, procurement management and environmental hygiene management, to ensure employees have sufficient information to control product and service quality.</p>
Central kitchen and logistics centre	<p>A standardised procurement model can enhance control of food quality. The Group’s “Chung Ling Logistics Management System” lists detailed procedural specifications on inventory management, logistics and distribution management, production management and hygiene management, etc.</p> <p>To monitor the food quality in the central kitchen and the logistics centre, the Group established a quality inspection group which is responsible for implementing quality supervision policies and requirements of the procedures. The Group will conduct testing of different food samples in the laboratory of the central kitchen and logistics centre. Since 2012, the central kitchen and the logistics centre have obtained international standard certifications such as ISO 22000 and HACCP.</p>

Advertising and labelling

During the Reporting Period, the Group formulated and implemented the “General Principles on Promotional Items” and undertook to make sure that all promotional content are legal, healthy, honest, truthful and in compliance with local laws and regulations, including the *Trade Description Ordinance*, the *Copyright Ordinance*, the *Trade Marks Ordinance*, the *Patents Ordinance*, the *Broadcasting Ordinance*, the *Broadcasting (Miscellaneous Provisions) Ordinance*, etc. The Group signed agreements with advertising partners it worked with in its day-to-day operations to promise

that the Group's advertising content complies with the law without infringing intellectual property rights and does not contain elements of defamation, slander or violation of third parties' privacy.

Implementation progress of the Trade Description Ordinance compliance action plan

In response to the case of alleged violations against the *Trade Descriptions Ordinance* (the "**Ordinance**") during the last Reporting Period where the charges were subsequently withdrawn, apart from continuing with the compliance action plan (including employee training, assignation of inspector for regular internal review to ensure legal compliance of trade descriptions), the Group carried out the following during the Reporting Period:

- Signed a two-year consent form (until May 2020), pledging not to violate the Ordinance, suspend the sale of corn fish fillets in all restaurants and cooperate with regular inspections conducted by customs officers in the shops involved;
- Promotional materials must comply with the requirements of the Ordinance and the "General Principles on Promotional Items", undergo review by the relevant department with suggestions from the Legal Affairs Department when necessary;
- The Marketing and Administration Department conducted training meetings on the *Trade Description Ordinance* with shops, including the main points of the Ordinance and case sharing. All relevant departments have acknowledged the matter. The content concerned will be introduced to the management system in the next year.

Protection of customer data and intellectual property

The Group undertakes to protect the personal data and privacy of customers, and states in the "Privacy Policy and Statement" to comply with the relevant laws in Hong Kong in its collection, usage, storage, disclosure, transfer, protection and access of personal data, such as the *Personal Data (Privacy) Ordinance*, and to protect customers' personal data with various safety technology and procedures to prevent unauthorised access, usage and disclosure. Internally, the Group also stipulates the "Confidentiality Agreement" in the employment contract to require employees to protect the customer data of the Group.

The Group respects the intellectual property rights of others and promises that there is no infringement of intellectual property rights in its business. The "Confidentiality Agreement" also requires employees to protect information such as the Group's recipes and the knowledge and technology of any partners.

Customer feedback and handling

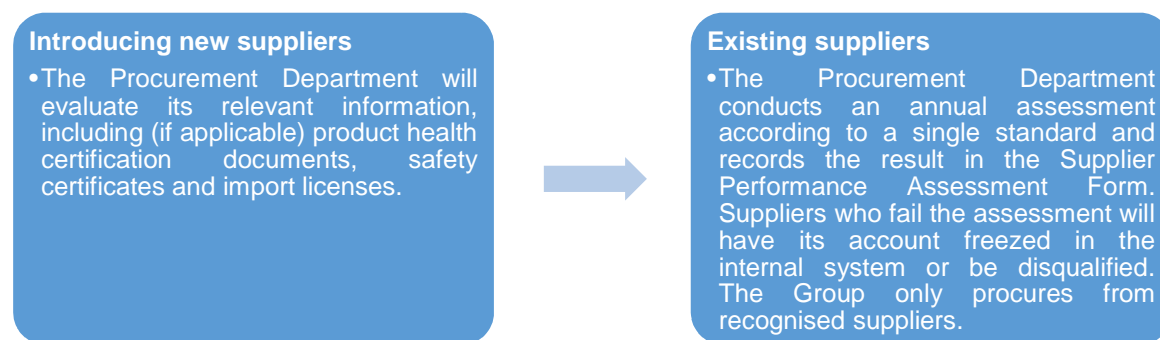
We maintain open communication with our customers and set up various channels to collect customer feedback to enhance the quality of service and customer satisfaction of the Group, including providing a restaurant hotline, setting up a suggestion box at conspicuous locations in restaurants, engage with customers through the Group's website and social media. To continuously improve customer satisfaction, the Group consolidated and analysed customer feedback and produced a monthly summary of complaints to be discussed in summary meetings. During the Reporting Period, the Group received a total of 623 complaints, mostly about service, product and food hygiene. We have followed up all cases with the customers concerned. As always, the Group continues to strengthen employee training to reduce the number of complaints concerned.

During the Reporting Period, the Group abided by the laws and regulations in relation to product responsibility. There were no cases of non-compliance in relation to the health and safety of products and services, advertising labeling and privacy matters.

Supply Chain Management

The Group maintains constant communication with its business partners in various operating segments to establish a long-term, stable supply chain. The main supply chain business partners are food suppliers that provide seafood, meat, fruits and vegetables, rice and noodles, beverages and condiments.

To effectively control the costs and quality of food, standardised supply chain management is of crucial importance. The Group established the “Chung Ling Logistics Management System” to carry out centralised procurement to monitor food safety and quality.



The Group continued to improve its supply chain management. In addition to the existing supply chain management system for product quality and safety performance, the Group is drafting a more comprehensive supply chain management policy which will be implemented in the next reporting period to identify, assess and manage the social and environmental risks faced by suppliers.

Community Investment

The Group values social responsibility, pays attention to the needs of the community, and gives back to the community through various means in its operations. The Group had formulated the “Community Investment Policy” to develop a guideline for all business units and help employees use resources more strategically and effectively to contribute to community development.

Adhering to the community investment goal of “Creating, Delivering and Promoting Positive Energy”, the Group gave back to society through its “Positive Energy Team”. Initiatives including sponsorships and donations were held and the Group’s skills and resources were utilised on different projects, plans and initiatives to bring short-term and long-term positive impacts. The Group’s principles in community investment include:

Meet the needs and expectations of the community and conform to the local culture, tradition and values	Adopt a systematic management model with clear goals and expected outcomes	Build long-term partnership with reputable international, national, regional and local community organisations, environmental organisations and charitable organisations
Support employee participation	Invest resources in and assess the effectiveness and impact of the projects it supports	Avoid conflict of interest to maintain impartiality

During the Reporting Period, the Group organised and participated in different forms of charitable activities, including:

Food sponsorship	Volunteer activities
<ul style="list-style-type: none"> Donate mooncake, new year pudding and meal voucher to people in need in the community 	<ul style="list-style-type: none"> Participation in the flag selling day organised by the Senior Citizen Home Safety Association
Donation	
<ul style="list-style-type: none"> Donations to the Senior Citizen Home Safety Association with purchase of rice dumplings; 	<ul style="list-style-type: none"> “捷迎•富滿•凝中秋” mooncake charity workshop “樂善共迎中秋日” mid-autumn visit Organised Chinese New Year charity elderly visit

In the operation of restaurants, we are actively involved in promoting environmental messages, such as by joining the EatSmart Restaurant Campaign to promote nutritious, low-carbon food. During the Reporting Period, the Group donated a total of HK202,000 and recorded 164 hours of volunteer service in total. As business development and the external environment keep changing, the Group will continue to understand the needs of the community where it operates and will regularly review its targets and direction in community investment.

PROTECTING THE ENVIRONMENT

As a responsible company, environmental sustainability is one of the Group's key concerns. The Group is formulating the relevant environmental policies to establish work guidelines, monitoring mechanisms and specific measures covering emissions, use of resources, and the environment and natural resources, to be implemented in the next reporting period.

Emissions

Greenhouse gas ("GHG") emissions management

Controlling GHG emissions helps the Group to understand and manage the impact of its business on climate change. During the Reporting Period, the Group appointed the consultancy CCA to conduct carbon assessment to quantify the GHG emissions (also referred to as "carbon emissions") produced in its operations. The process of quantification follows the guidelines¹ published by the Electrical and Mechanical Services Department and the Environmental Protection Department and references international standards such as ISO14064-1 and the GHG Protocol Corporate Accounting and Reporting Standard.

GHG emissions		
Scope	Emissions (tonnes of carbon dioxide (CO ₂) equivalent)	
	2019	2018
Scope 1- Direct GHG emissions		
Fossil fuel combustion – stationary source	10,844	13,914 ²
Fossil fuel combustion – mobile source	150	190
GHG emitted by equipment and system during operation - refrigerants	1	947
Scope 2 - Energy indirect GHG emissions		
Electricity purchased from power companies	38,319	47,976
Total GHG emissions (Scope 1 and 2)	49,314	63,027 ²
Scope 3 - Other indirect GHG emissions		
Methane produced by waste paper in landfills in Hong Kong	367	282
GHG emissions from electricity consumption in freshwater treatment by the Water Supplies Department	687	770
GHG emissions from electricity consumption in wastewater treatment by the Drainage Services Department	262	270
Gas purchased from The Hong Kong and China Gas Company Limited	2,274	3,139
Total GHG emissions (Scope 1, 2 and 3)	52,904	67,488 ²
GHG intensity (per HK\$ million of turnover)	20.7	24.3 ²

The Group's total emissions for the Reporting Period under scope 1, 2 and 3 were 52,904 tonnes of CO₂ equivalent. The main source of emissions was indirect GHG emissions from scope 2

¹ Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings in Hong Kong

² Adjustment was made to the data for more accurate representation.

purchased energy (accounting for approximately 72%), followed by a stationary source of fossil fuel combustion in scope 1 (accounting for approximately 20%). Compared to the last Reporting Period, total GHG emissions reduced by approximately 22%. GHG intensity reduced by approximately 15%. Since refrigerant was replaced less frequently during the Reporting Period, less GHG was emitted during the operation of equipment and system. Regarding the use of energy, the Group formulated the relevant policy approach in the “Consumption Reduction Management” policy approach of the “Internal Audit Department (Operation) Management System” to save energy and reduce carbon emissions.

Air emission management

The air emissions of the Group mainly came from kitchen equipment and vehicles of the logistics fleet.

Air emissions	
Air pollutants	Emissions of 2019 (kg)
Nitrogen oxides	1,630.5
Sulphur oxides	5.0
Respirable suspended particulates	80.3

To reduce air pollution, regarding emissions of oily fume in kitchen equipment, the Group complies with the requirements regarding emissions of oily fume in the *Air Pollution Control Ordinance*. Control measures at the exhaust outlets include installation of purifying facilities and venting equipment.

Waste management

The Group is well aware of the potential environmental impact of waste and properly disposes of waste generated during operations. Non-hazardous waste of the Group mainly included waste oil, general waste, recyclable waste and food waste. Regarding waste cooking oils produced on a daily basis, the Group established the “Waste Cooking Oils Regulation Procedure” and implemented the “Restaurant Waste Cooking Oils Recycling” Scheme to partner with qualified waste cooking oil recyclers to handle waste cooking oils. Regarding food waste, certain restaurants under the “Fulum (富臨)” main brand and the “Sportful Garden (陶源)” main brand were awarded the Silver Class in the “Food Wise Eateries” Scheme to promote food waste reduction to the public. During the Reporting Period, 61 tonnes of waste cooking oils were produced, all of which was resold to recyclers; other non-hazardous waste was collected and handled in a centralised manner by a third-party company. Regarding hazardous waste, the Group’s operation generated a small amount of hazardous waste (such as waste batteries, waste mercury tubes and energy saving bulbs). All hazardous waste was collected and handled in a centralised manner by a qualified third-party company.

During the Reporting Period, the Group had not yet fully quantified the waste generated by the operation. In the coming year, the Group will conduct quantification of hazardous waste and non-hazardous waste to be disclosed in the future.

Wastewater discharge management

To prevent wastewater discharges and spills, the Group abided by the *Water Pollution Control Ordinance*. The Group's restaurants and central kitchen located in Hong Kong have obtained licences issued by the Environmental Protection Department of the Hong Kong government.

During the Reporting Period, the Group abided by the laws and regulations in relation to emissions, such as the *Air Pollution Control Ordinance*, the *Water Pollution Control Ordinance* and the *Waste Disposal Ordinance*. There were no cases of non-compliance with laws or regulations in relation to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.

Use of Resources

The main resources used by the Group included gas, electricity, water and plastic bags and boxes for takeaway packaging. To enhance resource use efficiency continuously, the Group implemented the "Consumption Reduction Management" in the "Internal Audit Department (Operation) Management System" to formulate monthly standard consumption reduction data to assess the consumption of electricity, gas and consumables of restaurant department. The Internal Audit Department (Operation) is responsible for evaluating the reasonableness of the consumption data. If a shop fails to meet the standard, the Group will schedule a meeting with the shop manager to evaluate the cause, or the Internal Audit Department (Operation) will conduct an inspection at the shop and discuss measures for improvement.

In 2019, the Group's total energy consumption was 126,002 MWh equivalent, which were mainly attributed to electricity and gas used in the operations. Compared to the last Reporting Period, the total energy consumption reduced by approximately 21%; energy intensity was 0.049 MWh/HK\$ thousand turnover, representing a drop of approximately 16% compared to the last Reporting Period.

During the Reporting Period, the Group's total water consumption was 1,705,936 cubic metres with a drop of approximately 11% compared to the last Reporting Period. Consumption of paper increased by approximately 30%, while consumption of packaging materials reduced by approximately 29%, compared to the last Reporting Period.

Use of resources		
Energy use	Energy consumption	
	2019	2018
<u>Direct energy</u>		
Gas (MWh equivalent)	53,757	69,595 ^{3 4}
LPG (MWh equivalent)	2,344	2,500 ^{3 4}
Petrol (MWh equivalent)	8	Not recorded
Diesel (MWh equivalent)	564	700 ⁴

³ Adjustment was made to this data for more accurate representation.

⁴ Data unit of 2018 was changed from GJ to MWh equivalent.

Indirect energy		
Purchased electricity (MWh)	69,329	87,013
Use of water resources	Water consumption	
	<u>2019</u>	<u>2018</u>
Total water consumption (cubic metre)	1,705,936	1,912,458
Use of materials	Consumption	
	<u>2019</u>	<u>2018</u>
Paper (tonne)	76.5	58.7
Packaging materials (tonne)	12.5	17.5

The Group will continue to assess, record and disclose its GHG emissions and other environmental data annually, which will help to further develop emission reduction targets in the future.

The Environment and Natural Resources

The Group values the impact of its business operations on the environment and natural resources, complies with laws and regulations in its daily operations, and continuously monitors operations to meet the emission requirements.

As the society pays more attention to sustainable development, the environmental and ecological impacts of the use of ingredients are particularly important for the catering industry. Currently, apart from participating in the “Green Purchasewise Performance Scheme” launched by the Hong Kong Federation of Restaurants & Related Trades (the “**HKFORT**”), the Group also supports the “Hong Kong Green Purchasing Guidelines for Food and Beverage Sector” formulated by the HKFORT and the Green Council. Looking ahead, the Group will explore how to pay attention to environmental protection and reduce the impact on the ecological environment:

Design a green menu with sustainable seafood with reference to the Seafood Guide published by the World Wide Fund and offer regular promotion to attract customers.	The Group will continue to study and evaluate the exact amount of shark fin demanded, explore the feasibility of reducing its procurement further with the relevant non-governmental organisations and promote other sustainable seafood to replace shark fin.
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KEY PERFORMANCE INDICATORS

Environmental Performance

Environmental Key Performance Indicators	2019	2018	Unit
Types of emissions and respective emissions data⁵			
Nitrogen oxides	1,630.5	904.4	kg
Sulphur oxides	5.0	1.1	kg
Respirable suspended particulates	80.3	53.0	kg
Greenhouse gas emissions in total and intensity			
Scope 1	10,995	15,051 ⁶	tonnes of CO2 equivalent
Scope 2	38,319	47,976	tonnes of CO2 equivalent
Scope 3	3,590	4,461	tonnes of CO2 equivalent
Total GHG emissions (Scope 1, 2 and 3)	52,904	67,488 ⁶	tonnes of CO2 equivalent
GHG intensity (by turnover)	20.7	24.3 ⁶	tonnes of CO2 equivalent / HK\$ million
Total non-hazardous waste produced and intensity			
Total non-hazardous waste produced	61.0	57.2	tonnes
Non-hazardous waste intensity (by turnover)	0.02	0.02	tonnes / HK\$ million
Total energy consumption			
Direct energy	56,673	72,795 ^{6 7}	MWh equivalent
Indirect energy	69,329	87,013	MWh
Total energy consumption	126,002	159,808 ^{6 7}	MWh equivalent
Energy intensity (by turnover)	0.049	0.058 ^{6 7}	MWh equivalent/ HK\$ thousand
Water consumption in total			
Total water consumption	1,705,936	1,912,458	Cubic metre
Water intensity (by turnover)	0.7	0.7	Cubic metre / HK\$ thousand
Total packaging material used for finished products			
Total packaging material used	12.5	17.5	tonnes
Packaging material intensity (by turnover)	0.005	0.006	tonnes / HK\$ million

⁵ 2018 figures only include vehicle emissions; 2019 figures include emissions of both vehicles and kitchen equipment.

⁶ Adjustment was made to the data for more accurate representation.

⁷ Data unit of 2018 was changed from GJ to MWh equivalent.

Social Performance

Number of employees⁸

By employment type

Employment type	Workforce	Total workforce
Full-time employees	2,797	2,857
Part-time employees	60	

By gender, rank and age group

By gender, rank and age group										
Gender	Rank	Age group				Total	Total workforce			
		Below 30	30–40	41-50	Above 50		2019	2018		
Male	Top management	1	0	1	5	1,156	2,857	4,175		
	Senior management	1	7	8	11					
	Middle management	47	79	59	88					
	General staff	196	131	190	332					
Female	Top management	0	0	0	1	1,701				
	Senior management	0	0	4	2					
	Middle management	20	34	121	103					
	General staff	104	156	516	640					

⁸ The number of employees in the Report includes all employees working in Hong Kong. The total workforce of the Group is 3,290, among which 433 work in mainland China, who are not covered by the number of employees in the Report.

Number of new employees and ratio of new hires

Gender	Rank	Age group				Total	Total new hires	Average monthly ratio of new hires				
		Below 30	30–40	41-50	Above 50			2019	2018			
Male	Top management	1	0	1	2	1,572	3,204	7.4%	7.2%			
	Senior management	0	0	0	0							
	Middle management	38	69	65	90							
	General staff	484	253	255	314							
Female	Top management	0	0	0	1	1,632						
	Senior management	0	0	1	1							
	Middle management	16	30	88	42							
	General staff	190	218	546	499							

Employee turnover and turnover rate⁹

Gender	Rank	Age group				Total	Total new hires	Average monthly turnover rate			
		Below 30	30–40	41-50	Above 50			2019	2018		
Male	Top management	0	0	0	1	1,708	3,601	8.5%	6.5%		
	Senior management	0	0	0	1						
	Middle management	50	81	85	123						
	General staff	446	290	263	368						
Female	Top management	0	0	0	0	1,893					
	Senior management	0	0	0	0						
	Middle management	14	32	109	82						
	General staff	184	214	608	650						

⁹ Due to the characteristics of the catering industry, some employees of the Group left and joined the Group more than once during the Reporting Period, which is also reflected in the turnover rate.

Average male and female remuneration ratio

Rank	Average male and female remuneration ratio	Average male and female remuneration ratio in total
Top management	1.1:1	1.3:1
Senior management	1.4:1	
Middle management	1.3:1	
General staff	1.2:1	

Health and safety

Gender	Number of work-related injury	Rate of work-related injury (per 1,000 employees)	Number of lost workdays due to work-related injury	Number and rate of fatalities as a result of work-related injury
Male	23	18.2	1,741	0 (0%)
Female	29		1,552	

Number and percentage of employees receiving training

Gender	Rank				Number and percentage of employees receiving training	
	Top management	Senior management	Middle management	General staff	2019	2018
Male	7 (100%)	27 (100%)	273 (100%)	849 (100%)	2,857 (100%)	3,769 (90%)
Female	1 (100%)	6 (100%)	278 (100%)	1,416 (100%)		

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