

# Shirble Department Store Holdings (China) Limited 歲寶百貨控股(中國) 有限公司

(incorporated in the Cayman Islands with limited liability) Stock code : 312

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 環境、社會及管治報告 2019



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# ABOUT THE GROUP 關於集團

Shirble Department Store Holdings (China) Limited ("Shirble", which together with its subsidiaries, the "Group") is a Shenzhen-based department store chain. Starting from 1996, targeting the mid-market segment, it runs its department stores under the " 🎕 🛪 🕏 " and "Shirble Plaza" brands. As of 31 December 2019, the Group owned and/or operated 17 department stores, 12 of which are within Shenzhen, three in Shanwei, one in Meizhou City and one in Changsha, with a total gross floor area ("GFA") of over 310,000 sq.m.

歲寶百貨控股(中國)有限公司(「歲寶百貨」,連同 其附屬公司統稱「集團」)是一家以深圳為基地的百 貨連鎖企業。自一九九六年發展至今,專攻中檔市 場階層,並於「**氦榮 3 %**」及「歲寶廣場」品牌旗下 運營其百貨店。截至二零一九年十二月三十一日, 集團擁有及/或經營17家百貨店,其中12家位於深 圳、三家位於汕尾、一家位於梅州市及一家位於長 沙,總建築面積(「建築面積」)超過31萬平方米。





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Since the second half of 2018, the Group has undergone several strategic changes, including the cooperation with Shenzhen Hema Network Technology Co. Ltd. ("Hema Shenzhen") to transform most of its department store spaces for the traditional supermarket business in Shenzhen region to "Freshippo", and to continue upgrading its traditional department store business into the one-stop shopping mall "Shirble Plaza". To take a step further, the Group, together with Shanghai Hema Network Technology Co. Ltd. ("Hema Shanghai"), also created a brand new retail solution, "盒馬里•歲寶", in November 2019 to realise a new kind of shopping experience that integrate online and physical shopping. These changes allow the Group to remain competitive and to capture potential business opportunities.

Commencing from the year of 2018, the Group developed its property development business, and in April 2019, the Group made its first foray and entered into consultancy agreements to provide a wide spectrum of consultancy services for two property projects in Shenzhen. The Group will continue to grow its property business through expansion and acquisitions, which will be complementary and create synergy with the existing department store business. 自二零一八年下半年起,集團進行若干戰略性變動,包括與深圳盒馬網絡科技有限公司(「深圳盒馬J)合作,將深圳地區旗下大部份用作傳統超市業務的百貨店空間改裝為「盒馬鮮生」,並繼續將其傳統百貨店業務升級為一站式購物中心「歲寶廣場」。 為更進一步,集團於二零一九年十一月與上海盒馬 網絡科技有限公司(「上海盒馬」)創建全新的零售解 決方案「盒馬里•歲寶」,結合線上及實體購物,以 寶現新型購物體驗。該等轉變令集團得以保持競爭 力並抓緊潛在商機。

集團於二零一八年年度開始發展其房地產發展業務,並於二零一九年四月訂立顧問協議透過為深圳 兩個房地產項目提供廣泛的顧問服務,首次進軍該 行業。集團將繼續通過拓展及收購發展其房地產業 務,而該業務將與現有百貨店業務互補並產生協同 效益。

## ABOUT THE GROUP 關於集團

Property business	Summary of business development in 2019 二零一九年業務發展概要 Department stores and supermarket business	Other businesses
房地產業務	百貨及超市業務	其他業務
The Group made its first foray to	• The Group established "Freshippo Supermarkets"	• The Group invested in a Korea
provide a wide spectrum of project	in stores in Shenzhen and "Tianhe Supermarkets"	brand ice-cream chain-store
development, financial and capital	in other districts, which has brought the customers	"百味堂" and launched
management services through its	with new shopping experience to attract various	"天樂里", a gourmet street.
participation in two property projects	group of customers.	
in Shenzhen.		投資韓國品牌連鎖霜淇淋店「百
	集團深圳門店內設有「盒馬鮮生超市」及外區店設有「天	堂」及料理街「天樂里」。
透過參與深圳兩個房地產項目,集團	和超市」,為客戶帶來全新購物體驗,以吸引不同客戶	
首次進軍該行業,並提供廣泛的項目發 	群組。	
展、財務及資金管理服務。		
The Group acquired the entire equity	• The upgraded "Shirble Plaza" could meet the	• For the purpose of integrating
interest in a real estate development	demand for high quality food and products of the	its property, retail and food and
company in Zhuhai in November 2019,	mid to high income group.	beverage (F&B) businesses, the
and developed a two-building complex		Group intends to offer a more
for commercial and residential use at	集團革新「歲寶廣場」,以滿足中高收入人群對優質食	comprehensive and one-stop
Jinwan District, Zhuhai.	品及產品的需求。	shopping experience to its reta
		customers.
於二零一九年十一月收購珠海一家房地		
產發展公司的全部股權,並於珠海金灣		旨在透過融合其房地產、零售及
區發展商業及住宅的雙樓綜合體項目。		餐飲業,為零售客戶提供更全面
		及一站式的購物體驗。
	• The Group also extended the online-to-offline "new	
	retail" concept together with Hema Shanghai,	
	launching a new store brand "盒馬里•歲寶"in 2019	
	and realising a new kind of shopping experience.	
	與上海盒馬合作擴展線上及線下「新零售」概念,並於	
	二零一九年推出新的商店品牌「盒馬里 • 歲寶」, 實現	
	購物新形式。	

In the future, the Group will keep accelerating the pace of market expansion and integrate technology into different department store business to develop new retail solutions, while putting extra resources on property segment and further increasing its land reserve to build an experienced team and develop a more diversified business. 未來,集團將繼續加快市場拓展的步伐,並將科技 融入百貨業務,打造新零售解決方案;同時在房地 產分部投入更多資源,持續增加土地儲備,進而建 立具有相關豐富經驗的團隊,拓展多元化業務。

**ABOUT THIS** 

REPORT 關於本報告 5

The Group is principally engaged in the operation of department stores, and is one of the long established Shenzhen-based department store chains. The Group owned and/or operated 17 department stores in Shenzhen, Shanwei, Meizhou and Changsha. In recent years, the Group has actively expanded to property business and F&B business through horizontal expansion by different investment means.

Shirble issues the Environmental, Social and Governance Report ("ESG Report") on a regular basis, and intends to gradually enhance the level and transparency of disclosure to enable our stakeholders to have a better understanding on the governance policies, work and progress in environmental protection and social care. This report is the fourth ESG Report issued by Shirble (the "Report"), which mainly focuses on the sustainable performance of the operation of department stores for the period from 1 January to 31 December 2019 (the "Year").

### **REPORTING SCOPE**

The information and data disclosed in the Report focus on the operation of the two main department stores located in Shenzhen, being Jingtian Store and Jufu Store. Comparing to the report last year, the Report has further included the key performance indicators (KPIs) of Hong Kong headquarter offices in the reporting scope.

The Group is awared that the Report has not covered the remaining 15 department stores or concept stores of the Group, and its property business and F&B business. The Group carried out several strategic changes in 2019, and planned to gradually extend the reporting scope under the principle of materiality after the the scale of new business development is confirmed.

## **REPORTING STANDARD**

The Report is prepared in accordance with the "Environmental, Social and Governance Reporting Guide" (the "Guide") issued by The Stock Exchange of Hong Kong Limited (the "Stock Exchange") and based on the following four reporting principles.

集團主要經營百貨店業務,為深圳歷史悠久的百貨 連鎖企業之一。集團擁有及/或經營17家百貨店, 遍佈深圳、汕尾、梅州及長沙多地。近年,集團積 極以不同投資方式橫向擴展開拓至房地產業務及餐 飲業務。

歲寶百貨定期發佈《環境、社會及管治報告》,並冀 逐步提高披露水平及透明度,讓持份者更了解其在 環境保護、社會關懷的管治方針、工作和進程。本 報告為歲寶百貨發表的第四份《環境、社會及管治報 告》(「本報告」),重點匯報百貨店營運於二零一九年 一月一日至十二月三十一日期間(「本年度」)的可持 續發展表現。

### 報告範圍

本報告所披露的信息及數據聚焦位於深圳兩所主要 百貨店一景田店及聚福店的營運。與上一年度報告 相比,本報告將香港總部辦公室的關鍵績效指標納 入匯報範圍。

集團明白本報告目前尚未覆蓋集團其餘15家百貨 店或概念店,以及其房地產業務和餐飲業務。集團 於二零一九年進行多項戰略性變動,並計劃待確定 新業務發展規模後,按重要性原則逐步擴大報告範 圍。

### 報告準則

本報告依循香港聯合交易所有限公司(「聯交所」)頒 佈的《環境、社會及管治報告指引》(「指引」)編制, 並以下列四項匯報原則作為編寫報告的基礎。



# ABOUT THIS REPORT 關於本報告

Reporting principles 匯報原則	Definition 釋義	Response 回應
Materiality	The Report should reflect the organisation's significant influences on economy, environment and society, or aspects that substantively affect stakeholders' assessment and decision on organisation.	Identifying the environmental, social and governance issues which are essential to the Group and its stakeholders through interviews with management.
重要性	報告應反映機構對經濟、環境及社會的顯著影響,或實質上影響 持份者對機構評估及決定的範疇。	透過管理層訪談識別對集團及其持份者至關重要的環境、社 會及管治議題。
Quantitative	The organisation should ensure the key performance data is measurable, and clearly state the standard and methods of measurement.	Guiding each unit in recording environmental and social key performance data, and engaging professional consultant to assess carbon emissions and other environmental key performance based on local guidance and international standards.
量化	機構須確保關鍵績效數據可予計算,並清楚説明計算標準及方 式。	指導各單位記錄環境及社會關鍵績效數據,並委託專業顧問 根據當地指引及國際標準評估碳排放量及其他環境關鍵績 效。
Balance	The organisation should prepare the Report in an unbiased manner, to ensure it gives a clear picture of positive and negative impacts, enabling stakeholders to reasonably evaluate the overall performance of the organisation.	Adhering to the principles of accuracy, objectivity and fairness in preparation to elaborate the achievement and challenges of the Group on sustainability.
平衡	機構應以不偏不倚的態度籌備報告,確保清晰説明其正面及負面 影響,讓持份者可合理地評估機構的整體績效。	以準確、客觀、持平為編寫原則,闡述集團在可持續發展的 成就和所面對的挑戰。
Consistency	The organisation should adopt consistent methodologies to allow stakeholders to make comparison of the environmental, social and governance data and to understand the sustainability performance and progress of the organisation.	Adopting consistent methodologies, and providing historical data, if practicable, for comparison.
一致性	機構應採用一致的披露統計方法,以便持份者可以比較環境、社會及管治數據,了解機構在可持續發展的表現和進程。	採用一致的數據統計方式,並在可行的情況下提供歷史數 據,以便比較。



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To ensure all stakeholders could fully understand the Group's performance on environment, society and governance, the Report has disclosed environmental KPIs under the requirements of "comply or explain" provisions and reported certain social KPIs specified in the "recommended disclosures" to the Guide. A complete content index is appended in the last chapter hereof for quick reference in accordance with the Guide.

## **CONFIRMATION AND APPROVAL**

The Group has established procedures for internal control and review to make sure all information in the Report is accurate and reliable. The Report has been reviewed and approved by the Board on 22 June 2020.

#### **FEEDBACKS**

The Group places high emphasis on the feedbacks of its stakeholders. Your advice and suggestions enable the Group to formulate more detailed and comprehensive sustainable development strategies in the future. If you are in doubt or have any recommendations in regards to the content or the presentation of the Report, you are most welcome to contact our investor relations at ir@shirble.net. 為了讓持份者全面瞭解集團的環境、社會及管治績效,本報告不僅按「不遵守就解釋」的規定披露環境 關鍵績效指標,亦匯報部份《指引》中「建議披露」的 社會關鍵績效指標。報告最後一章附有完整的內容 索引,以便讀者按《指引》快速查閱。

### 確認及批准

集團已成立內部監控及審查程序,竭力確保本報告 所有呈現的資料均準確可靠。本報告已於二零二零 年六月廿二日獲董事會審閱及批准。

## 意見反饋

集團重視持份者的意見。閣下的意見與建議,有助 集團未來建立更仔細和健全的可持續發展策略。如 閣下對本報告的內容或匯報形式有任何疑問或建 議,歡迎透過ir@shirble.net與投資者關係部門聯絡。

# MESSAGE FROM THE CHAIRMAN 主席寄語

In view of the digitalisation of retail market and changes in consumer habit in recent years, the Group has realised the necessity to reform its traditional retail and department stores operation to remain competitive. The new operating model not only improves customers' consumption experience, but also aligns with the "ensure sustainable consumption and production patterns" of the 17 sustainable development goals by the United Nation. The innovative operating model helps the Group in reducing the negative impact on environment brought by its operation, while promoting sustainable consumption and lifestyle to consumers through close communication with tenants and supply chain partners.

The Group is committed to creating a retail service platform with modern lifestyle for customers and satisfying the consumers' demand for diversified consumption and experiences. In spite of the change in Shirble's business model, we will adhere to its corporate culture of "maintaining integrity and pursuing excellence" to create values for stakeholders such as staffs, customers, tenants and investors.

Sound corporate governance is essential for creating long term value for stakeholders. The Board is responsible for the establishment and maintenance of corporate governance structure and policy of the Company. For the governance of sustainability matters, the Group expects to identify and manage the risks and opportunities in a timely manner, through appropriate policies, standards and systems. In this regard, the Group is considering to establish sustainability committee and gradually expand the scope of risks examined under the risk management system, as well as to include environmental and social issues into our regular risk management procedures and take corresponding measures in order to further refine the risk management system. 面對近年零售市場電子化及消費者習慣的改變,集 團意識到必須改變傳統零售百貨業務,以保持競爭 力。革新後的營運模式不但能提升客戶消費體驗, 同時能配合聯合國十七個可持續發展目標中的「採 用可持續的消費和生產模式」。新營運模式有助集 團減少其營運對環境帶來的負面影響,通過與商戶 及供應鏈夥伴的緊密溝通,向消費者推廣可持續的 消費及生活方式。

集團旨在為客戶創造時尚品質生活的零售服務平 台,及滿足消費者多元化消費及體驗需求。縱使歲 寶百貨業務形式有所改變,集團仍會堅守「誠信融 合,共創卓越」的企業文化,為員工、客戶、商戶 及投資者等持份者創造價值。

為確保為持份者創造長遠價值,健全的企業管治至 為重要。董事局負責建立和維持公司的管治架構及 制度。針對可持續發展事宜的管治,集團期望透過 適當的政策、標準和制度,及時識別和管理當中的 風險和機遇。為此,集團在研究成立可持續發展委 員會,並逐步擴大風險管理系統所審視的風險範 圍,將環境及社會議題納入常規風險管理程序,並 制訂相應措施,進一步完善風險管理系統。





In line with the business reform, the Group anticipates to work together with its staffs to respond to the challenges brought by the new business. The Group provides its staffs with comprehensive training scheme, which is designed based on their working requirements and career path, so as to meet their actual needs and business development. For operating practices, the Group places emphasis on product responsibility, and dedicated to provide quality products and services to customers. To enhance product quality, the Group prudently selects new tenants. We also strengthen the communication with tenants to protect consumers' interests.

In the future, our Group will actively develop property and project management business in Greater Bay Area, to create synergy effects for the existing department store business and align with the consumption pattern under the principle of sustainability. Shirble's department store business and the newly expanded property business are closely related to the living of local residents in the areas where they operate. The Group commits to continue to serve the community, understand the needs of residents and bring positive influences to the community.

SHIRBLE DEPARTMENT STORE HOLDINGS (CHINA) LIMITED YANG Ti Wei Co-chairman 配合業務改革,集團期望與員工攜手共進,應對各 項新型業務帶來的挑戰。集團為員工提供全面培訓 計劃,依據員工工作需要及職業規劃設計培訓計 劃,以切合員工實際需要及業務發展。營運慣例方 面,集團重視產品責任,致力為客戶提供優質的產 品及服務。為持續提升產品質素,集團謹慎選擇新 加入商戶,並加強與商戶溝通,保障消費者權益。

未來,集團將積極於大灣區發展房地產及項目管理 業務,與現有百貨業務創造協同效應及符合可持續 發展原則的消費模式。歲寶百貨的百貨企業,以至 新拓展的房地產業務與其營運所在地區居民的生活 息息相關,集團承諾將繼續為社區服務,了解區內 居民需要,為社區帶來正面影響。

歲寶百貨控股(中國)有限公司 聯席主席 楊題維

# IMPROVE SUSTAINABILITY GOVERNANCE 完善可持續發展管治

The Board adopts a high level of corporate governance and strives to explore a sustainable operating model that balances environmental, social and economic benefits. As the business transformation enters the stabilized stage, Shirble will seize this good opportunity to re-examine the impact of existing and newly expanded businesses towards the environment and society, and also identify opportunities for sustainable development of the new operating model.

The Group will establish a sustainability committee, led by the Board members, to coordinate the sustainability matters of the Group in the fields of environmental protection, business ethics, employment relations, operation management and community investment, and assist the Group in formulating, implementing and reviewing relevant policies and measures and report directly to the Board.

## **RISK MANAGEMENT**

The Group believes that effective risk management could ensure that a corporate maintains a good operating environment and understands its existing risk exposure, and adopts management measures as and when appropriate. The Group has established a sound internal control and risk management system, and the Board will be responsible for the overall review. The audit committee will assist the Board to monitor the risk exposure of the Group and the design and effectiveness of the relevant internal control and risk management system.

董事會以高水平的企業管治,努力尋求平衡環境、 社會和經濟效益的可持續營運模式。隨著業務改革 進入穩定發展的階段,歲寶百貨將把握此良好機 遇,重新審視現有以及新拓展業務對環境及社會帶 來的影響,並識別新營運模式於可持續發展上的機 遇。

集團將建立可持續發展委員會,由董事會成員代表 帶領統籌集團於環境保護、商業道德、僱傭關係、 運營管理和社區投資等範疇的可持續發展事宜,協 助集團制訂、實施及檢視相關政策及措施,並直接 向董事會匯報。

#### 風險管理

集團相信有效的風險管理能確保企業維持良好的營 運環境,並使之瞭解其目前承受的風險狀況,適時 採取管理措施。集團設有完善的內部監控及風險管 系統,並由董事會全盤負責檢討。審核委員會則協 助董事會監察集團所承受的風險水平,以及有關內 部監控及風險管理系統的設計及運作成效。

## IMPROVE SUSTAINABILITY GOVERNANCE 完善可持績發展管治

In addition, the Group has an internal audit department that is independent to any other departments and is responsible for supervising and overseeing the effectiveness of internal control and regularly reporting the identified and evaluated risks to the audit committee, as well as formulating corresponding measures based on the findings of risk assessment. In order to understand the risk exposure of the Group, the internal audit department has set up a risk database comprising five types of major risks, and evaluated specified risks and grouped such risks into high, medium and low levels for ongoing follow-up by combining existing internal control and operation level of the Group. 此外,集團的內審部獨立於其他部門,負責監督檢 查對內部監控的有效性,並向審核委員會定期報告 已識別及評估的風險,以及根據風險評估結果制定 應對措施。為瞭解集團面對的風險狀況,內審部建 立了風險資料庫,涵蓋五大類風險,並結合集團現 行的內控及操作水平,把具體風險分為高、中、低 級,以便持續跟進。

Strategic 戦略	Market 市場	Types of Major Risks 風險大類 Operation 營運	Financial 財務	Legal 法律
Wrong strategic decisions, commercial decisions or inappropriate implementation causing	Market competition and changes of consumers' decision could pose risks to the marketing environment of	Inadequate or ineffective internal operation and management measures,	Risks related to finance and operation including budget management, financial audit, capital and cash	Risks that may expose the Group to compliance issues or litigation.
long term impact on the Group's development.	corporations. 因市場競爭及消費者決	incoordination with partners could incur risks to the operation	flow management, investment and financing and taxation.	可能導致集團面臨合規 問題或訴訟的風險。
錯誤的戰略決策、商業 決定或不正確的執行, 引致對集團發展的長期 影響。	策轉變,對企業營銷環 境造成的風險。	of corporations. 不充分或失效的內部運 營和管理措施,與合作 夥伴的不協調,均可能 對企業營運造成的風險。	與財務運營相關的風 險,包括預算管理,財 務核算、資金及現金流 管理,投融資、税務等 風險。	

## IMPROVE SUSTAINABILITY GOVERNANCE 完善可持績發展管治

Due to the nature of the department store business, the Group has reviewed the previous findings of risk assessment and determined product quality and tenant management as the two related sustainability risks. During the Year, the Group actively changed its department store business model from direct sales and concession sales to sub-leasing or leasing arrangements. Therefore, the Group reduced the procurement of products for direct sales from third-party product suppliers, thereby lowering the possibility of legal and claim risks arising from the quality of direct sales products. Along with the change of business model, proper tenancy management becomes more important. Any non-compliance by tenants in the environmental and social fields may have a negative impact on the Group's operations and reputation. The Group rigorously selects new retailers, and communicates our standards and requirements relating to environmental and social aspects with tenants as well as supports them to adopt sustainability measures that is in line with the Group's practice.

## LOOKING FORWARD: FORMULATING SUSTAINABLE DEVELOPMENT CONCEPTS AND STRATEGIES

In order to ensure the effectiveness of the existing environmental, social and governance structure, the Group is planning to gradually formulate its sustainable development concepts and strategies, enabling the Board to review the performance and progress towards its goals in a more objective and fair manner. In addition, with the establishment of the sustainability committee, the Group will incorporate potential environmental and social issues into its risk system in order to timely identify risks and formulate corresponding proposals.

## **COMPLIANCE MANAGEMENT**

Our compliance department is responsible for managing the compliance of laws and regulations that have a significant impact on the operation of the Group. Our legal department conducts periodic review on the laws and regulations and maintains regular communication with relevant departments to ensure the Group maintains lawful daily operation. The followings are the laws and regulations identified by our compliance department that have a significant impact, including legal proceedings or payment of penalties, on the Group and the compliance status for the Year: 由於百貨店業務性質,集團檢視過去風險評估結果 並維持以產品質素及租戶管理為二項相關的可持續 發展風險。本年度,集團積極改變其百貨店業務模 式,從直接銷售及專營銷售轉為分租或租賃安排。 因此,集團減少向第三方商品供應商採購直接銷售 產品,而由於直銷產品質素所引起的法律及索賠風 險的可能性從而降低。隨著業務模式改變,妥善的 租戶管理更顯重要。租戶任何在環境及社會範疇的 不合規行為,可能會對集團的運營和聲譽產生負面 影響。集團對新零售商設有嚴謹要求,並就集團的 環境及社會相關標準和要求與租戶進行溝通,鼓勵 他們採取與集團規範相符的可持續發展措施。

## 展望未來:建立可持續發展理念和策略

為確保現行環境、社會及管治架構行之有效,集團 正在計劃逐步建立可持續發展理念和策略,以便董 事局會能更客觀、公正地檢視績效及實現目標的進 程。此外,隨著可持續發展委員會之成立,集團將 會把潛在環境及社會議題風險納入風險系統,以便 及時識別風險和制訂相應對方案措施。

## 合規管理

集團的合規部負責管理對集團營運有重大影響的法 律法規之合規性,並由集團法務部定時審視有關法 規,並與各相關部門定期溝通以確保集團日常運作 合法合規。以下為合規部已識別對集團造成重大影 響(包括訴訟或罰款)的法律法規以及本年度合規狀 況:



## IMPROVE SUSTAINABILITY GOVERNANCE 完善可持績發展管治

Level 層面	Laws that have a significant impact on the Group 對集團造成重大影響的法例	Compliance disclosure 合規披露
Emissions	"Waste Disposal Ordinance" "Environmental Protection Law of the People's Republic of China" "Regulations of the Shenzhen Special Economic Zone on Environmental Protection"	During the reporting period, the Group did not violate relevant laws and regulations that have a significant impact on the Group.
排放物	《廢物處置條例》 《中國共和國環境保護法》 《深圳經濟特區環境保護條例》	集團於匯報期內並沒有違反對集團有重大影響的相關法 律及規例。
Employment	"Employment Ordinance" "Employees' Compensation Ordinance" "Labour Contract Law of the People's Republic of China"	During the reporting period, the Group did not violate relevant laws and regulations that have a significant impact on the Group.
僱傭	《僱傭條例》 《僱員補償條例》 《中華人民共和國勞動合同法》	集團於匯報期內並沒有違反對集團有重大影響的相關法 律及規例。
Health and Safety	"Occupational Safety and Health Ordinance" "Social Insurance Law of the People's Republic of China" "Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases"	During the reporting period, the Group did not violate relevant laws and regulations that have a significant impact on the Group.
健康與安全	《職業安全及健康條例》 《中華人民共和國社會保險法》 《中華人民共和國職業病防治法》	集團於匯報期內並沒有違反對集團有重大影響的相關法 律及規例。

## IMPROVE SUSTAINABILITY GOVERNANCE 完善可持續發展管治

Level 層面	Laws that have a significant impact on the Group 對集團造成重大影響的法例	Compliance disclosure 合規披露
Labour Standards	"Employment Ordinance" "Labour Contract Law of the People's Republic of China" "Law of the People's Republic of China on the Protection of Minors"	During the reporting period, the Group did not violate relevant laws and regulations that have a significant impact on the Group.
勞工準則	《僱傭條例》 《中華人民共和國勞動合同法》 《中華人民共和國未成年人保護法》	集團於匯報期內並沒有違反對集團有重大影響的相關法 律及規例。
Product Responsibility	"Advertisement Registration and Management Regulations" "Food Safety Law of the People's Republic of China"	During the reporting period, the Group did not violate relevant laws and regulations that have a significant impact on the Group.
產品責任	《廣告發佈登記管理規定》 《中華人民共和國食品安全法》	集團於匯報期內並沒有違反對集團有重大影響的相關法 律及規例。
Anti- corruption	"Prevention of Bribery Ordinance" "Criminal Law of the People's Republic of China"	During the reporting period, the Group did not involve in corruption cases against our corporate or employees, nor did it violate relevant laws and regulations that have a significant impact on the Group.
反貪污	《防上賄賂條例》 《中華人民共和國刑法》	集團於匯報期內並沒有收到對企業或僱員提出的貪污訴 訟案件,亦沒有違反對集團有重大影響的相關法律及 規例。



## ENGAGE STAKEHOLDERS 與持份者保持溝通

The Group values the needs of various stakeholders and believes that stakeholders play an indispensable role in the Group's sustainable development. The Group maintains constant communication with stakeholders, including staffs, and external stakeholders—customers, tenants, business partners, investors, regulators and various types of community groups. 集團重視各持份者的需要,並相信持份者於集團可 持續發展路上扮演著不可或缺的角色。集團與持份 者保持恆常溝通,包括員工及外部持份者一客戶、 商戶、業務夥伴、投資者、監管機構及各類型社區 團體等。

以下為集團與持份者的溝通方式與渠道:

The following are the communication methods and channels between the Group and its stakeholders:

Stakeholders 持份者	Regular communication channels 恆常溝通渠道	Annual event 年度活動
Staff	The Group maintains communication with staffs from each departments and stores through internal communication channels such as internal mail, business meetings and online platforms.	The Company established an online platform "Feedback Wall" that allows staffs to submit their queries and suggestions to the Company, and the relevant departments of the headquarter will make corresponding response and follow up actions.
員工	集團透過內部郵件、業務例會及網絡平台等內部溝 通渠道,與各部門及門店員工保持溝通。	公司設有網絡平台「回音壁」讓各員工提出自己對公司的 問題及建議,從而讓總部的相關部門進行有關的回覆及 跟進。
Supplier	Business seminars are held quarterly for suppliers to keep abreast of the latest development of national laws and regulations and make use of the Group's website and WeChat official account to further promote the awareness of the suppliers on environmental and social issues.	The Group established an electronic platform to maintain regular communication with suppliers.
供應商	按季度開展經營交流會,定期組織供應商學習國家 法律法規,並利用集團網站、微信公眾號等,加強 對供應商環境及社會意識的宣傳引導。	集團建立用電子平台,與供應商保持定期溝通。
Tenant	The Group maintains communication with tenants and regularly distributes relevant information on safety and environmental protection to tenants.	Arranging regular check with tenants to ensure fire safety of shopping malls (including the period of refurbishment).
商戶	與商戶保持溝通,定期向商戶發放有關安全及環境 保護訊息。	為商戶安排定期檢查,確保商場(包括裝修期間)的消防 安全。

# ENGAGE STAKEHOLDERS 與持份者保持溝通



Stakeholders 持份者	Regular communication channels 恆常溝通渠道	Annual event 年度活動
Customer	Feedback collection channels and handling mechanism are established to ensure that opinions and complaints from customers could be properly handled.	"盒馬里•歲寶" launched a mobile application to provide customers with store information and collect feedback.
客戶	設有意見收集渠道和處理機制,確保客戶的意見和 投訴得以妥善處理。	「盒馬里 ● 歲寶」推出手機應用程式向客戶提供門店資 訊,以及收集意見反饋。
Investor	The Group provides investors with our relevant information and maintains communication through general meetings, announcements, financial reports and circulars published on the Hong Kong Stock Exchange.	The Group held a general meeting on 14 June 2019, and published the Group's annual report online, as well as held various investor's meetings or store visits from time to time.
投資者	通過股東會議、於香港交易所發佈公告、財務報告 及通函等渠道,為投資者提供集團相關資訊,保持 溝通。	於二零一九年六月十四日舉行股東會議,並於網上發佈 集團年報,以及不時舉行不同投資者會議或門店現場參 觀。
Community	Staffs are encouraged to participate in community voluntary activities to make contribution to the development of community, and maintain communication with community groups to understand local needs.	The Group organised the "Shirble Cup World Chess Champion Challenge", detail of which please refer to page 23.
社區	鼓勵員工參與社區義工活動,為社區發展貢獻力 量。同時與各社區團體保持溝通,以了解當區需要。	舉行「歲寶盃國際象棋世界冠軍車輪賽」,詳細內容請參 閱第23頁。



## ENGAGE STAKEHOLDERS 與持份者保持溝通

## **MATERIALITY ASSESSMENT**

During the Year, the Group continued to engage independent sustainability consultants to assist in the preparation of ESG report. During which the consultants assisted the Group management to consider the environmental, social and governance issues under the Guide of the Stock Exchange and identified material issues according to the materiality to the stakeholders and the Groups' impact on the society and environment. Due to the change in business model, the management believes that staff development and training, product responsibilities related to business practices, and community investment are the material issues of the Group during the Year.

## 實質性分析

集團本年度繼續委託獨立可持續發展顧問,協助籌 備環境、社會及管治報告。期間,顧問協助集團管 理層考慮聯交所《指引》中的環境、社會及管治議 題,並根據其對持份者的重要性和集團對社會和環 境的影響程度,識別實質性議題。因應業務模式的 轉變,管理層認為與員工相關發展及培訓、營業慣 例相關的產品責任,以及社區投資為集團本年度的 實質性議題。



## LOOKING FORWARD: INVITING STAKEHOLDERS TO EXPRESS THEIR OPINIONS ON THE GROUP'S SUSTAINABLE DEVELOPMENT STRATEGY AND PERFORMANCE

Shirble believes that the opinions from stakeholders can not only guide the Group to keep improving its operating strategy, but also assist the Group in proposing long-term sustainable development strategies. The Group plans to invite stakeholders to share their opinions on environmental, social and governance issues and how these issues affect the Group's operations by means of survey.

## 展望未來:邀請持份者就集團可持續發展策略及表現 提供意見

歲寶百貨相信各持份者的意見,不僅能指引集團持 續提升營運策略,同時協助集團建議長遠可持續發 展策略。集團計劃於下年度以邀請持份者參與問卷 調查,分享對各項環境、社會及管治議題的想法, 以及此等議題對集團營運影響程度的意見。



Performance in 2019:

二零一九年表現:

Enhanced consumption experience of customers by new retail solution	Strengthened communication with tenants to improve quality of store operation	Held the "Shirble Cup" to promote community engagement
新零售解決方案	加強與商戶溝通	舉辦歲寶盃
提升客戶消費體驗	提升門店營運質素	提升社區交流投入

### **PRODUCT AND SERVICE RESPONSIBILITY**

Shirble actively improves customer experience and adapts to their consumption patterns. During the Year, by transforming its business model from department store and supermarket to leasing, the Group expects to introduce a more diversified range of commodities. The Group proactively developed various new retail solutions during the Year, including "Freshippo Supermarkets", "盒馬里•歲寶" and "Shirble Plaza", bringing a brand new shopping experience for customers.

## **NEW RETAIL SOLUTION**

## **Freshippo Supermarkets** 盒馬鮮生超市

To facilitate the development of e-commerce and adapt to the age of new consumption pattern, the Group and Hema Shenzhen cooperate to convert all 10 supermarkets in Shenzhen into "Freshippo Supermarkets". Such integration of the online and offline platform provides a channel for local residents to purchase and order goods through electronic applications. In addition, the Group piloted a new retail solution of "盒馬里•歲寶" in Jufu Store to trial with Hema Shanghai on the areas of new store operating model, store layout, software system, hardware design and development, purchase of goods and data management, etc., intended to integrate online and offline platforms by eliminating the restrictions of traditional retail business model.

### 產品及服務責任

歲寶百貨積極提升客戶體驗及迎合其消費者模式, 於本年度由百貨及超市模式轉型為租賃模式,期望 能納入更多元化商品。集團於年內積極發展不同 的新零售解決方案,包括「盒馬鮮生超市」、「盒馬 里●歲寶」及「歲寶廣場」,為客戶帶來全新購物體 驗。

## 新零售解決方案

## **盒馬里•歲寶**

為配合電子商務發展及適應新時代消費模式,集團 與深圳盒馬合作於本年度將深圳十家超市門市全面 改裝為「盒馬鮮生超市」,融合線上線下平台,讓 市民利用電子應用程式購買及預訂商品,服務區內 居民。另外,集團於聚福店試驗新零售解決方案--「盒馬里•歲寶」,與上海盒馬合作試驗新店鋪營運 模式、店舖佈置、軟件系統及硬件設計開發、貨品 購買及數據管理等,期望能消除傳統零售業務模式 的限制,結合線上線下一體化。



The final stage of the upgrade was to continuously enhance the "Shirble" brand. During the Year, the Group gradually converted traditional Shirble stores into "Shirble Plaza", the one-stop shopping mall, and transformed its business model from concession sales into leasing/subleasing store space to retailers, with an aim to attract brands and offer consumers with a wider array of choices. As at 31 December 2019, nine stores located in Shenzhen district was upgraded and refurbished, while one store was under renovation. Three stores in Shanwei district have been upgraded and renovated, while one store is currently under renovation. The renovation of these two stores is expected to be completed in the near future.

The Group attaches great importance to the enjoyment of quality shopping experience by customers, and stipulated standards in relation to appearance, attitude and politeness in the Standards for Customer Service (《客戶服務標準》), with a view to maintaining a high level of service. Meanwhile, the Group is of the view that trusting relationships with customers could allow the Group to raise the service quality continuously. In this regard, the Group set up diversified online complaint channels, including WeChat official account, Weibo and official website, to collect customers' feedbacks and complaints. To respond to customers efficiently, the Group developed a complaint record system to manage every complaint received and guarantee that they are handled and responded to within 24 hours. Depending on the nature and severity of the complaint, relevant departments will conduct investigations, such as personnel interviews, data access, and on-site examinations, and respond promptly and record the results of the investigation. The Group will also conduct regular visits to the customers, to obtain understanding of their satisfaction of such measures. During the Year, the Jufu Store and Jingtian Store have not received any complaints in relation to products or services.

Shirble regulates and manages online and offline advertising campaigns. The Group will review and select advertising campaigns in accordance to corporate culture, vision and mission and avoid choosing platform with legal complications or containing sensitive topics such as hate speech, pornography and violence as the Group's advertising media. In addition, the Group will also regularly review the standard of approval, to strive for advancement and safeguard consumer rights. To protect data and privacy of customers, the Staff Manual ( $\langle \xi | \pm \mp m \rangle$ ) provides that staffs are prohibited from disclosing any proprietary information of customers and partners.

#### LOOKING FORWARD: REFINING INTERNAL POLICIES ON ADVERTISEMENT

Shirble will enact internal advertisement policies with reference to the Group's existing internal advertisement management process, in order to enhance the Group's management on advertisement issues, protecting consumers' rights.

集團改造升級的最後一環為持續提升集團品牌「歲 寶百貨」,年內集團逐步改裝傳統「歲寶百貨」為一 站式購物中心一「歲寶廣場」,將過往專營銷售模 式,轉型為零售商租賃/分租店舖空間,以吸引各 大小品牌,供消費者更多選擇。截至二零一九年十 二月三十一日,九家位於深圳區的門店已升級及翻 新,而一家門店正在翻新中。汕尾地區的三家門店 已升級及翻新,而一家門店正在翻新中,兩家門店 的翻新預計於近期完成。

集團重視顧客能享受優質的購物體驗,並於《客戶 服務標準》訂明員工於工作時對於個人儀容、服務 態度及服務禮儀等標準,以維持優質服務水平。同 時,集團認為與客戶保持互信關係能持續提升集團 服務質素。為此,集團設立多個網絡投訴渠道,包 括集團微信公眾號、微博和官網收集客戶意見及投 訴。為迅速回應顧客,集團開發了投訴錄入系統, 以管理接獲的投訴信息,並保證於24小時內處理及 作出回應。視乎投訴性質及嚴重級別,相關部門進 行人員訪談、資料查閱、現場考場等調查工作,並 迅速回應及記錄調查處理結果。集團亦會定期對顧 客進行回訪,向顧客瞭解處理措施的滿意程度。本 年度,聚福店及景田店未有接到有關產品或服務的 投訴。

歲寶百貨對線上及線下廣告宣傳活動均有規範管 理。集團根據企業文化、願景及使命對廣告宣傳活 動進行審核篩選,避免選用有潛在法律問題、仇恨 歧視文化及色情暴力等敏感議題的平台作為集團廣 告媒體。此外,集團定期檢討審核準則,致力以與 時俱進的態度維護消費者權益。為保護客戶的資料 及私隱,集團於《員工手冊》要求員工不得洩露客戶 及合作夥伴的任何專有資料。

#### 展望未來:完善內部廣告政策

歲寶百貨將根據現時集團內部廣告管理流程,制訂 內部廣告政策,以完善集團對廣告事宜的管理,保 障消費者權益。



The Group regulates certain stores that are yet to be transformed into Freshippo Supermarkets and ensures the safety of consumer products by implementing a series of policies and standards, including the "Commodities Introduction and Acceptance Standard"(《商品引進和驗收標 準》), "Management Rules and Regulations for Agricultural Products Quality and Safety Fast Screening Laboratory" (《農產品質量安全快篩實驗室管理規 章制度》), "Quick Screening and Inspection Work System"(《快篩快檢工作 制度》) and "Communication Procedures for Food Safety Crisis"(《食品安全 危機溝通程序》). The "Commodities Introduction and Acceptance Standard" stipulated the standard for the content of label for each commodities, the regulatory documents required for the introduction of commodities as well as the inspection standards to formulate internal requirements. Only goods that passes the inspection will be launched for sale. The Group strives to provide guality and safe products for customers, and pay close attention on food safety and hygiene. The Group has set up fast screening points for agricultural products in each store, to conduct tests on the quality and safety of agricultural products. Agricultural products failing to meet the standards will be destroyed, such that the health and safety of customers are ensured. In addition, the Group regularly inspects the food safety and hygiene of each store, and conducts a comprehensive assessment on the certification of raw material, processing, storage and sales, to ensure that all products sold meet the quality standards.

集團通過一系列政策及準則包括《商品引進和驗收 標準》、《農產品質量安全快篩實驗室管理規章制 度》、《快篩快檢工作制度》及《食品安全危機溝通 程序》等,規範部分尚未改裝成盒馬鮮生超市的門 市,以保障客戶產品安全。歲寶百貨對貨品標籤、 引進商品所需要的法規文件及驗收標準制定內部要 求,並列載於《商品引進和驗收標準》。驗收合格的 貨品才能上架出售。集團致力為顧客提供優質且安 全的產品,尤其重視食品安全衛生。集團於各門店 設有農產品快篩檢測站,檢驗農產品的質量安全。 未達標準的農產品將被銷毀,以確保顧客健康與安 全。此外,集團定期為門店食品安全衛生進行檢 查,對產品從原料認證、加工、儲存及銷售每個環 節作全面評核,以確保顧客購買的商品均符合產品 質量標準。

Obtaining certificate and invoice 索票索證	Processing 加工	Storage 儲存	Sales 銷售
Items of inspection on safety and hygiene	Facilities and	Storage and	Expiry date of
	equipment in	classification of	display goods
安全衛生檢查項目	processing	food products,	temperature of
	areas, hygiene	hygiene of	frozen products,
	of processing	warehouses, etc.	hygiene of sales
Record of receipt of goods, proof of origin,	personnel and		environment, etc.
etc.	environment, etc.	食品儲存分類、	
		儲存庫房衛生等	陳列商品有效
貨品票據紀錄、	加工房設施設備、		日期、冷凍商品
產地證明等	加工人員及環境衛		溫度、銷售環境
	生等		衛生等



## **SUPPLY CHAIN MANAGEMENT**

The new retail model relies on the close communication between the Group and tenants. The Group makes use of platforms such as WeChat and website, to encourage exchange and sharing of experience between business partners. During which, the Group has consistently implemented the "Environmental Protection Policy" (《環保政策》) to promote environmental protection awareness to its suppliers. In respect of Hong Kong office, suppliers mainly provide consultancy services to the Group, and the Group will review the service quality and fees and charges of suppliers annually.

# LOOKING FORWARD: REVIEWING AND UPDATING THE SUPPLIER MANAGEMENT SYSTEM

As the Group has transformed its business model from department store and supermarket to leasing, the original supplier management system is not applicable to the tenants under the new operating model. Shirble intends to undertake a review and update on our policies in the future, such that the supplier management system and policies are applicable to tenants. The Group will also seek to take environmental and social issues as a consideration factor in the supplier management system.

#### **ANTI-CORRUPTION**

The Group has zero tolerance on corruption and fraud, and realises a clean corporate governance through a series of policies. The Staff Manual stipulates the definition of bribery and its handling and reporting procedures, strictly prohibiting the receipt or request of bribes. Staffs are required to undertake to comply with such requirements by signing a confirmation at the time of joining. For suppliers, the "Anti-commercial Bribery Agreement" (《反商業賄賂約定》) regulates the conduct of the Group and suppliers, preventing the corruption and fraud in the procurement procedures.

### 供應鏈管理

新零售模式依賴集團與商戶之間的緊密聯繫,集團 利用微信、網站等平台,鼓勵業務夥伴之間進行經 驗交流。在交流中,集團亦貫徹執行《環保政策》, 向供應商推廣環保訊息。香港辦公室方面,供應商 主要為集團提供顧問服務,集團亦會每年對供應商 的服務質素、收費價格等作出檢視。

## 展望未來:檢視及更新供應商管理制度

由於集團由百貨及超市模式轉型至租賃模式,原有 供應商管理制度並不適用於新營運模式下的商戶。 歲寶百貨計劃於未來開展政策檢視及更新,使集團 的供應商管理制度及政策能套用至租戶,並會研究 加入環境及社會議題為供應商管理系統其中的考慮 因素。

#### 反貪污

集團對於貪污舞弊採取零容忍態度,並通過一系政 策實現廉潔的企業管治。集團的《員工手冊》規範 了員工對於禮物饋贈的定義、處理及呈報方式,明 確規定員工不得收受或索取賄賂。員工於入職時需 簽署確認承諾遵守此等規定。對於供應商,集團的 《反商業賄賂約定》規範了集團與供應商的行為,防 止採購程序涉及貪污舞弊行為。



To strengthen the standard of governance and regulate operations, the Group established the "Anti-fraud Management Measures" (《反舞弊 管理制度》), specifying the concept and form of fraud, the vesting of responsibility, and method of prevention and control, and allowing staffs to further understand the determination of the Group to build a corruptionfree culture and the corresponding measures implemented. The Group has appointed the loss prevention department as a permanent authority for antifraud work, which is responsible for organising and implementing relevant management policies and measures, including assisting each department to conduct fraud risk assessments and anti-fraud promotion activities, as well as processing fraud reports and organising investigations. The internal audit department will share the work in instructing anti-corruption conduct.

The Group established the "Incentives Policy for Reporting Issues Regarding Employees' Integrity Internally" (《員工誠信問題內部舉報獎勵 政策》) to assist the implementation of anti-fraud measures. An effective whistle-blowing process and incentives measures were implemented. Staffs can report fraud and other dishonest behaviour to the loss prevention department through hotline, report mailbox and mails, and the loss prevention department will conduct investigation and verification and provide advice on handling reported cases, while maintaining confidentiality of information of the whistle-blower. The loss prevention department is required to report to the Group at least once a year on anti-fraud work, and the management reviews the risk assessment of fraud of the Group, its working plan and report.

為加強管治及規模經營行為,集團制定的《反舞弊管 理制度》明確闡述舞弊的概念及形式、責任歸屬、 預防和控制辦法等,供員工進一步了解集團對於樹 立廉潔風氣的決心和所落實的措施。集團委任防損 部為反舞弊工作的常設機構,負責組織及執行相關 管理政策及措施,包括協助各部門進行舞弊風險評 估,開展反舞弊宣傳活動,受理舞弊舉報及組織調 查等;並由內審部分擔反舞弊行為的指導工作。

集團設立《員工誠信問題內部舉報獎勵政策》以輔 助落實反舞弊工作,建立有效的舉報流程和獎勵措 施。員工可通過舉報熱線、舉報信箱及郵件等方式 向防損部舉報舞弊等不誠信行為,由防損部進行調 查核實並就舉報案件提出處理意見,並保護舉報人 的信息機密。防損部需每年至少向集團進行一次反 舞弊工作匯報, 並由管理層審核集團舞弊風險評估 及其工作計劃和報告。

**DEVELOPMENT** 

支持社區發展

Shirble acknowledges that its operations and community living are inseparable. As a responsible enterprise, the Group is committed to making a positive contribution to the community where it operates. The Group shows its devotion and support to the development of community education and environmental protection through the implementation of the "Corporate Social Responsibility Policies" (《企業社會責任政策》). Meanwhile, the Group encourages staffs to actively participate in community voluntary activities, to share its experience and skills with a view to giving back to the society.

The "Shirble Cup" World Chess Juvenile Competition has been held for nearly 20 years since 1996. It aims at diversifying the leisure activities of local residents, and promote the culture of world chess. The Group held the "Shirble Cup World Chess Champion Challenge" in Yitian, Shenzhen in the end of August during the Year, and invited world chess experts and 80 juvenile participants for the exchange of chess skills.

### LOOKING FORWARD: UNDERSTANDING THE NEEDS OF COMMUNITY

歲寶百貨深明其業務性質與社區居民生活息息相 關。作為負責任的企業,集團致力為業務所在的社 區作出積極貢獻。集團透過《企業社會責任政策》 表明對社區教育及環境保護發展的承諾與支持。同 時,集團鼓勵員工積極參與社區義工活動,分享其 經驗及技能,回饋社會。

「歲寶盃」國際象棋青少年賽事自一九九六年起已成 功舉辦接近二十屈,旨在豐富社區居民的閒餘生活 及推廣普及國際象棋文化。集團於本年度八月底於 深圳益田社區舉辦了「歲寶盃國際象棋世界冠軍車 輪賽」,並邀請國際象棋大師與80位參賽青少年進 行棋藝交流。

#### 展望未來:致力了解社區需要

集團將繼續聆聽社區居民需要,研究及推廣不同範



PERFORMANCE IN 2019: 2019年表現:



## **DEVELOPMENT AND TRAINING**

To facilitate the business transformation of the Group, Shirble has designed a series of training proposals for our staff in accordance with the training system stipulated in the Staff Manual, including corporate culture promotion, special training, on-the-job instructing and external training, encouraging staffs to grow alongside the Group. During the Year, total training hours of our staffs were 211.6 hours, and training ratio was 62%, representing an increase of 28% as compared with number of trainees of last year.

In response to the opinions of staffs expressed on the survey on training satisfaction in the previous year, the Group has formulated Shirble training events of the 2019 training program based on such opinion, thus various needs of the staff are satisfied. During the Year, the emphasis of training of the Group is to equip the staff for our business transformation, including adjustment of strategies and future development, overall operation of shopping malls, and promotion of new corporate culture of the Group, etc., allowing the staffs to understand the adoption of our new retail solution and the innovative corporate culture. In addition, to improve service quality, the Group has also provided our staffs with special training, such as customer service training, contingency management, etc.

## 發展及培訓

為配合集團業務轉型,歲寶百貨依據《員工手冊》內 訂明的培訓體系,為員工設計了一系統培訓計劃, 包括企業文化宣導、專項培訓、在崗輔導及外部培 訓等,鼓勵員工一同轉型。年內,員工培訓總時數 為211.6小時;培訓比率為62%,培訓人數較上一 年度增長28%。

為回應員工去年於培訓滿意度調查的意見,集團以 此為歲寶百貨二零一九年年度培訓計劃的基礎,制 定各項培訓項目,以滿足員工不同需要。本年度集 團培訓重點落在裝備員工以適應集團業務轉型,培 訓內容包括集團方針調整與未來發展、商場營運概 況、集團新版企業文化宣導等,讓員工瞭解集團採 用的新零售解決方案以及革新後的企業文化。此 外,集團亦為員工提供專項培訓如顧客服務培訓、 突發事件管理等,以提升服務質素。

During the renovation period of Jingtian Store, the Group has provided online training for its key staffs, with topics including management, economics and business fundamentals, to deepen their understanding of the store operation. In respect of the Hong Kong office, the Group has provided officers and directors with trainings in relation to the Listing Rules and operations, and arranged its staff to participate in trainings on IFRS 16, and positive feedback was received.

## CASE STUDY – SHIRBLE SHENZHEN MICRO-CLASS

Shirble Shenzhen micro-class Plaza positionbased learning project was one of the highlights of the training program of the Group in 2019. This project equips the staffs and improves the service quality of Shirble Plaza upon renovation. The training covers a wide range, including communication means between staffs, talent development, team management, customer complaint handling skills and procedures, etc. Targets of training cover all roles of the store, ranging from business management, promotion, customer service, operation management personnel to store general managers, to improve skills of relevant staffs in preparing for the brand new Shirble Plaza. 景田店進行裝修期間,集團為該店關鍵崗位員工提 供線上培訓,課程題目包括管理學、經濟學及商學 基礎等,加深員工對門店經營的知識。香港辦公室 方面,集團為高級員工及董事提供有關上市規則及 營運培訓,另外亦委派員工參與IFRS16會計準則培 訓,並得到員工正面反饋。

## 案例分享--深圳歲寶微課堂

深圳歲寶微課堂Plaza崗位學習項目為集團二零一九 年培訓計劃重點項目之一。此項目旨在裝備員工, 為提升於改裝後的歲寶廣場的服務質素。培訓內容 覆蓋範圍甚廣,包括員工之間溝通方式、人才梯 隊建設、團隊管理、客戶投訴處理技巧及流程 等。培訓對象亦涵蓋門店每一崗位,由商 管崗、推廣崗、客服崗,到營運管 理人員,以至店總經理,都需要參 與此項目培訓,為新落成的歲寶廣 場作準備,提升相關員工技能。

## **EMPLOYMENT SYSTEM**

Employees' benefits and rights have always been the key concern of the Group, where policies in relation to recruitment, promotion, dismissal, working hours, remuneration and benefits, equal opportunity, diversity and anti-discrimination are specified in the Staff Manual. The detailed policies relating to such issues are set out below:

## 僱傭制度

集團一向重視關注員工福利及權益,並於《員工手 冊》列明集團對於招聘、晉升、解僱、工作時數、 薪酬和福利、平等機會、多元化及反歧視的政策, 以下列表為集團於此等議題的詳細政策:

Recruitment and dismissal	The Group upholds the principle of open and fair competition during the recruitment processes, and considers competency and the match for position as the criteria of recruitment and promotion. The Group will also ensure that the process is open and transparent.
	The Group has made corresponding adjustment to its staff structure as the Group is still under business transformation during the Year. Therefore, the turnover rates are still relatively high despite that they are lower than last year. In 2019, the Group completed substantial adjustments and will continuously optimise the human resources system in a bid to satisfy the needs of different staff members upon the business transformation.
招聘及解僱	集團遵循公開及公平競爭原則進行招聘,以能力和與職位的相稱度為招聘及晉升的準則,並確保過 程透明公開。
	由於集團本年度仍處於業務轉型期間,集團對人員架構作出相應調整,因此流失率雖較上年度下 跌,但仍然偏高。集團於二零一九年內已完成大部份調整,集團持續改善人力資源體制,以配合業 務轉型後不同類別員工的需要。 
Remuneration and benefits	Staff remuneration is determined based on a number of factors including qualifications, ranking, work experience, educational background and performance. Remuneration will also be adjusted according to the job responsibilities, educational background and working experience, competence, potential and performance.
	In order to enhance staffs' loyalty and retain talents, the Group provides other benefits for staffs such as giving away small gifts during holidays or staff retirement as incentives to recognise their contribution to the Group. The Group has formulated the "Shirble Annual Plan of Staff Activity" (《歲寶百貨員工年度活動方案》) during the Year, specifying the budget of the activity and demonstrating its commitment to holding staff activity regularly. Staff members from different stores are encouraged to participate in activities with a view to enhancing their loyalty and dedication to the Group.
薪酬及福利	員工薪酬按資歷、職級、工作經驗、教育背景及表現等因素制定,薪酬調整亦須依據員工崗位職 責、教育背景和工作經驗、能力、潛力及表現而確定。
	為提升員工歸屬感並挽留人才,集團提供的其他福利包括於節日或員工退休時給予員工小禮物作鼓 勵,肯定員工為集團作出的貢獻。年內,集團制定了《歲寶百貨員工年度活動方案》,此方案為員工 年度活動經費訂立標準,並承諾定期組織員工活動,鼓勵各門店員工參加,增強歸屬感及投入感。

Promotion	The Group has stipulated the arrangement and provision for dismissal and terminating contracts in relevant polices and labour contracts. The Group also offers opportunities for internal recruitment, job transfer and promotion so as to motivate employees. In addition, the Group has formulated the "Internal Promotion Policy"(《內部晉升政策》) to provide guidelines for staff promotion and probation provisions.
晉升	集團已於相關政策及勞動合同訂明解僱及解除合約的安排及規定。集團亦提供內部招聘、轉崗及晉 升機會,鼓勵員工。集團亦已制定《內部晉升政策》,為員工晉升要求及晉升試用期細則提供指引。 
Working hours and holidays	The Group has specified working hours and holiday arrangement for job positions in the Staff Manual and contracts, including work arrangement for contingencies.
	During the Year, the Group has formulated the"Management System in Relation to Maternity and Paternity Leave of Staff" (《公司員工生育假期管理制度》), providing clear guidelines on staff maternity and paternity leave and work arrangement.
工作時數、假期	集團於《員工手冊》及合約中訂明各崗位的工作時間及假期安排,包括突發情況下的應變工作安排。
	本年度,集團制定了《公司員工生育假期管理制度》,為員工生育假期及工作安排提供清晰指引。
Equal opportunity and anti-discrimination	The Staff Manual states the Group's concern for equal opportunity, diversity and anti- discrimination and the Group agrees that everyone should be free from discrimination regardless of their race, gender, age, disability, marital status, sexual orientation or religious belief. The Group encourages staffs to reflect their opinions through corporate WeChat column "I have something to say" (我有話想說) in the event that they encounter any discrimination or inequality. Our human resources department will then commence follow-up investigation to ensure staffs obtain equal treatment and respect.
平等機會及反歧視	《員工手冊》明確集團平等機會、多元化及反歧視的關注,任何人都不會因種族、性別、年齡、殘 疾、婚姻狀况、性取向或宗教信仰等原因而受到歧視。如員工遭遇任何歧視或不平等待遇問題,集 團鼓勵員工通過企業微信欄目「我有話想説」進行反映,由人力資源部跟進調查,以確保所有員工得 到平等對待和尊重。



Diversity	Staffs with diversified backgrounds could contribute to the Group with various skills, experiences and multiple ideas and substantially enhance our development potential. In addition, the Group has fulfilled the principle of diversity in employment by hiring ethnic minorities.
多元化	多元化的員工組成能為集團帶來不同的技能、經驗和多元化的思維,注入更大的發展潛力。此外, 集團在僱傭中實踐多元化原則,聘請少數民族員工。 
Labour Standards	Child labour and forced labour are prohibited within the Group. The Staff Manual stipulates that the human resources department shall check the identification documents of applicants to avoid hiring minors.
	Meanwhile, employment contracts are signed and amended with staffs based on the principles of equality, willingness and agreement, and there is no event of forced labour. The Group has also clearly stated the working hours of staffs in the "Guidelines on Employees' Rest System" (《關於規範員工作休息制度的指引》). Staffs who need to work overtime shall apply in advance and obtain approval from their superiors. The number of hours of overtime work must not exceed the monthly limit as stipulated in the Labour Law of the People's Republic of China (《中華人民共和國勞動法》). In addition, the Group has arranged break for overtime workers to ensure they are offered reasonable rest time.
勞工準則	集團禁止使用童工和強制勞工。《員工手冊》列明,人力資源部須檢查應聘者的身份證明文件,防止 聘用未成年人。
	同時,集團與員工在訂立和變更勞動合同時,均遵循平等自願、協商一致的原則,絕無任何強迫員 工的情況。集團亦在《關於規範員工作休息制度的指引》中向員工明確説明工作時間。若員工需要加 班工作,必須提前申請並獲得上級領導批准,同時不得超過《中華人民共和國勞動法》所規定的每月 加班時限。此外,集團設為加班工作者安排調休,以確保他們獲合理休息時間。

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The Group is committed to building a harmonious working environment and communicate with staffs through different channels such as internal mail systems and meetings. The Group has set up a column "I have something to say" (我有話想説) in corporate Wechat account as a main communication channel for staffs for the purpose of encouraging them to put forward their opinions and recommendations to the Group on an anonymous basis. Staffs have also proactively made use of the channel to reflect their opinions on staff activities and benefits while the Group has responded to the questions to all the staff by using "Feedback Wall" (回音壁).

集團致力建立一個和睦的工作氣氛,並以不同渠道 如內部郵件系統、會議等形式與員工溝通。集團於 企業微信設置的「我有話想説」欄目為員工意見反饋 的主要渠道,員工可以不記名方式提出對集團的意 見與建議。員工亦積極利用此渠道反映了對員工活 動、福利等方面的意見。集團則利用「回音壁」,向 全體員工作出回應。

# Opinions Extracted from the Feedback Wall and Reply from the Group:

回音壁意見及集團回覆節錄:

Staff Opinions:

I hope the Group can provide body check benefits for staff

員工意見:

希望集團能為員工提供體檢福利

Reply from the Group:

Having acknowledged the need of staff, the Group will proactively improve its welfare system in order to offer more benefits to staff.

集團回應:

集團聆聽到員工需要,將積極完善集團福利體系,為員工 提供更多福利

## **SAFETY AND HEALTH**

Shirble has established the Fire Safety Committee and set up fire safety team in stores, in which the general manager, as the first responsible person, is fully responsible for the fire protection work of stores to safeguard our staffs and guarantee the fire safety of stores. To protect the safety of staffs and customers, the Group has prepared the "Safety Manual" (《安全手册》) providing detailed safety management guidelines on store operation for our staffs through Q&A and case studies.

### 安全與健康

歲寶百貨設有安全消防委員會及於商店設立安全消防小組,由總經理擔任第一責任人,全面負責門店 的消防工作,以保障員工及門店防火安全。集團所 制定的《安全手冊》以問答及案例分析向員工提供 詳細門店營運的安全管理指引,保障員工及客戶安 全。



Due to our business nature, our stores attracts a large number of customers and numerous cooperation partners and provide over 10,000 kinds of commodities. Thus severe impact will be arised in the event of fire accidents. The Group has specified safety and fire safety provisions in the Staff Manual, formulated contingency plans, established emergency team and equipment deployment, as well as organised safety and fire protection education and fire drills. Each store will be provided with different training of fire protection and safety annually to ensure that each staff member is well aware of handling safety accidents. 集團門店業務性質關係,門店人流量大,且合作商 戶眾多,商品多達萬餘種。一旦發生火災事故,將 造生極大影響。集團於《員工手冊》列明安全與防火 細則及制定應急預案,建立應急隊伍及器具配置, 並組織安全及防火教育及消防演習。集團每年為各 門店組織不同消防及安全培訓,務求讓每位員工瞭 解發生安全事故時的處理方式。

## LOOKING FORWARD: STRENGTHENING THE CONDUCT OF FIRE DRILLS

To ensure the effectiveness of fire safety measures upon business transformation, the Group will maintain close contact with each tenant, such as inviting tenants to participate in fire drills, in order to protect the safety of tenants and customers.

The Group highly values staffs' physical and mental health and continuously enhances the quality of working environment by organising various sport and leisure activities. During the Year, the Group has purchased air purifiers for Hong Kong office to improve its indoor air quality. In respect of the stores in mainland China, the Group has held free medical consultation of oral health during the Year to provide free oral check-ups for staffs for enhancing staffs' awareness of oral care. The Group has also held various activities for staffs to relax and socialise with colleagues.

#### 展望未來:加強防火演習

為確保集團業務轉型後的防火安全措施能繼續有效 地執行,集團將與各商戶保持緊密溝通,如邀請商 戶參加防火演習等,以保障商戶及客戶安全。

集團關注員工身心健康,並舉辦不同康體活動,以 及持續提升工作環境質素。本年度,集團為香港辦 公室添置空氣清新機,提升辦公室工作環境空氣質 素。內地門店方面,本年度集團舉辦了口腔健康義 診活動,為員工提供免費口腔檢查,以此提高員工 對於口腔護理的意識。集團亦舉辦各項活動,供員 工參與,放鬆心情並與同事聯誼。





## PERFORMANCE IN 2019: 二零一九年表現:



#### Note 附註:

Including the electric consumption of the Group and its tenants.
包括集團自身及其租戶之用電量。

## **CLIMATE CHANGE**

Extreme weather such as typhoon and rainstorm resulting from climate change may have significant impact on the Group's operation. It will affect not only the operation of stores and tenants but also the safety of customers. Therefore, the Group has formulated responsive measures such as increasing the frequency of store patrol by property management personnel to timely understand the situation and needs of retail tenants. Drainage must be cleared in a timely manner when property is flooded. Meanwhile, the Group has made preparation for extreme weather such as typhoon and rainstorm, including examining and repairing walls, roofs, pipelines and doors and windows of leasehold areas in advance. Our property management personnel has also paid special attention to whether the doors and windows and glasses are securely mounted to prevent them from falling due to strong winds, and examined the utility facilities in time. The Group maintains good communication with tenants and reminds them to prevent rainwater leaking into the property so as to protect their personal and property safety.

## 氣候變化

氣候變化所引致的颱風和暴雨等極端天氣情況對集 團營運可能造成重大影響,除了影響門店及店內商 戶營運,亦有機會影響客戶安全。為此,集團已制 定應對措施,包括物管人員加強門店巡查,及時了 解租賃商戶的情況及需要。當遇到物業水浸時,需 及時疏通下水道。同時,集團為颱風和暴雨等極端 天氣情況提前作好準備,包括提前檢修租賃區域的 牆體、屋頂、管道、門窗等。集團物管人員亦特別 注意檢查門窗及玻璃的牢靠程度,防止吹掉落,並 及時檢查用水用電設施設備。集團與商戶保持良好 溝通,提醒商戶預防物業漏雨進水、確保人身及財 產安全。

## **UNDERTAKE GREEN RESPONSIBILITIES** 承擔綠色責任

## **EMISSIONS**

The development of the Environmental Protection Policy (《環保政策》) aims to enhance the operation efficiency, mitigate the environmental impact of business operation, proactively promote corporate sustainable development as well as provide guidelines on measures in relation to emissions of exhaust, greenhouse gas and hazardous waste. During the Year, the Group applied the experience of implementing the measures of energy saving and emission reduction gained from Jingtian Store and Jufu Store in the previous year to the entire office and stores to promote environmental awareness. In addition, the Group has installed fume purification equipment, sensor energy-saving sanitary ware and LED lights for newly renovated stores to optimise emission management, save energy and reduce emissions. To reduce fugitive emissions, the Group has used environmental friendly refrigerants in Jufu Store upon renovation.

In 2019, the Group's air pollutant was mainly generated from gasoline consumption of vehicles in Hong Kong. During the Year, due to the change of operating model of Jingtian Store and Jufu Store, cooking kitchens and idle vehicles are removed and disposed, thus no fossil fuel was used in operation, thereby reducing air pollutant emissions significantly .

## 排放物

《環保政策》旨在提高營運效率,同時減低其業務運 作對環境影響,積極推動企業的可持續發展,並為 集團關於廢氣、溫室氣體及廢棄物排放的措施提供 指引。年內,集團向辦公室及門店員工分享景田店 及聚福店上年度實施節能減排措施的經驗,推廣環 境保護意識。此外,集團於新裝修的門店使用排油 **煙淨化設備,加強廢氣管理、以及使用感應節能型** 潔具、LED節能燈具等,實現節能,減少排放。為 減低集團逸散性氣體排放,聚福店裝修後改用環保 型製冷劑。

集團的二零一九年度空氣污染物主要來源於香港車 輛消耗汽油產生。本年度內,景田店和聚福店營運 模式改變,撤走原有熟食廚房並出售空置車輛,因 此不涉及化石燃料燃燒消耗,空氣污染物排放量亦 因而大幅下降。

Types of air pollutants 空氣污染物種類	2019 二零一九年	2018 二零一八年	Unit 單位
Nitrogen oxides 氮氧化物	0.147	93.1	kg 公斤
Sulphur oxides 硫氧化物	0.004	3.2	kg 公斤
Respirable suspended particulates	0.011	3.6	kg
可吸入懸浮粒子			公斤

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UNDERTAKE GREEN RESPONSIBILITIES 承擔綠色責任

The Group has engaged professional consultancy firm for carbon assessment to measure greenhouse gas emssions arising from our operation. Greenhouse gas is measured with reference to the guideline isseud by the National Development and Reform Commission of the People's Republic of China<sup>1</sup> and international standards (e.g. ISO14064-1) and the Greenhouse Gas Protocol. 集團委託專業顧問公司進行碳評估,以量化其營運 產生的溫室氣體排放。溫室氣體量化的過程參考中 華人民共和國國家發展和改革委員會發佈的指南1、 以及國際標準如ISO14064-1及溫室氣體盤查議定書 而進行。

	Emissions 排放量 2019 二零一九年		2018 二零一八年	
Scope of Greenhouse gas and emission sources 溫室氣體範圍以及排放源	Hong Kong office 香港辦公室	Jingtian Store and Jufu Store 景田店和聚福店	Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Scope 1: Direct greenhouse gas emissions 範圍1:直接溫室氣體排放				
Sub-total 小計	0.7	0	320.6	tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Scope 2: Energy indirect greenhouse gases emissions 範圍2:能源間接溫室氣體排放				
Sub-total 小計	7.6	983.1	4,249.3	tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Scope 3: Other indirect greenhouse				
gas emissions 範圍3:其他間接溫室氣體排放				
Sub-total				tonnes of CO <sub>2</sub> -e
小計	3.5	2,615.8	1,259.8	噸二氧化碳當量
Total greenhouse gas emissions 溫室氣體排放總量	11.8	3,598.9	5,829.7	tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Greenhouse gas intensity (in floor area) 溫室氣體密度(以面積計算)	0.01	0.11	0.17	tonnes of CO <sub>2</sub> -e/sq.m 噸二氧化碳當量/平方米

Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operation Units (Enterprises) (Trial) 公共建築運營企業溫室氣體排放核算方法和報告指南(試行)

## UNDERTAKE GREEN RESPONSIBILITIES 承擔綠色責任

Total emissions in 2019 was 3,610.7 tonnes of  $CO_2$ -e, representing a significant decrease of 38% as compared with that of 2018, mainly attributable to a drop in overall amount of purchased electricity due to the closure of the two department stores for renovation work and no consumption of any fossil fuels. Greenhouse gas emissions in Scope 3 increased by 107% compared with previous year, primarily due to the change of our operating model, resulting in the increase in electricity consumption by our tenants compared to that of last year.

Due to the shift of the Group's operating model, Jufu Store produced 0.3 tonnes of hazardous waste (including electronic waste) during refurbishment, which was collected and disposed of by qualified contractors. The Group has produced a total of 83.34 tonnes of non-hazardous waste such as domestic waste and food waste, which was cleaned up and handled by waste operators. We encouraged staffs to use less disposable items. Hazardous waste and non-hazardous waste generated from operation were stored and disposed of by category. Battery recycling bins have also been set up in the Group's headquarter to collect used batteries for disposal by qualified waste operators. Domestic wastes are collected and handled by professional cleaning companies.

#### **USE OF RESOURCES**

The Environmental Protection Policy advocates the concept of water and energy conservation in offices and reduction of resources consumption. The Group proactively promotes double-sided printing to its office staffs in Hong Kong and reminds staffs to turn off lights and computers before leaving office. In terms of water resources, Jingtian Store and Jufu Store sourced water from municipal water supply, and did not encounter any problems in sourcing water that is fit for purpose. In order to save water, our stores have installed sensor taps in the washrooms; and water-saving signs have also been posted to promote water-saving awareness of staffs and customers. During the Year, the total water consumption of Jingtian Store and Jufu Store amounted to 32,416 cubic meters, representing a decrease of 52% as compared to that of 2018, primarily due to the closure of the two department stores for renovation work, resulting in a decrease of water consumption. The data of water consumption during the Year did not include the water consumption of Hong Kong office<sup>2</sup>. 二零一九年的總排放量為3,610.7噸二氧化碳當量, 較二零一八年大幅下降38%,主要原因是兩家百貨 集團閉店裝修使整體外購電量有所下降,同時未使 用化石燃料。溫室氣體範圍三的排放量較上年度上 升107%,主要原因為集團營運模式轉變,以致租 戶用電量較去年多。

本集團聚福店因營運模式轉型,裝修期間產生有害 廢棄物(包括電子廢物)0.3噸,交由合資格承辦商收 集和運走處理。本年度內共產生83.34噸生活垃圾和 廚餘等無害廢棄物,均交由廢棄物處理商清運和處 理。集團鼓勵員工減少使用即棄物品,並將營運所 產生有害及無害廢棄物分類存放及處理。集團總部 亦設有電池回收箱,收集廢舊電池並交由合資格的 處理商處置。而日常生活垃圾則由專業清潔公司收 集處理。

### 資源使用

《環保政策》倡導辦公室節水節能,以及減少資源 使用。集團向香港辦公室員工積極宣傳雙面打印及 提示員工使用辦公室後關燈關電腦等。在水資源方 面,景田店及聚福店從市政供水採水,在求取適用 水源沒有問題。為節約用水,現時集團門店均已於 洗手間安裝感應水龍頭;並通過張貼宣傳節水的 標示,提升員工及顧客的節水意識。本年度,集團 聚福店和景田店的總耗水量為32,416立方米,較 二零一八年度減少52%,主要原因是兩家百貨閉店 裝修,以致耗水量下降。本年度耗水數據並不包括 香港辦公室的耗水量<sup>2</sup>。

<sup>2</sup> There are no separate water meters in Hong Kong office and water charges are included in the management fee of the building, but the building management office is unable to provide the data of water consumption of individual unit. 香港辦公室沒有獨立水錶,且水費已包含在大廈管理費中,唯大廈管理處未能提供個別單位的耗水量。


承擔綠色責任

**UNDERTAKE GREEN RESPONSIBILITIES** 

During the Year, the total energy consumption of the Group was 5,910.8 MWh-equivalent, and the electricity consumption accounting for 99.96% of the total energy consumption. The electricity consumption of the Group mainly generated from Jingtian Store and Jufu Store, accounting for 99.84% of the total electricity consumption. The total energy consumption in 2019 decreased significantly as compared to 2018, mainly due to the closure of two department stores for renovation work, which reduced the overall amount of purchased electricity and no consumption of any fossil fuels.

本年度,集團的能源總耗量為5,910.8兆瓦時等值, 耗電量為佔總能源耗量的99.96%。集團的耗電主 要來自景田店和聚福店,佔總耗電量的99.84%。 二零一九年總能源耗用量較二零一八年大幅下降, 主要原因是兩家百貨公司閉店裝修使整體外購電量 有所下降,同時未使用化石燃料。

		2019 <sup>9</sup> 一九年	2018 二零一八年	
Energy type and category 能源類型及種類	Hong Kong office 香港辦公室	Jingtian Store and Jufu Store 景田店和聚福店	Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Direct energy 直接能源				
Natural gas 天然氣	0	0	17.7	MWh-equivalent 兆瓦時等值
Gasoline 汽油	2.5	0	0	MWh-equivalent 兆瓦時等值
Diesel 柴油	0	0	54.2	MWh-equivalent 兆瓦時等值
Indirect energy 間接能源				
Electricity <sup>3</sup> 電力 <sup>3</sup>	9.5	5,898.8	10,451.7	MWh 兆瓦時
Total energy consumption 能源總耗量	12.0	5,898.8	10,523.6	MWh-equivalent 兆瓦時等值

Includes the total electricity consumption of the Group and tenants. 包括自身和租戶的總用電量。

## **UNDERTAKE GREEN RESPONSIBILITIES** 承擔綠色責任

The Group's use of packaging materials such as shopping bags decreased by 98% in 2019, mainly due to the closure of Jufu Store for renovation work from 2018 to 2019, and Jingtian Store closed for renovation work in mid-2019. Hong Kong office used a small amount of gift boxes for the New Year and Mid-Autumn Festivals, but no recorded data is available.

#### LOOKING FORWARD: SETTING PLAN AND TARGET ON ENVIRONMENTAL PERFORMANCE

The Group expects that the renovated stores could effectively reduce the environmental impact of the store operations. It will plan to examine the resources consumption after all stores are renovated, and then formulate relevant measures for the reduction of consumption and regularly review their effectiveness.

#### **ENVIRONMENT AND NATURAL RESOURCES**

The products offered by the supermarket and department store businesses of the Group, such as farm products and home appliances, are all closely related to natural resources. The Group maintains good communication with suppliers and encourages the introduction of green products to reduce negative impact of operations on the environment. In addition, in the Environmental Protection Policy, the Group promised to actively promote environmental protection awareness to its suppliers and customers. In order to enhance environmental awareness of suppliers, tenants and staffs to support environmental protection work, the Group promotes environmental information through platforms such as mails, official website, Weibo and WeChat.

## LOOKING FORWARD: REVIEWING THE ENVIRONMENTAL PROTECTION POLICY

The Group will review the current Environmental Protection Policy after the business transformation process becomes stable, and implement more environmentally related measures to meet business development. In addition, the Group also plans to incorporate the environmental impact of newly expanded business and its response measures into the Environmental Protection Policy to enhance the comprehensiveness of the policy.

集團二零一九年購物袋等包裝材料使用量下降 98%,主要原因是聚福店二零一八至二零一九年閉 店裝修,景田店則於二零一九年中開始閉店裝修。 香港辦公室涉及少量新年和中秋禮品包裝盒,但未 有記錄數據。

#### 展望未來:制定環境績效計劃及目標

集團冀望改造後的門店能有效地減少門店營運對環 境造成的影響,將計劃於所有門店翻新完畢後檢視 資源耗用情況,進而制訂相關減少耗用措施,並定 期檢視其成效。

#### 環境及天然資源

集團超市及百貨業務為客戶提供的商品,如農作業 及家電產品等,均與天然資源息息相關。集團與供 應商保持良好溝通,並鼓勵引入綠色產品,以減少 營運對環境帶來的負面影響。此外,集團於《環保 政策》中承諾積極向供應商和顧客推廣環保訊息。 為使更多供應商、商戶及員工提升環保意識,支持 環保工作,集團透過郵件、官網、微博及微信等平 台宣傳環保知識。

#### 展望未來:檢視《環保政策》

集團將於業務轉型穩定後,檢視現行《環保政策》, 並推行更多環境相關措施,以配合業務發展。此 外,集團亦計劃將新拓展業務對環境的影響及其應 對措施,納入《環保政策》,以提升該政策全面性。





## ENVIRONMENTAL PERFORMANCE 環境績效

Types of air pollutants 空氣污染物種類	2019 二零一九年	2018 二零一八年	Unit 單位
Nitrogen oxides 氮氧化物	0.147	93.1	Kilogram 公斤
Sulphur oxides 硫氧化物	0.004	3.2	Kilogram 公斤
Respirable suspended particulates	0.011	3.6	Kilogram
可吸入懸浮粒子			公斤

		Emissions 排放量		
		019	2018	
Scope of Greenhouse Gas and Emission Sources 溫室氣體範圍以及排放源	二零 Hong Kong office 香港辦公室	一九年 Jingtian Store and Jufu Store 景田店和聚福店	二零一八年 Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Scope 1 : Direct greenhouse gas emissions				
範 <b>圍1:直接溫室氣體排放</b> Emissions from fossil fuel combustion – stationary source 化石燃料燃燒–固定源	0	0	3.5	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
1C石窯科窯焼ー画と旅 Emissions from fossil fuel combustion – mobile source 化石燃料燃燒-移動源	0.7	0	14.4	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Fugitive emissions 逸散性排放	0	0	302.74	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Sub-total 小計	0.7	0	320.6	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Scope 2 : Energy indirect greenhouse gas emissions 範圍2 : 能源間接溫室氣體排放 Purchased electricity consumed	7.6	983.1	4,249.3	Tonnes of $CO_2$ -e
by the Group 自身用的外購電力				噸二氧化碳當量
Sub-total 	7.6	983.1	4,249.3	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Scope 3 : Other indirect greenhouse gas emissions 範圍3:其他間接溫室氣體排放				
Purchased electricity consumed by tenants 租戶所用的外購電力	0	2,615.8	1,259.8	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Disposal of wastepaper 廢紙棄置	3.0	0	0	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Business travel by air 飛機商務旅行	0.5	0	0	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Sub-total 小計	3.5	2,615.8	1,259.8	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
Total greenhouse gas emissions 溫室氣體排放總量	11.8	3,598.9	5,829.7	Tonnes of CO <sub>2</sub> -e 噸二氧化碳當量
<b>Greenhouse gas intensity</b> (in floor area) <b>溫室氣體密度</b> (以面積計算)	0.01	0.11	0.17	Tonnes of CO <sub>2</sub> -e/sq.m. 噸二氧化碳當量/平方米

Fugitive emissions in 2018 included emissions from the consumption of the R-22 refrigerant, which did not belong to the six greenhouse gases covered by the "Kyoto Protocol".

二零一八年逸散性排放包括製冷劑R-22消耗的排放不屬於京都議定書所涵蓋的六種溫室氣體。

Production 產生量				
Waste 廢棄物			Unit 單位	
Total hazardous waste produced 所產生有害廢棄物總量	0.3	_	Tonnes 噸	
Hazardous waste intensity 有害廢棄物密度	0.014	-	Tonnes/'000 square feet 噸/千平方呎	
Total non-hazardous waste produced 所產生無害廢棄物總量	83.4	_	Tonnes 噸	
Non-hazardous waste intensity 無害廢棄物密度	2.41	-	Tonnes/'000 square feet 噸/千平方呎	

		.019 一九年	2018 二零一八年	
Energy type and category 能源類型及種類	Hong Kong office 香港辦公室	Jingtian Store and Jufu Store 景田店和聚福店	Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Direct energy 直接能源				
Natural gas 天然氣	0	0	17.7	MWh-equivalent 兆瓦時等值
Gasoline 汽油	2.5	0	0	MWh-equivalent 兆瓦時等值
Diesel 柴油	0	0	54.2	MWh-equivalent 兆瓦時等值
Indirect energy 間接能源				
Electricity⁵ 電力⁵	9.5	5,898.8	10,451.7	MWh 兆瓦時
Total energy consumption 能源總耗量	12.0	5,898.8	10,523.6	MWh-equivalent 兆瓦時等值

Includes the total electricity consumption of the Group and tenants 包括自身和租戶的總用電量。

		mption 用量	
Use of water 用水	2019 二零一九年	2018 二零一八年	Unit 單位
Total water consumption 總耗水量	32,416	68,073	Cubic metre 立方米
Water consumption intensity 耗水密度	1.0	2.0	Cubic metre/square feet 立方米/平方呎

Consumption 使用量			
	2019	2018	Unit
	二零一九年	二零一八年	單位
Shopping bag	0.12	9.1	Tonnes
購物袋			吨
Roll bag	-	2.4	Tonnes
卷裝袋			噸
Total amounts of	0.12	11.5	Tonnes
packaging materials			吨
包裝物料總量			
	購物袋 Roll bag 卷裝袋 Total amounts of packaging materials	使 2019 二零一九年 Shopping bag 0.12 購物袋 Roll bag - 卷裝袋 Total amounts of 0.12 packaging materials	使用量 2019 2018 二零一九年 二零一八年 Shopping bag 0.12 9.1 購物袋 Roll bag - 2.4 卷裝袋 Total amounts of 0.12 11.5 packaging materials



## SOCIAL PERFORMANCE 社會績效

			019 一九年	2018 二零一八年	
Number of staff 員工人數		Hong Kong office 香港辦公室	Jingtian Store and Jufu Store 景田店和聚福店	Jingtian Store and Jufu Store 景田店和聚稿店	Unit 單位
Number of staff 員工人數		12	38	68	Person 人
	In total 總人數		50	68	Person 人
By gender 按性別劃分	Male 男性	9	19	32	Person 人
	Female 女性	3	19	36	Person 人
	Male-to-female ratio of staff 男女員工比例	1.	27:1	0.89:1	
By age group 按年齡組別劃分	Below 30 30歲以下	0	7	4	Person 人
	30–50 30–50歲	9	27	53	Person 人
	Above 50 超過50歲	3	4	11	Person 人
By employee category 按僱員類別劃分	Management 管理層	8	2	2	Person 人
	Managerial staff 經理人員	3	3	6	Person 人
	General staff 一般員工	1	33	60	Person 人
By employment type 按僱傭類型劃分	Permanent 全職	12	38	68	Person 人
	Part-time 兼職	0	0	0	Person 人

Percentage of new staff 新增員工比率			2019 9一九年 Jingtian Store and Jufu Store 景田店和聚稿店	2018 <sup>6</sup> 二零一八年 <sup>6</sup> Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Total percentage of new st 總新增員工比率	taff	2	20%	57%	%
By gender 按性別劃分	Male 男性	1	2	13	Person 人
	Female 女性	2	5	26	Person 人
By age group 按年齡組別劃分	Below 30 30歲以下	0	5	11	Person 人
	30-50 30–50歲	3	2	26	Person 人
	Above 50 超過50歲	0	0	2	Person 人

			019 <sup>7</sup> 一九年 <sup>7</sup>	2018 <sup>8</sup> 二零一八年 <sup>®</sup>	
Staff turnover rate <sup>6</sup> 流失員工比率 <sup>6</sup>		Hong Kong office 香港辦公室	Jingtian Store and Jufu Store 景田店和聚稿店	Jingtian Store and Jufu Store 景田店和聚稿店	Unit 單位
Total staff turnover rate 總流失員工比率		6	8%	152%	%
By gender 按性別劃分	Male 男性	1	13	105	Person 人
	Female 女性	1	19	200	Person 人
By age group 按年齡組別劃分	Below 30 30歲以下	0	2	81	Person 人
	30–50 30–50歲	1	22	201	Person 人
	Above 50 超過50歲	1	8	23	Person 人

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<sup>6</sup> Includes staff deployed to Jufu Store and Jingtian Store from other operation points due to our business needs. 包括因業務需要從其他公司營運點調至聚福店及景田店之員工。

- <sup>7</sup> Excludes staff deployed to other operation points from Jufu Store and Jingtian Store due to our business needs. 不包括因業務需要由聚福店及景田店調動至其他公司營運點之員工。
- <sup>8</sup> Includes staff deployed to other operation points from Jufu Store and Jingtian Store due to our business needs. 包括因業務需要由聚福店及景田店調動至其他公司營運點之員工。



Occupational health and safety 職業健康與安全	2019 二零一九年	2018 二零一八年	2017 二零一七年
Number of work-related fatalities 因工死亡人數	0	0	0
Number of work-related injuries 因工受傷人數	0	0	3
Ratio of work-related fatalities 因工死亡率	0%	0%	0%
Incidence rate of work-related injury per 1,000 employees 每千名員工計工傷意外率	0	0	9.58%
Lost days due to work injury 因工傷損失工作日數	0	0	32
Ratio of lost days due to work injury 因工傷損失工作日比率	0%	0%	0.03%

			2019 零一九年	2018 二零一八年	
Staff under training 員工培訓		Hong Kong office 香港辦公室	Jingtian Store <sup>s</sup> 景田店 <sup>。</sup>	Jingtian Store and Jufu Store 景田店和聚福店	Unit 單位
Number of staffs trained 接受培訓員工人數		9	22		Person 人
	Total number of staffs trained 接受培訓員工總人數		31	23	Person 人
Training hours of staffs 員工培訓時數		42	169.6		Hour 小時
	Total training hours of staffs	:	211.6	218	Hour
	員工培訓總時數 Rate of staffs trained 接受培訓員工比率		62%	34%	小時 %
	Average training hours of staffs 平均員工培訓時數		6.8	9.5	Hour 小時
Number of trainees and	Male	8	11	9	Person 人
rate (by gender/ employee category) 培訓人數及比率 (按性別/僱員類別劃分)	男性 Female 女性	1	61% 11 39%	_ 14 _	% Person 人 %
	Management	8	1	2	Person 人
	管理層 Managerial staff 經理人員	1	29% 3 <sup>10</sup> 13%	5	% Person 人 %
	至年八頁 General staff 一般員工	0	18 58%	16 -	Person 人 %
Training hours	Male	22	52.0	138	Hour
(by gender /employee category) 培訓時數(按性別/ 僱員類別劃分)	男性 Female 女性	20	117.6	80	小時 Hour 小時
	Management	40	3.5	14	Hour
	管理層 Managerial staff 經理人員	2	4.9	108	小時 Hour 小時
	經理八頁 General staff 一般員工	0	161.2	96	小時 Hour 小時

<sup>9</sup> Jufu Store is now converted as "盒馬里•歲寶", its staff training is provided by "盒馬里•歲寶", therefore no training data is available. 聚福店現為「盒馬里•歲寶」,該店的員工由「盒馬里•歲寶」提供培訓,故未能提供培訓數據

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<sup>10</sup> Includes a staff deployed to other operation points in the end of 2019 due to business needs. 包括一名因業務需要於二零一九年底調動至其他公司營運點之員工。

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Subject Areas 主要範疇	Description 內容	Page Index 頁碼索引
A1 Emissions		
A1排放物		
General	Information on:	32
disclosures	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的:	
一般披露	(a) the policies; and 政策;及	
	(b) compliance with relevant laws and regulations that have a significant impact o	n
	the issuer relating to air and greenhouse gas emissions, discharges into water	
	and land, and generation of hazardous and non-hazardous waste.	
	遵守對發行人有重大影響的相關法律及規例的資料。	~~~~
A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	32,37
A1.2	Greenhouse gas emissions in total and intensity.	33,38
	溫室氣體總排放量及密度。	
A1.3	Total hazardous waste produced and intensity.	34,39
A 1 4	所產生有害廢棄物總量及密度。	04.00
A1.4	Total non-hazardous waste produced and intensity. KAAL 中国家在地域是国家中。	34,39
A1.5	所產生無害廢棄物總量及密度。 Description of measures to mitigate emissions and results achieved.	32-34
41.0	描述减低排放量的措施及所得成果。	52 54
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction	34
	initiatives and results achieved.	
	描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果。	
<b>A2 Use of</b> <b>Resources</b> A2資源使用 General	Policies on the efficient use of resources, including energy, water and	34
disclosures	other raw materials.	
一般披露	有效使用資源(包括能源、水及其他原材料)的政策。	
A2.1	Direct and/or indirect energy consumption by type in total and intensity. 按類型劃分的直接及/或間接能源總耗量及密度。	35,39
A2.2	Water consumption in total and intensity.	34,40
	總耗水量及密度。	
A2.3	Description of energy use efficiency initiatives and results achieved. 描述能源使用效益計劃及所得成果。	34-35
42.4	Description of whether there is any issue in sourcing water that is fit for purpose,	The Group did
	water efficiency initiatives and results achieved.	not encounter
	描述求取適用水源上可有任何問題,以及提升用水效益計劃及所得成果。	any problems in
		sourcing water th
		is fit for purpose 集團在求取適用水
		集團在水取週用が 源上無任何問題
A2.5	Total packaging material used for finished products and with reference to per unit	
.2.0	produced.	00,40
	到10000000. 制成品所用句奘材料的總量及每生產留位佔量。	

製成品所用包裝材料的總量及每生產單位佔量。

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A3 The Environr	nent and Natural Resources	
A3環境及天然資源	-	
General	Policies on minimising the issuer's significant impact on the environment and natural resources.	36
disclosures 一般披露	减低發行人對環境及天然資源造成重大影響的政策。	
A3.1	网络爱门入到场先及入浴員师担风主入影音的政策。 Description of the significant impacts of activities on the environment and natural	36
	resources and the actions taken to manage them.	
	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	
B1 Employment		26-28
B1僱傭		
General	Information on:	
disclosures	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其	
一般披露	他待遇及福利的:	
	(a) the policies; and 政策:及	
	政衆,及 (b) compliance with relevant laws and regulations that have a significant impact on	
	the issuer relating to compensation and dismissal, recruitment and promotion,	
	working hours, rest periods, equal opportunity, diversity, anti-discrimination,	
	and other benefits and welfare.	
	遵守對發行人有重大影響的相關法律及規例的資料。	
B1.1	Total workforce by gender, employment type, age group and geographical region. 按性別、僱傭類型、年齡組別及地區劃分的僱員總數。	41
B1.2	Employee turnover rate by gender, age group and geographical region.	42
	按性別、年齡組別及地區劃分的僱員流失比率。	
B2 Health and S	afety	
B2健康與安全		
General		29-30
disclosures 一船抽露	有關提供安全工作環境及保障僱員避免職業性危害的: (a) the policies; and	
一般披露		
17A 76A 16H	政策;及	
וויז ענ עני		
17 14	政策:及	
	政策:及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	
	政策;及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。	
B2.1	政策;及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。 Number and rate of work-related fatalities.	43
B2.1	政策;及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。 Number and rate of work-related fatalities. 因工作關係而死亡的人數及比率。	
B2.1	政策;及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。 Number and rate of work-related fatalities. 因工作關係而死亡的人數及比率。 Lost days due to work injury.	43 43
B2.1 B2.2	政策:及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。 Number and rate of work-related fatalities. 因工作關係而死亡的人數及比率。 Lost days due to work injury. 因工傷損失工作日數。	43
B2.1	政策;及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 遵守對發行人有重大影響的相關法律及規例的資料。 Number and rate of work-related fatalities. 因工作關係而死亡的人數及比率。 Lost days due to work injury.	

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B3 Developmen	t and Training	
B3發展及培訓		
General	Policies on improving employees' knowledge and skills for discharging duties at	24-25
disclosures	work. Description of training activities.	
一般披露	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	
B3.1	The percentage of employees trained by gender and employee category. 按性別及僱員類別劃分的受訓僱員百分比。	24
B3.2	The average training hours completed per employee by gender and employee	24
	category.	
	按性別及僱員類別劃分,每名僱員完成受訓的平均時數。	
B4 Labour Stand	lards	
<b>B4</b> 勞工準則		
General	Information on:	28
disclosures	有關防止童工或強制勞工的:	
一般披露	(a) the policies; and 政策;及	
	(b) compliance with relevant laws and regulations that have a significant impact on	
	the issuer relating to preventing child and forced labour.	
	遵守對發行人有重大影響的相關法律及規例的資料。	
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# "ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORTING GUIDE" CONTENT INDEX 《環境、社會及管治報告指引》內容索引

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