H.BROTHERS

ENTERTAINMENT

## 華誼騰訊娛樂



華 誼 騰 訊 娛 樂 有 限 公 司 Huayi Tencent Entertainment Company Limited

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立之有限公司)

Stock Code 股份代號: 419





#### INTRODUCTION

Huayi Tencent Entertainment Company Limited (Stock Code: 419) is pleased to present the Environmental, Social and Governance Report (this "Report") of the Company and its subsidiaries (together, the "Group" or "we"). This Report aims to show our stakeholders what the Group accomplished in the establishment of environmental, social and governance ("ESG") systems, as well as its performance during 2017.

#### REPORTING SCOPE

This Report discloses the Group's efforts and performance in the ESG aspects during the year of 2017. This Report covers the two principal operations of the Group in Hong Kong and mainland China, namely the entertainment and media business and the provision of healthcare and wellness services. For details of the Group's business, please refer to its Annual Report 2017.

#### REPORTING STANDARDS

This Report is prepared strictly in accordance with the provisions of the Environmental, Social and Governance Reporting Guide (the "ESG Guide") as set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

According to requirements of the ESG Guide, the Group has conducted a materiality assessment regarding ESG issues in 2017 that aimed at engaging internal and external stakeholders, through which it determined key disclosures to be covered by this Report in response to their concerns.

#### 報告簡介

華誼騰訊娛樂有限公司(股份代號:419) 欣然發佈本公司及其附屬公司(統稱「集團」或「我們」)的環境、社會及管治報告(「本報告」)。本報告旨在向權益人展示集團於2017年度在環境、社會及管治(「ESG」)方面的制度建設及績效表現。

#### 報告範圍

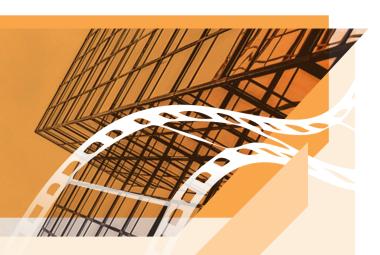
本報告披露了集團於2017年在ESG領域的努力及表現。本報告涵蓋集團在香港及中國內地的兩大主要業務,即娛樂及媒體業務以及健康與養生服務。有關集團業務詳情,請參閱集團2017年報。

#### 報告標準

本報告嚴格按照香港聯合交易所有限公司(「聯交所」)證券上市規則附錄二十七的《環境、社會及管治報告指引》(「ESG指引」)的規定編製。

依照ESG指引要求,集團邀請內外部權益 人參與2017年度ESG議題重要性評估,就 權益人關心的內容,選定本報告覆蓋的披 露重點事項。

# FOREWORD FROM THE MANAGEMENT 管理層前言



I am pleased to present the ESG Report 2017 of Huayi Tencent Entertainment Company Limited.

本人欣然提呈華誼騰訊娛樂有限公司2017 年度ESG報告。

Committed to building an "eco-friendly" enterprise, the Group strictly abides by — throughout its daily operations — the laws and regulations on environmental protection in jurisdictions where its operations are located. We have implemented various environmental management measures to ensure that exhaust gas, sewage and office waste are properly recycled and processed, with a view to minimizing the environmental impact of our business operations, and to protecting ecological integrity.

集團致力打造「環境友好型」企業,在日常 運營中嚴格遵守業務所在地環境保護有 關法律法規,落實環境管理措施,確保廢 氣、廢水及辦公垃圾能夠得到妥善回收及 處理,減少業務運營對環境的影響,維護 乾淨整潔的自然環境。

The Group remains devoted to exploring and applying initiatives to increase energy efficiency and reduce energy consumption, so as to practice environmentally friendly principles while lowering operating costs. Meanwhile, the Group actively spreads the message of environmental protection to promote environmental awareness among its stakeholders, including employees and customers, with a view to collectively honouring its commitment to protecting the environment.

集團不斷探索並應用節能降耗措施,提高資源使用效率,在降低運營成本的同時, 踐行綠色環保理念。同時,集團積極傳播 環保訊息,增強員工、客戶等權益人群體 的環保意識,共同履行對保護環境的承諾。

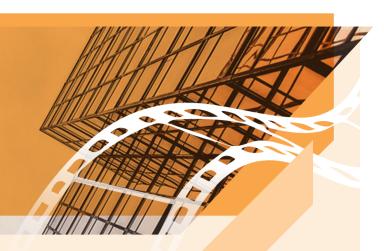
As a responsible corporate citizen, the Group keeps close communication with all of its stakeholders in building collaborative relationships based on mutual benefit and trust, aiming to deliver synergistic growths in social and economic benefits.

作為負責任的企業公民,集團與各權益人群體保持密切溝通、維護互利互信之合作關係,務求實現社會效益與經濟效益的協同增長。

Staff members are the most valuable resource of the Group. We are committed to a "people-centric" talent strategy, through which it sets out to deliver corporate growth along with staff development. In order to safeguard the legal rights of its staff, the Group abides by laws and regulations on human resource management in all jurisdictions where it operates, and it is dedicated to lawful and legitimate employment practices. To ensure the physical and mental well-being of staff members, not only do we strive to provide them with a safe and comfortable

集團視員工為最寶貴的財富,堅持「以人為本」的人才戰略,實現員工與企業的共同發展。本集團遵守業務所在地的人力管理相關法律法規,堅持合法合規僱傭,保障員工的合法權益;為員工提供安全舒適的工作場所,為特殊崗位配備勞動保護設

# FOREWORD FROM THE MANAGEMENT 管理層前言



workplace, and those on particular tasks with worker protection facilities and equipment, we also organise safety drills on a regularly basis. In addition, to help our staff live up to their potentials and advance their careers, we have offered them a diversified range of training programmes and established a clear career path.

施設備,定期開展安全演練,確保員工身心健康:為員工提供多元化培訓項目,設立清晰的晉升通道,助力員工發揮個人潛能,實現職業發展。

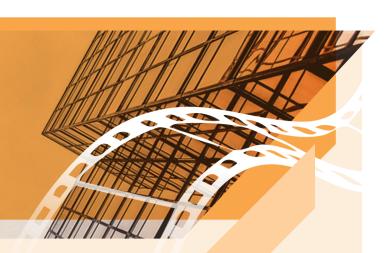
The Group has in place strict standards for supplier selection to ensure that they are performing according to our expectations and requirements on products and services, including their operating conditions, management capabilities, service and product quality, as well as pricings. The Group conducts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

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

The Group is committed to providing customers with a satisfactory experience through the delivery of premium services and quality products. Customer requests and feedback are greatly important to the Group, we have therefore set up customer hotlines to collect and follow up on customer feedback in a timely manner, with a view to ensuring that their requests are properly addressed. To ensure that all films and TV products comply with relevant laws and regulations, the Group conducts a thorough investigation and analysis at the early stage in its media investment. Recognising the impact of media & entertainment products on public opinions, we emphasise the positive influence of values demonstrated in our content productions, and we are committed to promoting positive culture.

集團致力為客戶提供優質服務及高質量產品,帶給客戶滿意的消費體驗。集團十分重視客戶的訴求和意見,設置客戶專線,及時收集並跟進客戶反饋,保證客戶資業的得到妥善處理。集團在媒體投資裝置,就夠得到妥善處理。集團在媒體投影視時。 前期會進行充分調查及分析,確保影視作品符合相關的法律法規;我們深知媒體與樂產品的社會輿論效益,注重傳播內正面價值導向,致力傳播優質文化。

## FOREWORD FROM THE MANAGEMENT 管理層前言



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

集團嚴格遵守業務所在地有關反貪污、賄 賂、舞弊、洗黑錢等法律法規,加強企業 內控管理,杜絕貪腐事件的發生,履行對 投資者、股東、政府等權益人的責任。

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

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

As a company listed in Hong Kong, the Group strictly complies with the disclosure requirements of the Stock Exchange to publish our ESG Report. As one of the platforms that we use to communicate with stakeholders, the ESG Report will deliver a comprehensive view on what the Group has accomplished in the establishment of ESG systems, as well as its performance during 2017.

作為一家香港上市公司,集團嚴格遵守聯交所的信息披露要求公布本年度ESG報告。作為與權益人溝通的平台之一,報告將全面展示集團2017年在ESG方面的制度建設與績效成績。

Huayi Tencent Entertainment Company Limited
Chairman
WANG Zhongjun

*主席* 王忠軍

Hong Kong, 6 July 2018

**王忠軍** 香港,二零一八年七月六日

華誼騰訊娛樂有限公司



## INTRODUCTION TO THE GROUP'S OPERATIONS

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

- Entertainment and media business: the Group produces quality international films, animations and TV dramas, and it invests in international entertainment companies through M&A and resource integration, aiming at building an integrated platform with both content production and online-to-offline entertainment channels.
- Offline healthcare and wellness services: providing a comprehensive range of services, including golf course, dining, leisure, as well as healthcare and wellness services through the operation of "Beijing Bayhood No.9 Club" ("Bayhood No.9") and various healthcare and wellness centres.

## ENVIRONMENTAL, SOCIAL & GOVERNANCE MANAGEMENT STRUCTURE OF THE GROUP

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

#### 集團業務簡介

本集團目前主要運營業務包括娛樂及媒體業 務,及線下健康及養生服務。

- 娛樂及媒體業務:集團透過投資及製作具質素的電影、動畫、電視劇等內容,對國際化的娛樂公司進行併購和資源整合,搭建一個集內容製作及線上線下娛樂渠道的綜合平台。
- 線下健康及養生服務:健康養生中心 「北湖9號俱樂部」(「北湖九號」)與健 康養生中心提供高爾夫球場、餐飲、 休閒、健康養生等綜合服務。

## 集團環境、社會及管治管理架構

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



## SYSTEM FOR ENGAGING STAKEHOLDERS OF THE GROUP

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

#### 集團權益人溝通機制

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

Stakeholders 權益人	Channels of Engagement 溝通渠道	Concerns 關注
Customers 客戶	Customer events 客戶活動 Membership services 會員服務 Customer satisfaction surveys 客戶滿意度調查	Establishment of communication and engagement platforms 搭建交流溝通平台 Information security and privacy protection 信息安全與隱私保護 Enhancement of service quality 提升服務品質
Shareholders and investors 股東與投資者	General meetings 股東大會 Financial statements and announcements 財務報表與公告 Group official website 集團官方網站	Regulating corporate governance 規範企業管治 Sustainable profitability 持續盈利能力 Corporate transparency and reputation 企業透明度與聲譽
Employees 員工	Employee trainings 員工培訓 Employee events 員工活動 Performance reviews 績效考核	Career advancement and development 職業成長與發展 Health and Safety 健康與安全 Remuneration and benefits 薪酬與福利



Stakeholders 權益人	Channels of Engagement 溝通渠道	Concerns 關注
Government/ Regulatory authorities 政府/監管機構	Reporting and information disclosure according to regulations 依例匯報與信息披露 Timely and full payments of tax 及時足額納税	Implementation of policies 政策執行 Tax payment 依法納税 Operational compliance 合規營運
Suppliers and cooperating entities 供應商與合作商	Tender meetings 招投標會議 Visiting 交流互訪 Regular assessment 定期評估	Fair competition 公平競爭 Exploration of collaborative opportunities 探索合作機會 Enhancement of mutual trust and benefit 增進互信互利
Community 社區	Participation in community events 參與社區活動 Provision of employment opportunities 提供就業機會 Support for vulnerable groups 扶助弱勢群體	Conservation of ecological systems 保護生態環境 Promotion of community development 促進社區發展 Participation in charity 投身公益事業



## MATERIALITY ASSESSMENT OF 2017 ESG ISSUES

## Procedures for the materiality assessment of ESG issues

The Group appointed an independent third-party advisor to conduct a materiality assessment on ESG issues in 2017. In its effort to assist the Group in determining its ESG management objectives for the coming year and key disclosures for this Report, the third-party advisor evaluated the priorities of ESG issues for the current year by reviewing and examining the list of key issues based on sector characteristics, as well as engaging stakeholders via interviews and online anonymous questionnaires.

#### 2017年度ESG議題重要性 評估

#### ESG議題重要性評估流程

集團於2017年委託獨立第三方顧問機構開展ESG議題重要性評估工作,根據行業特點審視並檢定重要議題清單,通過訪談、在線匿名問卷等方式與權益人進行溝通,評定本年度ESG議題的重要性排序,從而協助集團確定下一年度的ESG管理目標、以及本報告的披露重點。



Set out below are steps adopted for the materiality assessment of 2017年度ESG議題重要性評估步驟如下: 2017 ESG issues:

Reviewed and came up with 19 ESG issues in accordance with the ESG Guide, making reference to common industry practices and the Group's status of operation. 按照ESG指引,參考行業慣例及集團營運狀況,審閱並梳理出19項ESG議題。

Invited stakeholders to participate in an online questionnaire, thereby generating a list of sustainability issues of interest to the stakeholders.

遊請權益人參與在線問卷調研,

並建立權益人最為關心的議題清單。

Based on analysis on the questionnaires and the conclusion drawn from management interviews, ESG issues were categorised into "very important", "important" and "less important". 根據問卷分析及管理層訪談結果,將ESG議題分類為「非常重要」、「重要」和「次重要」三類。

The materiality matrix for issues of the current year was prepared based on results from the materiality assessment of ESG issues.

其於ESG議顯重更性認定结果編制未任實議顯重更性知陳。

In comparison with 2016, the Group implemented an online anonymous questionnaire during the year, which effectively expanded our scope of survey and demonstrated the Group's ESG-related vision and commitment to its stakeholders. Through this survey, we collected a total of 52 valid questionnaires from management, employees, suppliers and investors of the Group.

與2016年相比,集團本年度引入在線匿名問卷的形式,有效擴大了調研範圍,同時更有效地向權益人群體傳達了集團在ESG管理方面的願景與投入。通過本次調研,我們共收集了來自管理層、員工、供應商、投資者等群體代表共52份有效問卷。

## Stakeholders Engagement & Materiality Analysis 權益人參與及議題重要性分析

#### Results from the materiality assessment of ESG issues

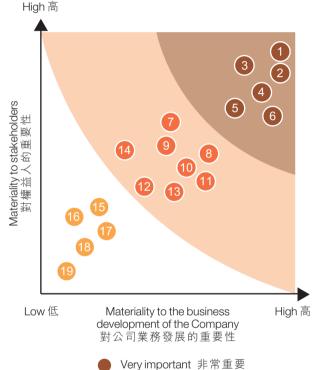
#### ESG議題重要性評估結果

Set out below is the materiality matrix for 2017 ESG issues:

2017年度ESG議題重要性矩陣如下:

No. Issue 序號 議題





Important 重要

Less important 次重要

As shown above, ESG issues categorised as "very important" in 2017 were mostly related to product responsibility and employment, which is largely consistent with the results of the 2016 assessment. In light of the operational features of the Group's golf business, issues related to water and energy consumption were also considered to be relatively important.

The Group keeps evolving to improve its products and services for delivering high quality services to its customers. Meanwhile, the Group has fully acknowledged its environmental responsibilities. Not only does the Group strictly comply with laws and regulations related to environmental management and requirements of the latest policies, it also continues to optimise its resource and energy management, so as to honour its commitment towards reducing the environmental impact from its business operations. In this Report, we will disclose detailed information about the establishment of relevant systems for the above issues, as well as their performance.

如上圖所示,2017年度歸類為非常重要的 ESG議題主要集中在產品責任與僱傭範疇,與 2016年度評估結果基本保持一致。鑒於集團 高爾夫業務的運營特點,水資源與能源消耗 相關議題亦較為重要。

集團對於產品與服務秉持精益求精的態度,務求為客戶提供高品質的服務體驗。與此同時,集團深明企業所承擔的環境責任,嚴格遵守環境管理相關法律法規與最新政策要求,持續優化資源與能源管理,致力降低業務運營對環境產生的影響。在本報告中,我們將就上述議題的制度建設與績效表現進行詳細披露。



## ENVIRONMENTAL 環境

#### **ENVIRONMENTAL RESPONSIBILITIES**

The Group is highly concerned about the environmental impact across its operations; it therefore strictly complies with environmental laws and regulations in jurisdictions where its operations are located, including among others, Environmental Protection Law of the People's Republic of China. The Group faithfully implements environmental management systems and measures to increase its resource and energy efficiency, while reducing the environmental footprint of its business operations, which allows the Group to fulfill its commitment to the environment as a responsible corporate citizen.

#### **Energy Consumption and Emission of Exhaust Gas**

Having taken an active role in promoting energy conservation and emission reduction, the Group continues to optimise the portfolio of its energy-consuming facilities and equipment, so as to ensure a smooth business operation while reducing its impact on the environment and climate change.

#### 環境責任

集團高度關注企業運營對環境的影響,嚴格遵守《中華人民共和國環境保護法》等業務所在地區的環境法律法規,認真落實環保管理制度與措施,致力提升資源與能源使用效率,降低業務運營產生的環境足跡,切實履行企業公民的環境責任。

#### 能耗與廢氣排放

集團積極推廣節能減排理念,持續優化能耗 設施設備,在保障業務平穩運營的同時,減少 對環境及氣候變化的影響。

### ENVIRONMENTAL 環境

#### Vehicle fuel management

The Group is stringent about the management of its vehicles. To ensure the efficiency in vehicle operations and prevent fuel waste, all vehicles are subject to regular maintenance, where their air filters, fuel filters and lubricants are replaced in a timely manner. The Group strictly abides by the regulations on vehicle retirement management; it retires vehicles of poor fuel economy, conditions and those that fail to meet the latest emission standards in time, with a view to reducing air pollution from vehicle deployment.

#### Energy-saving reform and consumption-control measures

In response to the advocacy by the Ministry of Ecology and Environment of China, "Bayhood No.9" replaced its coal-burning boilers with low-nitrogen vacuum boilers using natural gas for heat supply purposes in 2017. This ensured the stability of heat supply while effectively increasing the efficiency in energy conversion, which resulted in reduced emissions of various hazardous materials, including nitrogen oxides, sulphur oxides and dusts. The Group followed standardised tender processes set by governing authorities when procuring these boilers, whose performance indicators (e.g. heat supply efficiency, emissions) met relevant national standards and regulations on environmental protection.

"Bayhood No.9" imposes strict management on energy-consuming equipment for office and operational purposes, including lighting devices, air conditioners, computers and refrigerators. With the same work-related parameters, the Group prefers equipment of lower energy consumption as far as reasonably practicable, so as to improve energy efficiency; the Group checks on energy-consuming equipment on a regular basis, carrying out repair and maintenance works on issues identified to ensure orderly functions; the Group monitors and examines equipment usage, it also urges employees to turn off relevant equipment when they are away, with a view to reducing energy waste.

#### Water and Sewage Treatment

In strict compliance with water-related laws, regulations and policies in jurisdictions where its operations are located, the Group implements standards for water usage control and sewage discharge, with a view to increasing the efficiency in water usage, ensuring sewage discharge compliance, and preventing environmental pollution from water use.

#### 車輛燃油管理

集團對公務車輛實施嚴格管理,定期對車輛 進行養護,及時更換空氣濾芯、汽油濾芯、潤 滑油,保障車輛運行效率,避免燃油浪費。集 團嚴格執行國家有關車輛報廢管理制度,及 時淘汰油耗高、車況差、尾氣排放不達標的車 輛,以減少車輛使用造成的大氣污染。

#### 節能改造及能耗管控措施

2017年,為相應國家環保部號召,北湖九號將供暖用鍋爐由燃煤鍋爐更換為天然氣低氮真空熱水機組,在保證鍋爐供熱穩定性的同時,有效提高了能源轉化效率,降低了氮氧化物、硫氧化物、粉塵等有害物質的排放。鍋爐由政府統一招標採購,供熱效率、排放物等指標均符合國家相關環保標準及規定。

北湖九號對照明燈具、空調、電腦、冰櫃等辦公及營業能耗設備實施嚴格管理,在滿足同樣工作參數條件下,合理選購能耗低的設備,提高能源使用效率;定期對能耗設備進行檢查,對發現問題進行維修及保養,確保其正常運行;對能耗設備使用情況進行監督檢查,督促員工在離開時關閉設備,減少能源浪費。

#### 水資源與污水處理

集團嚴格遵守業務所在地的水資源相關法律 法規與政策規定,切實落實水資源使用的管 控和排放標準,提升水資源使用效益,保證污水的合規排放,杜絕水環境污染。



## Environmental 環境

#### Management of water used for greening purposes

Greening and irrigation of its golf course are major water-consuming projects for the Group. One of the top priorities for "Bayhood No.9" is to use water in a reasonable manner and to be proactive in taking water conservation measures. For the time being, treated grey water (i.e. reclaimed wastewater of satisfactory quality following treatment) is the main water source used for the greening and irrigation of our golf course. The use of grey water has enabled the Group to effectively reduce its tap water and groundwater consumption, thereby conserving the water environment. An underground drainage system has been installed at the course, with which we harvest, transport and store rainwater in an artificial lake located at the golf course. In addition to providing another source for greening and irrigation purposes, the Group also implements a rainwater harvesting system for "Bayhood No.9".

"Bayhood No.9" uses sprinkler irrigation to ensure uniform, timely and efficient irrigation. Each year, the Group performs regular aeration by spiking at the lawn, with a view to improving the soil penetration of air and water; at the same time, the Group also top-dresses the lawn to reduce water loss from evaporation, so as to improve water retention in soil, thereby reducing irrigation needs from the source. Along with the change of seasons, and in light of the different watering demands for plants located at different areas of the golf course, "Bayhood No.9" has prepared a detailed irrigation plan, which can ensure proper maintenance for the lawn while preventing water waste from over-irrigation.

#### 綠化用水管理

高爾夫球場的綠化灌溉是集團主要的水資源消耗項目。合理運用水資源,積極採用節水辦法是北湖九號的重點工作之一。目前,球場線化灌溉用水的主要水源為中水(即污水經適當處理達到水質標準的再生水),通過利用中水能有效的減少對於自來水及地下水的消耗,實現對於水資源環境的保護。球場地下了網系統,對雨水進行收集、運輸並儲存至球場的人工湖中,用於輔助綠化灌溉用水,為北湖九號實踐雨水收集系統。

北湖九號使用噴灌技術,以保證均匀、準時和高效灌溉效果。每年,集團會定期進行草坪打孔,以改進土壤的透氣性、透水性;同時在草坪上鋪沙,以降低水分蒸發流失,提高土壤的保水能力,從源頭減少灌溉需求。隨著季節變換、以及球場不同區域植被的水量需求差異,北湖九號制定詳細的灌溉方案,確保草坪既能得到合理養護,又能防止過量灌溉對水資源的浪費。



1. Artificial lake at the golf course 球場人工湖

## Environmental 環境

#### Sewage treatment measures

In accordance with plans of the municipal administration, sewage is collected by the Group at designated locations and subsequently discharged to the sewage network under management of the municipal administration, which will be treated in a centralised manner by relevant sewage treatment plants. In addition, the Group also grows aquatic organisms in the artificial lake at its golf course, which are used to absorb and decompose rainwater that carries fertiliser and pesticide agents, as well as seeped water from irrigation, enabling it to prevent pollutants from contaminating water and soil in the nearby environment.

#### **Treatment of Wastes**

Wastes generated by the Group in its operations mainly include abandoned electronic devices, used cartridges, greening waste, food waste and office waste. In strict compliance with requirements set forth in relevant laws and regulations, the Group sorts different types of wastes before disposing them, with a view to preventing unwanted environmental impact from inappropriate disposal.

- Abandoned electronic devices: given to institutes with relevant qualifications on environmental protection for further handling, so as to prevent environmental pollution.
- Used cartridges: having entered into agreements with its suppliers, all used cartridges are given to the suppliers for centralised recycling.
- Greening waste: wastes such as grass clippings and fallen leaves are
  collected in a centralised manner, and then piled up at designated
  locations within the lawn. Such wastes are then converted into organic
  fertiliser for producing seedlings and growing plants, thereby turning
  greening waste into useful tools and reducing the usage of fertilisers, so
  as to reduce environmental pressure.
- Food waste: sorted, collected and given to qualified professional institutes for recycling.
- Office waste: collected by janitors on a daily basis, which is then given to garbage collection stations for centralised recycling.

#### 污水處理措施

集團遵照市政規劃,對污水集中收集後排放至市政污水管網,由污水處理廠集中處理。同時,高爾夫球場人工湖中種植水生生物,利用水生生物吸收、分解帶有肥料及農藥成分的雨水及灌溉下滲水,防止污染物影響周邊區域水土狀況。

#### 廢棄物管理

集團運營產生的廢棄物類型主要包括廢棄電子設備、廢棄墨盒、綠化垃圾、廚餘垃圾、辦公垃圾等。集團嚴格按照法律法規要求,對不同類別的廢棄物進行分類收集、處理,以防止不合理的處理方式對環境造成影響。

- 廢棄電子設備:交由具有環保資質的單位進行處理,防止污染環境。
- 廢棄墨盒:與供應商簽訂協議,廢棄墨 盒交由供應商統一回收再利用。
- 綠化垃圾:對草屑及落葉等綠化垃圾進 行統一收集,集中堆放在草坪固定地 點,轉化為有機肥料作為育苗及栽培之 用,以實現綠化垃圾的變廢為寶,同時 可以減少化肥的使用量,減輕環境壓力。
- 廚餘垃圾:分類收集並交由具有資質的 專業機構進行回收利用。
- 辦公垃圾:日常辦公垃圾由清潔人員每日收集,交由垃圾清運站進行統一的回收利用。

## Environmental 環境

#### **Ecological Management**

"Bayhood No.9" actively implements the following measures to protect the ecological systems at and surrounding its places of operation, with a view to promoting a harmonious coexistence with the natural world.

- Following a location-specific principle, the Group decides to plant a type of grass suitable for the north climate, with high resistance to dry weather and diseases. This can lower the difficulty in future maintenance and reduce the usage of pesticides;
- All pesticides and herbicides used by the Group are chemical agents that meet national standards on environmental protection, so as to ensure that the amounts of pharmaceutical concentrations contained in soil and water are within safe ranges;
- Median trees are planted at the outer rim of the golf course, which not only serve to enhance the ornamental value, but also as wind and sand barriers, contributing to water and soil stabilisation;
- A small portion of the golf course not covered by plants is screened by high-density cloths, so as to provide protection against fugitive dust.

## Promotion of Green Office and Environmental Protection

The Group actively promotes the philosophy of green office, as it implements various eco-friendly measures in the course of its daily operations, including those to save electricity and conserve water. In addition, the Group encourages its employees to cherish the environment, so as to gradually improve environmental benefits in its daily operations. The Group has adopted the following measures in relation to its green office approach:

- Promoting paper-free office and fully utilising internet resources for information distribution, so as to reduce unnecessary paper consumption;
- Setting all printers to automatically print on both sides, so as to reduce paper usage in the office;
- Making full use of natural light to reduce unnecessary lighting;
- Standardising and overseeing the use of air conditioners and lighting equipment, encouraging employees to turn off lights and air conditioners when not in use, so as to reduce electricity waste.

The Group puts up posters about eco-friendly practices at various locations in dining areas and restrooms, taking an active role in promoting the philosophy of environmental protection to its employees and members, so as to raise the awareness about resource conservation. In addition, the Group also encourages employees to bring their own cups to reduce the use of disposable cups, motivating them to take the first step towards the joint performance of our environmental obligations and responsibilities.

#### 生態管理

北湖九號積極實踐以下措施,以保護運營場 所及周邊的生態環境,實現與自然的和諧共 處。

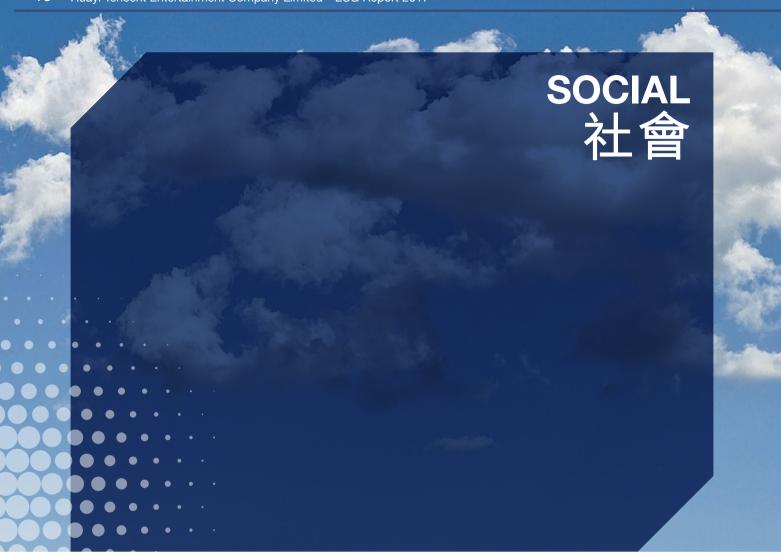
- 集團按照因地制宜的原則,選擇適宜北方種植的耐旱抗病的草種進行種植,降低養護難度,減少農藥使用;
- 集團所選用的農藥、除草劑等均為符合 國家環保標準的化學藥劑,以保證水土 中藥劑含量在安全範圍內;
- 在高爾夫球場外圍種植隔離林帶,既能 提升觀賞性,又能抵擋風沙,穩定水土;
- 對球場內未被植被覆蓋的小部分區域進行密佈遮蓋,防止揚塵污染。

#### 綠色辦公與環保宣傳

集團積極推進綠色辦公理念,認真落實日常辦公中節電、節水等各項環保措施,倡導員工 愛護環境,逐步提升日常營運的環境效益。集 團綠色辦公相關措施如下:

- 推行無紙化辦公,充分利用網絡資源傳 遞資料,減少不必要的紙張消耗;
- 設置自動雙面打印,節約辦公用紙;
- 充分使用自然光,減少不必要的照明;
- 規範並監督空調與照明的使用時長,督 促員工隨手關燈、關空調,減少電能浪費。

集團於用餐區域、衛生間等多處張貼環保小 貼士,積極向員工與會員推廣環境保護理念, 提升節約意識。同時,鼓勵員工自帶水杯以減 少一次性杯子的使用,從小事做起,共同履行 環保義務與責任。



#### **TALENT CULTURE**

The Group adheres to a "people-centric" approach in its employment practices. In its effort to deliver shared growths among corporate entities and employees, the Group is committed to providing its employees with equal opportunities for career development, to caring about the physical and mental health of its employees, and to safeguarding their legal benefits. During the reporting period, the Group did not violate any of the laws or regulations related to employment, health & safety or labour standards.

#### **Employment Management**

#### Talent introduction

The Group fully understands that its employees are the foundation on which it moves forward; it therefore adheres to legal and compliant employment practices. The Group utilises a wide range of channels to recruit outstanding talents, including recruitment websites and campus promotions, with a view to addressing its talent needs for corporate development. At the same time, in order to train a professional service and management team, the Group also establishes and maintains partnerships with relevant professional institutes, allowing it to recruit outstanding interns and fresh graduates equipped with professional knowledge and skills.

#### 人才文化

集團堅持「以人為本」的用人理念,致力為員工 提供公平的職業發展機會,關愛員工的身心 健康,保障員工的合法權益,從而實現企業與 員工共同成長。報告期內,集團沒有違反與僱 傭、健康安全、勞工準則相關的法律與規例。

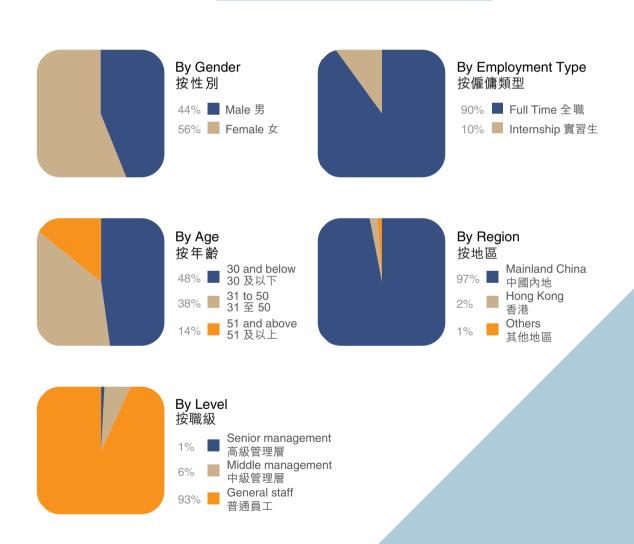
#### 僱傭管理

#### 人才引進

集團深知員工是企業發展的基石。集團堅持合法合規僱傭,通過招聘網站及校園宣講等多種渠道引入優秀人才,以滿足企業發展的人才需求。同時,建立並維護與相關專業院校的合作關係,招募具備專業知識與技能的優秀實習生及應屆畢業生,以培養一支專業的服務與管理團隊。

As at 31 December 2017, "Bayhood No.9" and the Group's headquarters in Hong Kong employed a total of 394 employees. Details about employee profile are set out below:

截至2017年12月31日, 北湖九號及集團香港總部共聘用394位員工。員工組成詳見下表:



#### Performance review and remuneration system

The Group has established a comprehensive system for performance review and remuneration management, the aim of which is to attract outstanding talents by ensuring that employees are reasonably compensated. The Group carries out a monthly and an annual comprehensive assessment that cover employees' attendance, completion percentage of scheduled work, capabilities and work ethics, the results from which form part of the reference when reviewing performance-related wages and promotion opportunities. The Group makes timely adjustments to employee remunerations after taking into account various factors, such as prices, remuneration levels in the industry, as well as its operational efficiency, so as to ensure its employees are provided with market pay rates.

In strict compliance with employment-related laws and regulations in jurisdictions where its operations are located, the Group makes sure that all employees are entitled to statutory holidays and benefits. In addition, having established people-oriented welfare policies, the Group also organises a diversified range of employee activities. During 2017, "Bayhood No.9" organised company trips and sports competitions, through which it set out to help employees relax in their spare time, to promote communication among employees, and to create a desired supporting atmosphere among company teams, thereby creating a stronger sense of belonging towards the Group.

#### Career promotion

The Group attaches great importance to the career development of its employees, it is therefore committed to building a platform through which its employees can pursue their dreams and put their knowledge to use. Our Human Resources Department adopts a fair, open and transparent system for promotion. Opportunities to be promoted to higher positions are disclosed internally, where eligible employees can participate in the promotion process via voluntary application or department recommendation. To fully evaluate employees' capabilities, the promotion assessment includes a number of processes, such as face-to-face interview, practical skill assessment, assessment scale and democratic examination. This design adequately motivates employees to take initiative and be proactive, thereby enhancing talent development.

#### Equality, diversity and inclusion

The Group ensures that none of its employees is subject to unequal treatment over gender, ethnicity, religious belief or nationality. The Group provides its employees with a diversified range of channels for communication and complaint, and it encourages employees to give feedback and opinions to their supervisors, with a view to safeguarding employee benefits.

#### 績效考核與薪酬體系

集團已建立完善的績效考核與薪酬管理體系,確保員工獲得合理的報酬,從而吸引優秀人才。集團對員工的出勤率、工作計劃達成率、工作能力和職業操守等方面開展月度與年度綜合評估,將評估結果作為績效工行業所所的考核依據之一。集團結合物價、行業薪酬水平、企業經營效益等因素,對薪酬進行的薪酬。

集團嚴格遵守業務所在地僱傭相關法律法規,保障員工享有法定假期與福利。集團亦制定了人性化的福利政策,組織多樣化的員工活動。北湖九號於2017年組織了員工集體旅遊、運動會等,幫助員工在工作之餘放鬆身心,促進員工的溝通交流,營造團隊間友愛互助的良好氛圍,提升員工對企業的歸屬感。

#### 職業晉升

集團十分重視員工的職業發展,致力為員工構建實現抱負與才華的平台。人力資源部門用公平、公開、透明的晉升選拔機制,將晉別 崗位進行內部公示,符合條件的員工可通過自願報名、部門推薦兩種方式參與晉升選拔。晉升考核包括面試答辯、實操考核、考核量表、民主測評等多個環節,以全面審核員工的能力水平,充分調動員工的主動性和積極性,加強人才梯隊建設。

#### 平等及多元共融

集團保障任何員工不會因為性別、民族、信仰、國籍等不同受到不公平待遇。集團為員工 提供多樣化溝通與投訴渠道,鼓勵員工向上 級反映訴求及意見,切實保障員工權益。

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

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

#### **Employee Training and Development**

The Group strongly believes that employee training is a form of key assurance for its longer-term development, it is therefore dedicated to building an energetic and competitive team. The Group provides its employees with a clear career path, a harmonious work environment, adequate access to training, all in an effort to make sure that each employee is allowed to make use of his/her strengths and grow with the Group.

#### Skill training for employees

Based on the needs of different positions, the Group provides a systematic, multi-dimensional training course to its employees. The training takes the form of themed training and field exercise, enabling employees to not only familiarise themselves with operation processes, but also improve service quality through practice. Each department under the Group prepares an annual training plan on a yearly basis, which serves as the guidance for all training activities to be carried out during the year. In accordance with such plan, each department then comes up with a monthly course with reference to actual issues identified in their operations, so as to offer employees highly practicable training experiences, help them identify and solve issues that they face at work, thereby increasing work efficiency and improving work quality.

The Human Resources Department and other relevant departments review and assess employee training results, based on which they are to make timely adjustment to training courses and contents, with a view to continuously optimising training outcome. In addition, the Group also provides its employees with ample opportunities to communicate with and learn from each other. Through activities such as the daily morning and evening meetings, as well as sharing sessions featuring exceptional employees, the Group sets out to encourage employees to share ideas, to learn from each other, and to make improvement together.

#### 員工培訓與發展

集團深明員工的培育是企業長遠發展的重要 保障,努力打造富有活力及競爭力的團隊。集 團為員工提供職業發展的渠道、和諧的工作 環境、豐富的培訓機會,確保每位員工能夠發 揮所長,與企業共同成長。

#### 員工技能培訓

集團以崗位職責需求為基礎為員工提供體系化、多維度的培訓課程。培訓形式以專題培訓和實地演練相結合,使員工不僅能熟知業務流程,還能在實踐中提高服務品質。集團各部門每年制定年度培訓計劃,作為本年培訓計劃,作為本年培訓計劃,作為本年培訓計劃,作為本年培訓計劃,結合工作中的實際問題制定當月課程,為員工發供具有高度實踐作用的培訓,幫助員工發現並解決工作難題,提升工作效率,提高工作質量。

人力部及相關職能部門考核並評估員工培訓情況,根據評估結果及時調整培訓課程及內容設置,以持續優化培訓效果。此外,集團還為員工提供豐富的交流學習機會,通過每天的早會、晚會制度以及優秀員工經驗分享會等活動,促進員工相互借鑒、相互學習、共同提升。

The Group attaches great importance to orientation for new employees. "Bayhood No.9" adopts a mentor system where each new employee is assigned a mentor; meanwhile, it has set up a 3-month training programme for all new employees, which offers them training on many aspects, such as etiquette, operational processes and product features, the objective of which is to help employees quickly familiarise themselves with their posts and become part of the team.

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

集團十分注重新員工的入職培訓。北湖九號採取[導師制],為每位新員工制定導師;同時,為所有新員工均制定有三個月培訓計劃,從禮儀、業務流程、產品特點等方面對員工進行培訓,幫助員工快速熟悉崗位,融入團隊。

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



2&3. Etiquette training for customer services staff 客服人員禮儀培訓



#### Case Study: Fun Skill Competitions for Employees

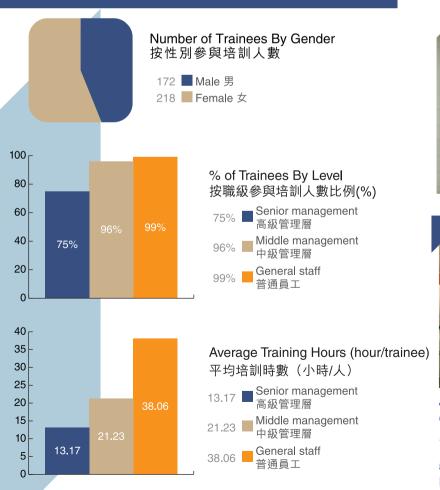
In 2017, the Group organised a number of skill competitions for employees, including a cooking and an ironing contest. Through performance, skill and management competition, the Group sets out to motivate employees, improve their innovation skills and develop a sense of responsibility, laying down a solid foundation for the Company to achieve its annual operational goals. A total of 14 departments, including the Golf Department and Floor Management Department, developed competition details and assessment plans based on the nature of their respective works, and they organised department members to participate. The Group presented certificates of merit and rewards in kind to employees and groups of outstanding performance for a number of awards, including the "Labour Award", "Model Worker", "Outstanding Manager" and "Dedicated Worker".

#### 案例:趣味員工技能競賽

2017年,集團舉辦廚藝比賽、衣服熨燙比賽等 員工技能競賽,通過業績、技術和管理方面的 比拼來調動員工的工作積極性、提高員司 創新能力並培養員工的責任感,為公部、 自一方面的 有度經營目標奠定堅實的基礎。高球部、 場份 等14個部門根據各自部門的工作特點 競賽內容和評選方案,組織部門成員從參 優秀的員工及團體被評選為「勞動獎章」獲得 者、「勞動模範」、「優秀管理者」、「愛崗敬業標 兵」等多項榮譽,集團為其頒發獎狀及物質獎 勵。

Set out below is the data about the performance of employee training in 2017:

2017年度員工培訓績效數據如下:







4. Cooking Contest 廚藝比賽

5. Ironing Contest 衣服熨燙比賽

#### Occupational Health and Safety

The health and safety of employees are the foundation for a company's sound operation. The Group is committed to providing its employees with a safe and comfortable work environment, it has therefore set up facilities and equipment related to occupational safety, prepared contingency plans and organised fire drills, the aim of which is to ensure the physical and mental health and safety of its employees.

#### Occupational safety management

In 2017, the Group stringently executed the Corporate Operational Safety Management Policy and various safety management measures. In order to fully ensure occupational safety for its employees, "Bayhood No.9" prepared a detailed guideline on work procedures, carried out regular safety checks; it also required works for particular posts (e.g. electricians) to be performed by license holders only, and for drivers of internal vehicles (such as lawn mowers and tractors) to hold relevant driving licences. In addition, the Group also provided its employees with labour protection gears and monitored their usage. The Group arranged its employees to take regular training sessions on work safety, with a view to increasing their safety awareness and skills.

#### Contingency plans and fire drills

Due to the large number of trees and plants located in the golf course, it is at a higher risk for fire. As a result, "Bayhood No.9" organises regular training sessions about firefighting each year. It invites fire squadrons to deliver speeches and asks all staff members to attend, with a view to educating its employees about fire safety, and to reminding them to always stay alert. "Bayhood No.9" has also set up a volunteer firefighting team, which is in charge of the daily management of fire safety. This team regularly examines firefighting gears, carries out patrols, oversees the implementation of fire prevention measures, so as to safeguard personal and asset safety by eliminating potential fire hazards.

"Bayhood No.9" is focused on promoting knowledge about fire evacuation as well as its application and practice. In order to familiarise its employees with the escape routes, and to improve their abilities to save themselves and others in case of fire, "Bayhood No.9" organises all employees to participate in fire safety drills every year, in March and on 9 November — its "Fire Safety Day". During 2017, the Group organised a total of 7 fire drills.

#### 職業健康與安全

員工的健康與安全是企業平穩運營的基石。 集團致力為員工提供安全舒適的工作環境, 配置職業安全相關設施設備,制定應急預案 並組織消防演習,切實保障員工身心健康與 安全。

#### 職業安全管理

2017年,集團嚴格執行《企業安全運營制度》 與各項安全管理措施。為全面保障員工的職業安全,北湖九號制定了詳細的工作流程指引,定期開展安全檢查,規定特殊工種崗位 (如電工)必須持證上崗;駕駛除草機、拖拉機 等內部車輛必須持有駕駛證照。同時,為員工 提供勞動保護用品,監督員工的使用情況;定 期為員工開展安全作業培訓,以提升員工的 安全防護意識與能力。

#### 應急預案及消防演習

由於高爾夫球場林木、植被較多,存在較高火 災安全風險,北湖九號每年會定期開展消防 知識培訓,邀請消防中隊主講,員工全員參 與,為員工普及消防安全知識,敲響防範火災 的警鐘。北湖九號亦設立義務消防隊,負責消 防安全的日常管理工作,定期檢查消防器材, 開展消防巡查,監督消防措施落實情況,從而 消除火災隱患,保障人身財產安全。

北湖九號注重應急安全逃生知識的宣傳及實際應用演練。每年三月份,及11月9日「消防安全日」,北湖九號都會組織全員消防安全演習,幫助員工熟悉安全逃生路線,加強員工在火災中的自救與協同救援能力。2017年度,集團共組織7次消防安全演習。







7. Employees competing on the use of firefighting gears 員工消防器材使用競賽

#### A healthy and comfortable workplace

Committed to providing its employees with a safe, healthy and comfortable workplace, the Group carries out safety checks on office areas and inspects all safety hazards. The Group also allows employees access to emergency medical kits, which contain tools to treat wounds and other common medicine. At the same time, the Group also appoints designated staff to check such medical supplies on a regular basis, with a view to ensuring their adequacy and safety.

To improve the quality of food consumed by its employees, "Bayhood No.9" has set up its employee cafeteria, offering balanced meals of ample nutrients.

During 2017, the Group organised a total of 15 hours of themed training on health and safety. The Group didn't record any day lost due to workplace injury, and there was no work-related death.

#### 健康舒適的辦公環境

集團對辦公區域開展安全檢查,全面排查安全隱患,致力為員工創造安全、健康、舒適的辦公環境。集團設置應急藥品箱,提供應急傷口處理用品及常備藥品,供員工取用;同時由專人定期檢查,以保障藥品的充足與安全。

集團北湖九號設立了員工食堂,為員工提供 品樣豐富、營養均衡的膳食,以提升員工的飲 食質量。

2017年度,集團組織健康安全專題培訓共計 15小時。本年度集團因工傷損失工作日為零, 並無因工死亡事件發生。

#### **Labour Rights**

In strict compliance with employment-related laws in jurisdictions where its operations are located, the Group prohibits any form of child labour. When recruiting interns and formal employees, the Group always examines relevant identity documents to ensure compliance with age-related requirements as set forth in relevant laws and regulations. In its best effort to prevent overtime work, the Group also has in place a stringent system to manage labour hours of its employees: if an employee has to work overtime due to specific reasons, the Group will arrange time off in lieu for that employee in a timely manner.

The Group is keen on listening to its employees, and channels of request have been set out in the Employee Handbook. In the event of unfair treatment, an employee may escalate it to his/her department head first; if the redressed measure turns out to be unsatisfactory, he/she may further escalate it to the Human Resources Department or senior management. The Group provides timely feedback to relevant employees, with a view to ensuring that all employee opinions and demands are properly addressed.

#### 勞工權益

集團嚴格遵守業務所在地僱傭相關法律,嚴禁僱傭童工。集團在進行實習生及正式員工招聘時,會檢查其身份證件,確保年齡符合相關法律法規的年齡規定。集團對員工勞動工時嚴格管理,盡量避免超時工作;如員工因特殊原因加班工作,集團會及時為員工安排調休。

集團重視聆聽員工的心聲,於《員工手冊》中清 晰列示申訴渠道。員工如遇不公平待遇,可首 先向部門經理提出申訴,如對處理結果不滿 意,可繼續向人力資源部、以及高級管理層反 映。集團及時向員工反饋申訴事宜的處理情 況,確保員工的意見與訴求均得到妥善處理。







During 2017, the Group engaged a total of 39 suppliers. Set below are its supplier statistics by region:

**2017**年度,集團共聘用供應商**39**家。按地區劃分的供應商數據如下:

#### **OPERATIONAL PRACTICES**

#### **Supply Chain Management**

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

The Group is prudent about identifying potential suppliers, for it adopts a principle that demands a balance among quality, cost, delivery and services when carrying out comprehensive measurement and review about potential suppliers. To make sure that it accumulates stable and reliable supplier resources, the Group only facilitates negotiations on price and other factors with suppliers who meet its predetermined threshold.

The Group has established and been executing a phase-based assessment system in relation to suppliers. By tracking daily performance and evaluating performance by phase, the Group regularly carries out comprehensive reviews on its suppliers from a multitude of dimensions, including quality of goods, supplying prices, delivery time and service standards. The Group categorises and manages its suppliers based on the assessment results, and it frequently updates the list of qualified suppliers, thereby ensuring product and service quality from the source.

The Group categorises suppliers based on its purchase needs and product variety. With reference to its actual operational conditions, the Group prefers suppliers on similar scales and levels. The Group differentiates between primary and secondary suppliers to lower management cost and improve management effectiveness, so as to ensure a stable operation of its supply chain.

#### 營運慣例

#### 供應鏈管理

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

集團審慎開發供應商,按照質量、成本、交付與服務並重的原則,對潛在供應商執行綜合評估和考察;對於符合准入標準的供應商,方可開展進一步詢價和談判,確保積累穩定可靠的供應商資源。

集團建立並執行供應商階段性評價體系,通過採取日常業績跟蹤和階段性評比的方式,從供貨質量、供貨價格、交貨日期和服務水平等多個維度,定期對供應商進行綜合考核。依據考核結果對供應商實行分級管理,動態更新合格供應商名單,從源頭確保產品和服務質量。

根據採購需求和物資種類,集團對合作供應 商實行分類管理。結合集團運營實際,優先考 慮規模、層次相當的供應商,區分主次供應 商,以降低管理成本、提高管理效果,從而保 證供應鏈的穩定運行。

#### **Product and Service Responsibilities**

Providing quality products and services is the cornerstone of the Company's long-term stability. All of the Group's operations are carried out in strict compliance with relevant laws and regulation in jurisdictions where they are located. Dedicated to creating greater value for its stakeholders, such as shareholders, investors and customers, the Group actively seeks opportunities to collaborate with exceptional domestic and overseas companies; it continues to pursue premium film and TV projects, and it keeps enhancing the service quality of its golf club.

#### Product responsibilities of the media operation

Driven by the great opportunity arisen from a million-dollar gap in cultural expenses, a large amount of internal and external capital has flown to the cultural industry in recent years. The Group actively seizes global investment opportunities, it aims to expand new business in the entertainment and media sector by seizing opportunities to invest not just in quality film, TV and intellectual property (IP) projects (through direct investment, overseas mergers and acquisitions, as well as joint investment or collaboration), but also the deployment of online channels and platforms.

Along with the rapid development in China's film market, productions that disseminate information, such as films, will become powerful tools that influence public opinions and values. As a company that invests in film and TV productions, the Group fully understands that while it is vital to seize the opportunity for diversified integration arisen from industrial upgrading, it is equally important to insist on only delivering quality contents. The Group ventures to strike a balance between the artistic and social functions of film productions, to promote positive values, with a view to maximising the positive social benefit that the media industry can create. Further, the Group also cares for humanity by showing respect to humanity and human values, it promotes morals, ethics and values that suit spirit of the time. In its effort to promote cultural development and social advancement, the Group strives to create market competitiveness for its products while securing public credibility.

The Group adopts an international vision, as it gradually taps into overseas film markets, including Hollywood, while promoting development of the film and TV industry in mainland China. At the same time, the Group is active in promoting quality elements of the Chinese culture through international collaborations, doing its part to help China build a positive national image and reputation.

#### 產品與服務責任

優質的產品與服務是企業長期穩定發展的基礎。集團各業務嚴格遵守業務所在地相關法律法規,積極與國內外優秀企業合作,不斷尋求高品質的影視項目,持續提升高爾夫球俱樂部服務品質,務求為股東、投資者、客戶等權益人締造價值。

#### 媒體業務的產品責任

在近年文化消費億萬級缺口帶來的巨大機遇下,眾多業內外資本湧入文化產業。集團積極把握國際範圍的投資機會,於優質影視與IP項目(通過直接投資、海外併購、聯合投資或合作三大途徑)以及線上渠道與平台佈局這兩大投資方向在娛樂及媒體領域拓展新業務。

隨著中國電影市場的繁榮高速發展,電影等影視作品作為信息傳播的載體,將發揮顯無論與價值導向作用。作為影視投資企業,團深知在把握產業升級帶來多元化融配。一個人工,應堅持高品質內容輸出,兼顧電影內容輸出,無壓大化發揮媒體行業的正面,是對於人以及人的價值的尊重,傳遞符合市場競對於人以及人的價值的尊重,傳遞符合市場競爭力與社會公信度的雙贏,助力推動文化發展與社會進步。

集團放眼海外,逐步開拓以荷里活為代表的海外電影市場,促進國內影視業發展:與此同時,借助國際合作機會,積極傳播優秀先進的中國文化,助力樹立良好的國家形象與聲譽。

When making decisions about media investment, the Group prudently evaluates investees and closely monitors project returns. Meanwhile, building on the online channels and platform resources from Huayi Brothers and Tencent — both its substantial shareholders, the Group is devoted to the expansion of its penetrating layout throughout different parts of its industry chain and the further diversification of its operations. By increasing its risk management standards and lowering exposure within the capital market, the Group aims to safeguard the benefits of its investors and shareholders.

在媒體投資決策過程中,集團審慎評估投資對象,嚴密監控項目收益。同時,借助主要股東華誼兄弟和騰訊的線上渠道及平台資源,集團致力擴大產業鏈不同環節的滲透佈局並多元延伸業務,以提高風險控制水平,降低在資本市場上的風險,從而保障投資者及股東權益。

#### Member services and satisfaction

The Group upholds a "customer-centric" service philosophy. "Bayhood No.9" has developed a management system that covers all processes relating to its golf course operation and member services, which sets forth detailed guidance on work procedures for relevant employees, with a view to clarifying work standards for each service procedure. In addition, "Bayhood No.9" is focused on improving coordination and collaboration among different departments, so as to ensure a smooth link among member services provided at different areas within the golf course, thereby providing members with a comprehensive range of user-friendly and quality services.

The Membership Department is responsible for overseeing the daily management and supervision of member services. It convenes a morning and an evening regular meeting each day, at which issues identified (if any) are summarised in a timely manner and remedy requirements are proposed; the aim of which is to urge employees to walk the extra mile in performing their works and improve service quality. In addition, the Membership Department also maintains close communication with members to receive timely feedback from members on their service experiences and understand their preferences. In doing so, the Membership Department sets out to ensure member satisfaction by making them feel cared for and valued.

The Group strictly follows standards relating to the control of F&B quality, it demands a hygienic and orderly kitchen environment, a guarantee that all materials are fresh and of premium quality, and that all kitchen staff must be holders of health certificates and follow good personal and environmental hygiene practices. The Quality Department inspects production flows and product quality on a daily basis to ensure the safety and quality of food and beverages.

#### 會員服務與滿意度

集團秉持「以客戶為中心」的服務理念。北湖 九號制定了覆蓋球場運營與會員服務各個環 節的管理制度,為員工提供了詳細的工作流 程指引,以明確各項服務流程的工作標準;同 時,注重提升各部門協調配合能力,保障球場 內不同區域間會員服務的流暢連接,為會員 提供全方位的貼心與優質服務。

會員部負責統籌會員服務的日常管理與監督,每日早晚召開例會,及時總結發現的問題(如有)並提出整改要求,督促員工完善工作細節,提升服務品質。同時,與會員保持密切溝通,及時瞭解會員的服務體驗,熟悉會員的打球習慣,令會員感受到關懷與重視,從而有效保證會員滿意度。

集團執行嚴格餐飲質量控制標準,要求廚房環境乾淨整潔,所有食材必須保證新鮮、優質,廚房工作人員須持有健康證明且保持個人及環境衛生;出品部每日會對製作流程及出品品質進行檢查,確保餐飲的安全與質素。

## Case Study: Building an Interactive Platform with Members through "Member Day"

#### "Member Day" Themed Activities

In order to facilitate the presentation of and information exchange for golf culture, and to build a platform where its members can communicate and interact with each other, the Group holds a monthly "Member Day" event, inviting 20 to 30 members and their guests each time. "Member Day" offers activities in a wide range of forms, including matching competition among clubs and parent-child golf contests.

#### Official Launch of the TPGC CUP

During the period from 21 to 23 November 2017, opening race for the first TPGC CUP and Inter-club Challenge Trophy took place at Fuchun Golf Resort. 22 members from "Bayhood No.9 Club" formed a team to participate in the competition and won second place in the team tournament. TPGC CUP is organised by Fuchun Golf Resort, Beijing Bayhood No.9 Club, Shanghai Lan Hai International Golf Club and Shenzhen Genzon Golf Club jointly, with 4 golf competitions scheduled for March, June, September and November 2018 taking place in Shenzhen, Beijing, Shanghai and Hangzhou, respectively.

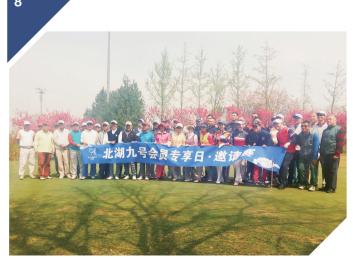
#### 案例:「會員專享日」一 搭建會員互動平 台

#### 「會員專享日」主題活動

為促進高爾夫文化展示與交流,搭建會員之間的交流及互動平台,集團每月舉辦一次「會員專享日」活動,每次召集20-30名會員及其嘉賓參與。「會員專享日」形式多樣,包括俱樂部間配對賽、親子高爾夫比賽等。

#### TPGC高爾夫聯賽正式啟幕

2017年11月21日-23日,首屆TPGC巔峰之戰暨中國頂級高爾夫俱樂部聯誼賽的揭幕賽在富春山居高爾夫度假村舉辦,北湖九號高爾夫俱樂部22名會員組成代表隊參賽,最終贏得團體亞軍。TPGC聯賽由富春山居高爾夫球會、北京北湖九號、上海攬海、深圳正中四家高爾夫俱樂部聯合舉辦,於2018年3月、6月、9月、11月,分別在深圳、北京、上海、杭州四地舉辦四場球賽活動。



8. Members who participated in the TPGC CUP TPGC聯賽參賽會員合影



9. Bayhood No.9 International Golf Club Team 北湖九號國際高爾夫俱樂部代表隊



We value the service experience of our clients; therefore, we employ a number of channels to collect customer reviews on our services. The Membership Department of "Bayhood No.9" strictly follows the guidance set forth in Procedures for Dealing with Customer Complaints; it receives and actively responds to customer opinions and demands, providing high-level customer service in the front office. Upon receiving complaints, it first comforts relevant customers, reports to the heads of concerning departments based on matters complained and their reasons, then notifies relevant functions to develop solutions together. In order to ensure customer satisfaction, the Membership Department stays in touch with customers and follows up on the progress in a timely manner when dealing with complaints. As for complaint matters, the Membership Department acts upon them with relevant departments in a timely manner, develops and implements remedy plans, introduces accountability mechanisms, with a view to preventing similar incidents.

我們重視客戶的服務體驗,通過多渠道收集客戶對於服務的評價。北湖九號會員員能不會戶服務的前線部門,嚴格遵照《客戶投訴。理流程》指引,接收並積極回應客戶的意見,首先安撫客戶情緒,首先安撫客戶情緒,首先安撫客門領導會人對於後,首先安撫部門,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,制定並落內,會員部與相關部門及時應對,則定並落內,以預防類似事件的發生。

#### Customer information and privacy protection

The Group respects the relationship with its customers, it therefore does its best to safeguard their privacy and safety.

The Group's Rules on Customer Privacy Protection set forth detailed requirements about the collection, storage, transmission of customer information. Having adopted a prudent approach for handling customer information, the Group sets stringent restrictions on the permissible scope for collecting customer information, clarifies access to information for all posts, and it enters into confidentiality agreements with employees at posts that deal with confidential information. In so doing, the Group aims to prevent any employee from selling, sharing or divulging personal information of its customers, so as to eliminate any harassment or criminal act resulting from the leakage of such information.

The Group arranges employees handling confidential information to receive themed training, it prepares a manual of guidance on dealing with third-party inquiries or requests for obtaining customer information. By raising employee alertness and improving their ability to deal with unexpected incidents, the Group has managed to effectively prevent the leakage of its customers' personal information.

#### 客戶信息及隱私保護

集團十分珍視與客戶的關係,竭盡所能保護 客戶的隱私與安全。

集團的《客戶隱私保護制度》對客戶信息的搜集、保存、傳遞等各類行為制定了詳細的要求。集團謹慎對待客戶信息,嚴格限制收集客戶信息的範圍,明確崗位的信息獲取權限,並與涉密崗位的員工均簽訂保密協議,防止任何員工出售,共享,或透露客戶個人信息,杜絕客戶個人信息洩露帶來的騷擾及犯罪事件。

集團對涉密崗位員工進行專項培訓,制定應對第三方詢問、要求獲取客戶信息的指引手冊,提高員工的警惕性及臨場應對能力,有效防止客戶個人信息洩露。

#### **Anti-corruption and Integrity Development**

The Group has always been committed to creating a fair, transparent corporate atmosphere. It has zero tolerance towards corruption, bribery and malpractice, and is extremely serious about cracking down on any corruption, so as to ensure good orders for its daily operational and managerial activities. The Group has established its Management Rules Against Malpractice and Code of Ethics, with a view to regulating ethical behaviours and professional conducts of all employees, and safeguarding the legitimate interests of its stakeholders, including shareholders, investors and customers.

In strict compliance with laws and regulations related to anti-corruption in jurisdictions where its operations are located, the Group is actively engaged in relevant promotional activities, standing firmly against various form of malpractices, such as abusing one's work responsibility for bribery, money laundering or misappropriation of public funds. The Group will impose serious punishment on employees found to have been engaged in any form of corruption or malpractice, who will be subject to economic and administrative sanctions in accordance with national and corporate rules; those breaking criminal laws will be sent to judicial authorities to be lawfully sentenced. The Group has also set up a number of channels, including email, for whistleblowing purposes. These channels are open to onymous or anonymous reports by employees and external parties. The Group was not involved in any litigation relating to corruption or malpractice during 2017.

#### 反貪腐與廉潔建設

集團一直致力於創造公平、透明的企業環境,對貪污、賄賂、舞弊等違法違規行為採取零容忍態度,堅決打擊腐敗行為,保障集團正常的經營管理活動秩序。集團制定了《反舞弊管理制度》及《道德守則》,規範全體員工的道德行為及職業操守,維護股東、投資者、客戶等權益人的合法權益。

集團嚴格遵守業務所在地與反貪污相關的法律法規,積極開展宣傳工作,堅決禁止利用職務之便收受賄賂、洗黑錢、挪用公款等舞弊行為。集團對任何涉及腐敗及舞弊行為的財政處置,按照國家及企業規定。 治予經濟及行政處罰:觸犯刑法的,將移送司法機關依法處置。集團亦設置電子郵箱等的 法機關依法處置。集團亦設置電子郵人員進行實名或者匿名舉報。2017年度,集團未發生任何貪污舞弊訴訟案件。

#### **COMMUNITY INVESTMENT**

As the Group highly values the development of local communities, it actively gives back to the society by supporting vulnerable groups, helping local resident find employment and participating in charity.

"Bayhood No.9" has long been caring for vulnerable groups living in communities where its operations are located. It continues to grant subsidies to local families living with handicapped persons and residents from Beihu Village who live on minimum social welfare support. In addition, "Bayhood No.9" has always made it a priority to provide job opportunities to local residents, help them find employment and improve life quality, thereby increasing their living standards.

In 2017, the 7th Loving Birdie Autumn Charity Friendly Match took place at "Bayhood No.9 Club" as scheduled. A charity fund founded in 2011 by golf enthusiasts, "Loving Birdie Foundation" mainly raises funds by organising charity golf competitions to help poverty-stricken children from the Bo'ai Orphanage at Xulun Hoh Banner, Inner Mongolia and Xirigaga Village at Horqin Right Middle Banner, Inner Mongolia. The Group plays an active role in promoting the "Loving Birdie Foundation" and its charity golf competitions to club members, encouraging them to make donations to those children living in poverty. In addition, the Group also gives full support to the charity cause by providing venues and service staff, as well as making multiple donations through the foundation. During 2017, a total of 160 people participated in the friendly match, which lasted for 30 hours.

Driven by a deep understanding about the social responsibilities of the media industry, the Group firmly believes that the media industry should cultivate positive views and values, promote sophisticated culture and knowledge, so as to reflect its objective thinking about society and humanity. We are committed to achieving a balance among the entertaining, social and artistic elements of our products, for delivering entertaining values is not our only goal, we also set out to promote positive culture and drive the society forward.

#### 社區投資

集團十分重視當地社區的發展,通過幫扶社 會弱勢群體、為當地居民解決就業、參與社會 慈善活動等方式,積極回饋社會。

集團北湖九號長期關注所在社區的弱勢群體,持續為當地殘疾家庭及北湖村居委低保戶發放補助,堅持優先向當地居民提供工作崗位,幫助解決就業與生活問題,提升當地居民的生活水平。

2017年,第七屆愛心小鳥金秋慈善聯誼賽在 北湖九號俱樂部如期舉行。「小鳥愛心基金」 是一家於2011年由高爾夫球愛好者創立立立 善基金,主要通過慈善為內蒙古正藍襲 事福利院和內蒙古科古正藍嘎村的 國兒童。集團向俱樂部會員積極宣傳「小鳥愛的 園時,集團亦大力支持該項慈善事 款。同時,集團亦大力支持該項慈善事 活動提供了場地與服務人員,並多次人參與, 歷時30小時。

集團深明媒體的社會責任,堅持媒體產品積極正面的輿論與價值導向,傳播先進文化與知識,體現媒體對於社會人文的理性思考。我們致力探索產品的娛樂性、社會性、藝術性的有效平衡,實現娛樂功能的同時,助力推動優質文化傳播與社會進步。



## Summarised data on environmental, social and governance performance in 2017

Environmental performance indicators in 2017

## 2017年度環境、社會及管治數據 匯總

2017年度環境績效指標

Environmental Performance Indicators 環境績效指標	Unit 單位	Usage/emission 使用/排放量
Sulphur oxides	kilogram	0.2
二氧化硫	千克 kilogram	4E1 70
Nitrogen oxides 氮氧化物	kilogram 千克	451.73
Particular matters	kilogram	0.75
顆粒物	千克	
Greenhouse gas emission (scope 1) 溫室氣體排放(範圍一)	tonne CO <sub>2</sub> e 噸二氧化碳當量	1,522.6
Greenhouse gas emission (scope 2) 溫室氣體排放(範圍二)	tonne CO <sub>2</sub> e 噸二氧化碳當量	3,170.06
血 至来 腹 排 放 ( 製 単 二 ) Total greenhouse gas emission (scope 1, 2)	哦 — 美化似 虽 里 tonne CO <sub>2</sub> e	4,692.66
溫室氣體總排放(範圍一、二)	噸二氧化碳當量	
Hazardous waste	tonne	6.56
有害廢棄物	噸	
Non-hazardous waste 無害廢棄物	tonne 噸	23.50
M 古版来初 Natural gas	cubic metre	551,862.75
天然氣	立方米	001,002.70
Fuel	litre	99,936.72
汽油	升	
Diesel	litre	56,900
柴油 Electricity consumption	升 kilowatt hour	3,046,429.42
用電量	千瓦時	0,010,120.12
Direct energy consumption	gigajoule	24,774.60
直接能耗量	吉焦	
Indirect energy consumption	gigajoule	10,967.15
間接能耗量 Total energy consumption	吉焦 gigajoule	35,741.75
總能耗量	吉焦	55,741.75
Energy intensity	gigajoule/HK\$'000 of revenue	0.25
能耗強度	吉焦/千港元收入	

Environmental Performance Indicators 環境績效指標	Unit 單位	Usage/emission 使用/排放量
Water use	cubic metre	29,342.05
用水量	立方米	
Water use (grey water)	cubic metre	127,783.53
用水量(中水)	立方米	
Total water use	cubic metre	157,125.58
總用水量	立方米	
Water intensity	cubic metre/HK\$'000 of revenue	1.11
用水強度	立方米/千港元收入	
Packaging materials	tonne	0.53
包裝材料	噸	

#### Notes to environmental data:

- (1) The environmental data covers the period from 1 January 2017 to 31 December 2017. Relevant data is collected from the Group's office in Hong Kong, the golf course of "Bayhood No.9" in Beijing and its office areas.
- (2) Emissions are from natural gas and the fuel consumption of company vehicles. Emission factors are determined with reference to Reporting Guidance on Environmental KPIs from the Stock Exchange, and Factors & Material Measuring Methods Applicable to Industries Not Included in the Pollutant Discharge Permit Management System in 2017 issued by General Office under the Ministry of Ecology and Environment of the People's Republic of China.
- (3) Greenhouse gas emission (scope 1) is mainly from fuel and natural gas consumption, while greenhouse gas emission (scope 2) is resulted from electricity consumption. Emission factors of greenhouse gas for electricity purchased within mainland China are determined under 2015 Emission Factors for Purchased Electricity within mainland China from the National Development and Reform Commission, while those for purchased electricity in Hong Kong are determined under Reporting Guidance on Environmental KPIs from the Stock Exchange.
- (4) Consumption factors are determined under the General Principles for Calculation of Total Production Energy Consumption (GB2589-2008T) issued by the Standardization Administration of the People's Republic of China.

#### 環境數據説明:

- (1) 環境數據的時間跨度為2017年1月1日至2017 年12月31日:數據收集範圍覆蓋集團位於香港的辦公室、位於北京的北湖九號高爾夫球場以及辦公區域。
- (2) 排放物源於天然氣及公務車輛的燃油消耗。 排放係數參考聯交所《環境關鍵績效指標彙報 指引》,中華人民共和國環境保護部辦公廳頒 佈的《2017未納入排汙許可管理行業適用的係 數、物料衡算方法》。
- (3) 溫室氣體排放(範圍一)主要來自燃油與天然氣消耗,溫室氣體排放(範圍二)產生於用電量。國內電網的溫室氣體排放因子參考國家發改委《2015中國區域電網基準線排放因子》,香港電網排放因子參考聯交所《環境關鍵績效指標彙報指引》。
- (4) 能耗係數參考中華人民共和國標準化管理委員會頒佈的《GB2589-2008T綜合能耗計算通則》。

Social performance indicators in 2017

#### 2017年度社會績效指標

Employee-related Data in 2017 2017年員工數據		Number of Employees 員工人數(人)	% 佔比(%)
Total number of employees 員工總人數		394	
By gender 按性別	Male 男	175	44%
	Female 女	219	56%
By age 按年齡	30 and below 30及以下	189	48%
	31–50 31–50	150	38%
	51 and above 51 及以上	55	14%
By level 按職級	Senior management 高級管理層	4	1%
	Middle management 中級管理層	23	6%
	General staff 普通員工	367	93%
By employment type 按僱傭類型	Full Time 全職	353	90%
	Internship 實習生	41	10%
By region 按地區	Mainland China 中國內地	382	97%
	Hong Kong 香港	9	2%
	Others 其他地區	3	1%

Employee Train 員工培訓數據	ing Data	Number of Trainees 參訓人數	% of Total Number of Employees at Year End 佔年末總人數比例	Total Training Hours 培訓總時數	Average Training Hours 平均培訓時數
By gender 按性別	Male 男 Female	172 218	98%	7197.5 7201.5	41.85 33.03
By level	女 Senior management	3	75%	39.5	13.17
按職級	高級管理層 Middle management 中級管理層	22	96%	467	21.23
	General staff 普通員工	365	99%	13892.5	38.06

Number of Employees Leaving 流失員工人數		Number of Employees Leaving 流失員工人數(人)	% 佔比(%)
By gender 按性別	Male 男	51	43%
1×1+1/1	Female 女	69	58%
By age 按年齡	30 and below 30及以下	60	50%
1.5、 丁 闽(	31–50 31–50	44	37%
	51 and above 51及以上	16	13%
By region 按地區	Mainland China 中國內地	120	100%
	Hong Kong 香港	0	0%
	Others 其他地區	0	0%

Occupational Health & Safety Data 職業健康與安全數據	Unit 數據單位	Total 總計
Number of work-related death	Head	0
因工作關係死亡人數	人	
Days lost due to workplace injury	Day	0
因工傷損失工作日數	天	
Training hours on health & safety	Hour	15
健康安全培訓時數	小時	
Number of fire drills	Time	7
消防演習次數	次	

Supplier Region 供應商所在地區	Number of Suppliers 供應商數量	% of Total Number 佔總數量比例
Total number of suppliers	39	
供應商總數		
Mainland China	26	67%
中國內地		
Hong Kong	13	33%
香港		

## H.BROTHERS ENTERTAINMENT 華誼騰訊娛樂



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