

# SUSTAINABILITY DATA STATEMENTS

This section provides statistical information on the Group's sustainability performance. To facilitate stakeholders in understanding and benchmarking our corporate responsibility performance, our reporting follows Global Reporting Initiative's (GRI) disclosure framework, which is an internationally recognised set of indicators for economic, environmental and social aspects of business performance.

## Sustainability Performance Highlights<sup>1</sup>

			2013	2012	2011	2010	2009	2006-08 baseline
Economic	Revenue	HK\$m	5,554	5,234	5,058	4,731	4,233	–
	Operating costs	HK\$m	2,164	2,051	1,986	1,847	1,698	–
	Employee wage and benefits	HK\$m	1,951	1,842	1,728	1,639	1,512	–
	Capital expenditure	HK\$m	3,208	985	335	261	281	–
	Payments to providers of capital	HK\$m	372	227	195	171	192	–
	Tax payments to governments <sup>2</sup>	HK\$m	362	437	422	376	396	–
	Total floor area	'000 m <sup>2</sup>	588	588	588	588	518	518
	Total number of guest nights	'000	1,211	1,110	1,090	1,082	870	1,089
People	Headcount		8,216	8,006	7,759	7,730	7,415	–
	Turnover	%	20.3%	19.2%	19.5%	19.4%	11.7%	–
	Headcount by Gender							
	Female	% Female	41%	41%	41%	40%	41%	–
	Average training spend <sup>3</sup>	HK\$	2,602	2,645	–	–	–	–
Health and Safety	Training							
	Health and safety training	'000 hours	19	17	11	–	–	–
	Safety							
	Injury rate <sup>4</sup>	reported incidents per 200,000 hours	7.2	7.6	9.5	–	–	–
	Lost day rate <sup>4</sup>	reported days per 200,000 hours	77.1	52.5	55.4	–	–	–
Environment	Absentee rate	reported days/total days worked	1.8%	–	–	–	–	–
	Greenhouse gas emissions <sup>5</sup>	'000 tCO <sub>2</sub> e	112	117	119	128	107	104
	Group carbon intensity	kg CO <sub>2</sub> e per m <sup>2</sup>	190	199	202	218	207	201
	Total energy use <sup>5</sup>	'000 GJ	847	853	871	889	808	873
	Energy intensity	MJ per m <sup>2</sup>	1,440	1,449	1,480	1,510	1,512	1,684
	Energy saved through reduction initiatives <sup>5</sup>	GJ	10,383	35,711	44,750	3,540	–	–
	Direct water consumption	'000 m <sup>3</sup>	1,853	1,804	1,820	1,854	1,539	1,921
	Water intensity							
	Hotels Division	litres per guest night	1,187	1,280	1,320	1,367	1,363	1,411
	Commercial Properties, Clubs & Services Division	litres per m <sup>2</sup>	2,012	1,888	1,988	1,773	1,557	1,712
	Water recycled	'000 m <sup>3</sup>	126	122	95	142	129	–
Community	Waste generated <sup>6</sup>	tonnes	6,059	6,270	4,712	–	–	–
	Waste recycled <sup>6</sup>	tonnes	2,719	2,350	685	–	–	–
	Monetary Donations							
	Company donations <sup>7</sup>	HK\$ '000	7,812	1,537	4,163	617	1,689	–
	Employee/Outreach donations	HK\$ '000	1,088	1,306	290	642	97	–
	Community Outreach							
	Service hours	hours	7,350	7,332	6,192	3,788	2,084	–
	Employee volunteers		835	591	942	2,420	1,004	–
Community	Internships & Retraining scheme							
	Training hours	'000 hours	404	392	540	305	87	–
	Participants		1,130	1,069	1,210	693	393	–

- Please refer to Reporting Scope on page 57 for the scope of businesses covered in the reporting of employee, health and safety, community and environmental performance.
- Inclusive of corporate income tax, property and real estate tax, and payroll tax.
- Average training spend is based on total annual training spend per full-time equivalent.
- Injuries recorded include from minor first aid incidents to more severe incidents that required hospitalisation. There was no incident of occupational disease recorded in 2013. Lost days rose in 2013 despite injury rates falling due to the rise in long-term injuries resulting in more lost days per injury. 2011 and 2012 injury and lost day data did not include Quail Lodge & Golf Club.
- 44,750 GJ represented energy saved over 2010 and 2011. Energy saved was calculated based on vendor estimates and assumptions according to expected efficiency gains.
- Group waste diversion rate in 2013 was 44.9%. Since 2012, the reporting scope of waste management data expanded to cover 6 more operations so as to align with the scope of other environmental areas.
- Donations reported have not included HSH's yearly contribution to the Hong Kong Heritage Project which is an archive project for preserving valuable historical records of the Kadoorie family and its businesses.
- The comparative information has been restated to confirm with the current year's presentation.

## Workforce Profile and Safety Performance

		2013			2012		
		Hotels <sup>1</sup>	Commercial Properties, Clubs & Services <sup>2</sup>	Total	Hotels <sup>1</sup>	Commercial Properties, Clubs & Services	Total
Workforce Demographics	Total Headcount <sup>3</sup>	6,202	2,014	8,216	6,158	1,848	8,006
	by Employment Types						
	Full-time	5,877	1,634	7,511	5,612	1,557	7,169
	Part-time & Casual	325	380	705	546	291	837
	by Type of Contracts						
	Permanent or At Will contract <sup>4</sup>	6,151	1,760	7,911	6,018	1,649	7,667
	Fixed term or temporary contracts	51	254	305	140	199	339
	by Geographical Locations						
	Asia	4,724	1,832	6,556	4,703	1,693	6,396
	Non-Asia <sup>5</sup>	1,478	182	1,660	1,455	155	1,610
	by Gender						
	Male	58.5%	58.5%	58.5%	58.3%	61.3%	59.0%
	Female	41.5%	41.5%	41.5%	41.7%	38.7%	41.0%
	by Management Role						
	Management	6.0%	5.1%	5.8%	7.5%	5.6%	7.1%
	Non-management	94.0%	94.9%	94.2%	92.5%	94.4%	92.9%
	Management Hired from Local Community (%)	69.2%	89.2%	73.5%	59.5%	78.1%	62.9%
	Employees Receiving Regular Performance Reviews (%) <sup>6</sup>	93.3%	98.3%	94.4%	89.2%	96.9%	90.8%
	Employees under Collective Bargaining	13.9%	10.0%	12.9%	13.9%	9.6%	12.9%
Turnover	Total Turnover Rate <sup>7</sup>	18.3%	26.0%	20.3%	18.3%	21.1%	19.2%
	by Geographical Locations						
	Asia	19.3%	24.9%	20.8%	20.3%	21.6%	20.6%
	Non-Asia	15.2%	43.8%	17.2%	11.7%	11.5%	11.7%
	by Gender						
	Male	16.9%	25.2%	18.9%	18.5%	18.9%	18.6%
	Female	19.7%	29.3%	21.7%	17.8%	28.0%	19.9%
	by Age Group						
	Under 30 years old	28.7%	44.0%	31.1%	35.6%	41.8%	36.6%
	30 to 50 years old	14.8%	23.1%	16.6%	11.3%	18.8%	12.9%
	Over 50 years old	9.7%	21.7%	13.9%	7.8%	15.4%	10.5%
New Hires	by Geographical Locations						
	Asia	1,008	435	1,443	1,026	343	1,369
	Non-Asia	237	85	322	230	117	347
	by Gender						
	Male	658	272	930	703	258	961
	Female	587	248	835	553	202	755
	by Age Group						
	Under 30 years old	692	193	885	835	174	1,009
	30 to 50 years old	490	239	729	397	200	597
	Over 50 years old	63	88	151	24	86	110
Parental Leave	Entitled to Parental Leave						
	Male	2,483	573	3,056	2,014	336	2,350
	Female	2,194	636	2,830	2,125	552	2,677
	Took Parental Leave						
	Male	52	6	58	61	10	71
	Female	83	7	90	110	13	123
	Returned to Work After Taking Parental Leave						
	Male	100%	100%	100%	100%	100%	100%
	Female	69%	86%	70%	87%	91%	88%
	Returned and Still Employed After 12 Months						
	Male	89%	100%	91%	98%	86%	97%
	Female	78%	88%	79%	95%	89%	95%
Training	Average training spend <sup>8</sup>	HK\$3,222	HK\$690	HK\$2,602	HK\$2,974	HK\$1,197	HK\$2,645
	Health and Safety Training (hours)	12,425	6,957	19,382	11,317	5,732	17,049
Health & Safety <sup>10</sup>	Total Injury Rate <sup>9</sup>	7.7	5.4	7.2	8.6	4.6	7.6
	Asia	5.1	4.4	5.0	6.3	4.6	5.8
	Non-Asia	18.3	25.0	18.7	17.6	n.a.	17.6
	Total Lost Day Rate <sup>9</sup>	67.5	116.1	77.1	41.4	85.7	52.5
	Asia	54.3	120.6	69.2	28.3	85.7	45.3
	Non-Asia	122.8	27.8	117.3	93.0	n.a.	93.0
	Total Absentee Rate	1.8%	1.9%	1.8%			
	Asia	1.8%	1.9%	1.8%			
	Non-Asia	1.8%	1.2%	1.7%			

1. Data reported under the hotels division covers the Group's hotel operations and head office operations in Hong Kong, Beijing, Bangkok, Shanghai and the US.
2. Data reported covers the Group's commercial properties as well as all other clubs and services operations.
3. Headcount data cover the entire workforce including full-time and part-time employees working on permanent, fixed term and at will contracts, and non-contracted employees, but do not include daily contingent casual labour.
4. All employees are employed "at will" at U.S. hotels, which means an employee may resign or be terminated from employment at any time for any or no reason, with or without notice. By 2011, they were grouped as part of fixed term employment, but they are now incorporated into the permanent employment.
5. Non-Asia operations include the Group's operations in the US and in Paris, France.

2011			2010			2009		
Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total
6,039	1,720	7,759	6,064	1,666	7,730	5,827	1,588	7,415
5,475	1,547	7,022	5,444	1,511	6,955	5,334	1,499	6,833
564	173	737	620	155	775	493	89	582
3,062	1,453	4,515	3,043	1,429	4,472	2,956	1,389	4,345
2,752	210	2,962	3,026	221	3,247	2,691	173	2,864
4,575	1,543	6,118	4,633	1,493	6,126	4,481	1,451	5,932
1,464	177	1,641	1,431	173	1,604	1,346	137	1,483
58.4%	62.7%	59.4%	58.7%	63.6%	59.8%	58.4%	62.7%	59.4%
41.6%	37.3%	40.6%	41.3%	36.4%	40.2%	41.6%	37.3%	40.6%
7.4%	6.1%	7.1%	6.4%	6.1%	6.4%	11.03%	9%	10.5%
92.6%	93.9%	92.9%	93.6%	93.9%	93.6%	88.97%	89%	89.4%
52.8%	83.3%	60.5%	50.8%	75.0%	55.6%	44.7%	80.0%	51.1%
99.8%	90.5%	97.8%	99.7%	99.9%	99.8%			
13.0%	12.5%	12.9%	12.0%	12.4%	12.1%	10.9%	9.9%	10.7%
17.6%	26.1%	19.5%	18.1%	24.0%	19.4%	13.0%	11.0%	11.7%
18.73%	24.69%	20.3%	19.8%	20.4%	20.0%	11.3%	10.7%	11.0%
13.86%	50.59%	16.1%	12.6%	81.3%	17.2%	14.9%	75.0%	15.8%
10.14%	13.77%	10.9%	17.6%	23.8%	19.0%	n/a	n/a	n/a
7.45%	12.35%	8.5%	18.9%	24.5%	20.0%	n/a	n/a	n/a
10.10%	8.53%	9.76%	10.2%	8.7%	9.9%	n/a	n/a	n/a
6.59%	13.77%	8.17%	6.6%	10.4%	7.4%	n/a	n/a	n/a
0.89%	3.81%	1.54%	1.3%	1.4%	2.1%	n/a	n/a	n/a
9,704	1,443	11,147						
11.0	4.3	9.5						
9.1	4.3	7.8						
18.1	n.a.	18.1						
49.9	74.5	55.4						
36.6	74.5	46.8						
100.9	n.a.	100.9						

6. Data reflects the percentage of full-time employees receiving performance reviews. If total workforce, including part-time and casual employees, is accounted for, the percentage of workforce receiving performance review will be 86.3%, with 87.8% of all male and 84.3% of all female employees.
7. Based on GRI's disclosure requirement, the turnover rate refers to full-time employees only. 2009 Turnover calculation methodology differs from subsequent data, as actual total figures were not available.
8. Average training spend is based on total annual training spend per full-time equivalent.
9. Injuries recorded include from minor first aid incidents to more severe incidents that required hospitalisation. There was no incident of occupational disease recorded in 2013. Lost days rose in 2013 despite injury rates falling due to the rise in long-term injuries resulting in more lost days per injury. 2011 and 2012 injury and lost day data had not included Quail Lodge & Golf Club.
10. Data do not include Peninsula Merchandising Limited, Butterfield's, Hong Kong Club, and Hong Kong Bankers Club. These data will be included in 2014.

## Environmental and Community Performance

			2013			2012		
			Hotels	Commercial Properties, Clubs & Services <sup>1</sup>	Total	Hotels	Commercial Properties, Clubs & Services <sup>1</sup>	Total
Environment	Greenhouse gas emissions <sup>2, 8</sup>	'000 tCO <sub>2</sub> e	92	20	112	97	20	117
	Scope 1 emission	'000 tCO <sub>2</sub> e	15	7	22	18	6	25
	Scope 2 emission	'000 tCO <sub>2</sub> e	77	13	90	79	14	93
	Carbon intensity	kg CO <sub>2</sub> e per m <sup>2</sup>	207	139	190	217	142	199
	Total energy use <sup>3, 8</sup>	'000 GJ	694	153	847	712	141	853
	Direct energy use	'000 GJ	197	83	280	212	73	284
	Indirect energy use	'000 GJ	497	70	567	500	69	568
	Energy intensity	MJ per m <sup>2</sup>	1,551	1,087	1,440	1,590	1,000	1,449
	Direct water consumption <sup>4</sup>	'000 m <sup>3</sup>	1,437	416	1,853	1,420	384	1,804
	Water intensity (Hotels Division)	litres per guest night	1,187	–	–	1,280	–	–
	Water intensity <sup>5</sup> (Commercial Properties, Clubs & Services Division)	litres per m <sup>2</sup>	–	2,012	–	–	1,888	–
	Water recycled	'000 m <sup>3</sup>	121	6	126	122	–	122
	Waste generated <sup>6</sup>	tonnes	5,520	539	6,059	5,888	382	6,270
	Waste recycled <sup>6</sup>	tonnes	2,565	154	2,719	2,279	70	2,350
	Emission of ozone depleters	kg CFC-11e	50.0	18.4	68.3	55.5	15.5	71.0
Community	Monetary donations	HK\$ '000	8,659	241	8,900	2,514	329	2,843
	Company donations <sup>7</sup>	HK\$ '000	7,725	87	7,812	1,493	44	1,537
	Donations by employees and customers	HK\$ '000	934	155	1,088	1,021	285	1,306
	Community outreach							
	Service hours	hours	6,421	929	7,350	6,248	1,084	7,332
	Employee volunteers		750	85	835	508	83	591
	Internship and retraining scheme							
	Training hours	'000 hours	387	17	404	382	10	392
	Number of participants		637	493	1,130	504	565	1,069

1. Inclusive of The Repulse Bay Complex, The Peak Tower, St. John's Building, The Landmark, Thai Country Club, Quail Lodge Golf Club, and Tai Pan Laundry.
2. Carbon emission generated from Hong Kong Towngas includes both scope 1 (combustion) and scope 2 (generation and transportation) as required under Hong Kong Carbon Accounting guidelines. For other countries the extraction, generation and transportation process are considered as scope 3 under GHG Protocol and other international standards, and are therefore excluded.
3. The energy use generated from renewable sources is not significant. None of our properties produce renewable energy on-site; renewable energy is limited to the fuel mix used for electricity and steam generation in each location of operation.
4. All water consumed is obtained from municipal sources; none is withdrawn or captured directly.

2011			2010			2009			2006-2008		
Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total
96	22	119	105	23	128	85	22	107	83	21	104
16	6	22	18	6	24	14	6	20	12	5	16
81	16	97	88	17	104	71	16	87	71	16	87
216	159	202	235	164	218	225	157	207	220	147	201
726	144	871	746	142	889	662	146	808	720	153	873
217	69	285	222	61	283	189	67	256	217	69	287
510	76	585	524	81	605	473	79	552	502	84	586
1,623	1,023	1,480	1,668	1,010	1,510	1,684	1,047	1,512	1,899	1,097	1,684
1,438	382	1,820	1,479	375	1,854	1,186	354	1,539	1,537	385	1,921
1,320	–	–	1,367	–	–	1,363	–	–	1,411	–	–
–	1,988	–	–	1,773	–	–	1,557	–	–	1,712	–
95	–	95	142	–	142	129	–	129	–	–	–
4,597	115	4,712	–	–	–	–	–	–	–	–	–
681	4	685	–	–	–	–	–	–	–	–	–
68.3	23.7	92.0	115.9	30.1	145.9	151.8	15.6	167.4	–	–	–
4,355	98	4,453	1,004	255	1,259	1,635	151	1,786			
4,065	98	4,163	389	228	617	1,538	151	1,689			
290	0	290	615	27	642	97	0	97			
6,192	0	6,192	3,608	180	3,788	1,548	536	2,084			
942	0	942	2,307	113	2,420	937	67	1,004			
540	0	540	290	15	305	85	2	87			
1,210	0	1,210	679	14	693	389	4	393			

- Water intensity of Tai Pan Laundry (16.05 litres per kilogram washed in 2013, up from 15.90 in 2012) is excluded as its intensity is measured on different metrics from that of properties and clubs.
- Group waste diversion rate in 2013 was 44.9%. Since 2012, the reporting scope of waste management data expanded to cover 6 more operations so as to align with the scope of other environmental areas.
- Donations reported have not included HSH's yearly contribution to the Hong Kong Heritage Project which is an archive project for preserving valuable historical records of the Kadoorie family and its businesses.
- The comparative information has been restated to conform with the current year's presentation.