

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.

PERFORMANCE HIGHLIGHTS ⁽¹⁾

			2014	2013	2012	2011	2010	2009	2006-08 baseline
ECONOMIC	Revenue (incl. interest income)	HK\$m	5,903	5,554	5,234	5,058	4,731	4,233	–
	Operating costs	HK\$m	2,168	2,164	2,051	1,986	1,847	1,698	–
	Employee wage and benefits	HK\$m	2,052	1,951	1,842	1,728	1,639	1,512	–
	Capital expenditure	HK\$m	354	3,183	985	335	261	281	–
	Payments to providers of capital	HK\$m	211	372	227	195	171	192	–
	Tax payments to governments ⁽²⁾	HK\$m	458	362	437	422	376	396	–
	Total floor area	'000 m ²	651	588	588	588	588	518	518
	Total number of guest nights	'000	1,277	1,211	1,122	1,090	1,082	870	1,089
PEOPLE	Headcount		8,728	8,216	8,006	7,759	7,730	7,415	–
	Turnover	%	19.9%	20.3%	19.2%	19.5%	19.4%	11.7%	–
	Headcount by Gender	% of Female	42%	41%	41%	41%	40%	41%	–
	Average training spend ⁽³⁾	HK\$	2,322	2,602	2,645	–	–	–	–
HEALTH AND SAFETY	Training								
	Health and safety training	'000 hours	16	19	17	11	–	–	–
	Safety								
	Injury rate ⁽⁴⁾	reported incidents per 200,000 hours	7.4	7.2	7.6	9.5	–	–	–
	Lost day rate ⁽⁴⁾	reported days per 200,000 hours	75.6	77.1	52.5	55.4	–	–	–
ENVIRONMENT	Absentee rate	reported days/total days worked	1.9%	1.8%	–	–	–	–	–
	Greenhouse gas emissions ⁽⁵⁾	'000 tCO ₂ e	116	112	115	118	126	108	120
	Group carbon intensity	kg CO ₂ e per m ²	181	190	196	201	214	208	231
	Total energy use ⁽⁶⁾	'000 GJ	870	842	842	865	894	784	860
	Energy intensity	MJ per m ²	1,394	1,431	1,430	1,471	1,520	1,512	1,659
	Energy saved through reduction initiatives	GJ	6,517	10,383	35,711	44,750 ⁽⁶⁾	–	3,540	–
	Direct water consumption	'000 m ³	1,879	1,846	1,795	1,813	1,831	1,558	1,921
	Water intensity								
	Hotels Division	litres per guest night	1,132	1,181	1,257	1,313	1,346	1,389	1,375
	Commercial Properties, Clubs & Services Division	litres per m ²	1,765	2,012	1,888	1,988	1,773	1,557	1,712
	Water recycled	'000 m ³	124	126	122	93	142	129	–
COMMUNITY	Waste generated ⁽⁷⁾	tonnes	7,501	6,926	6,807	–	–	–	–
	Waste recycled ⁽⁷⁾	tonnes	3,338	2,719	2,350	–	–	–	–
	Monetary Donations ⁽⁸⁾	HK\$ '000	4,197	8,900	2,843	4,453	1,259	1,786	–
	Community Outreach								
	Service hours	hours	11,667	7,350	7,332	6,192	3,788	2,084	–
	Employee volunteers		949	835	591	942	2,420	1,004	–
	Internships & Retraining scheme								
	Training hours	'000 hours	296	404	392	540	305	87	–
	Participants		614	1,130	1,069	1,210	693	393	–

(1) 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.

(2) Inclusive of corporate income tax, property and real estate tax, payroll tax and other corporate taxes.

(3) Average training spend is based on total annual training spend per full-time equivalent.

(4) Injuries recorded include from minor first aid incidents to more severe incidents that required hospitalisation. There was no incident of occupational disease recorded in 2014. Lost days drop in 2014 despite injury rates increase due to the rise in minor injury with no or shorter lost day. 2011 and 2012 injury and lost day data did not include Quail Lodge & Golf Club.

(5) The comparative information has been restated to conform with the current year's presentation. Changes were less than 1% difference from information previously disclosed. The greenhouse gas emissions baseline has been adjusted by 7% to more accurately report the average emissions in the baseline period. (GRI G4 Material Disclosure: G4-22)

(6) 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.

(7) Group waste diversion rate in 2014 was 44.5%. To conform with current year's reporting scope, total waste figures for 2013 and 2012 were restated to include dry waste disposed to landfill by The Peak Tower and St. John's Building, which resulted in 5% increase in the information previously disclosed. (GRI G4 Material Disclosure: G4-22)

(8) 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.

WORKFORCE PROFILE AND SAFETY PERFORMANCE

		2014 Commercial Properties, Clubs & Services			2013 Commercial Properties, Clubs & Services		
		Hotels ⁽¹⁾	Services ⁽²⁾	Total	Hotels	Services	Total
WORKFORCE DEMOGRAPHICS	Total Headcount ⁽³⁾	6,668	2,060	8,728	6,202	2,014	8,216
	by Employment Types						
	Full-time	6,300	1,632	7,932	5,877	1,634	7,511
	Part-time & Casual	368	428	796	325	380	705
	by Type of Contracts						
	Permanent or At Will contract ⁽⁴⁾	6,570	1,702	8,272	6,151	1,760	7,911
	Fixed term or temporary contracts	98	358	456	51	254	305
	by Geographical Locations						
	Asia	4,573	1,863	6,436	4,724	1,832	6,556
	Non-Asia ⁽⁵⁾	2,095	197	2,292	1,478	182	1,660
	by Gender						
	Male	58.3%	55.9%	57.7%	58.5%	58.5%	58.5%
	Female	41.7%	44.1%	42.3%	41.5%	41.5%	41.5%
TURNOVER	by Management Role						
	Management	6.1%	5.0%	5.8%	6.0%	5.1%	5.8%
	Non-management	93.9%	95.0%	94.2%	94.0%	94.9%	94.2%
	Management Hired from Local Community (%)	69.8%	86.3%	73.1%	69.2%	89.2%	73.5%
	Employees Receiving Regular Performance Reviews (%)⁽⁶⁾	91.3%	83.9%	89.8%	93.3%	98.3%	94.4%
	Employees under Collective Bargaining	21.2%	10.3%	18.6%	13.9%	10.0%	12.9%
	Total Turnover Rate ⁽⁷⁾	18.0%	27.5%	19.9%	18.3%	26.0%	20.3%
	by Geographical Locations						
	Asia	18.5%	28.0%	20.9%	19.3%	24.9%	20.8%
	Non-Asia	16.8%	21.5%	17.1%	15.2%	43.8%	17.2%
	by Gender						
	Male	16.9%	27.8%	19.2%	16.9%	25.2%	18.9%
	Female	19.4%	27.1%	21.0%	19.7%	29.3%	21.7%
NEW HIRES	by Age Group						
	Under 30 years old	31.8%	44.8%	33.7%	28.7%	44.0%	31.1%
	30 to 50 years old	13.7%	23.8%	15.7%	14.8%	23.1%	16.6%
	Over 50 years old	8.4%	22.6%	12.8%	9.7%	21.7%	13.9%
	Total New Hires	1,629	498	2,127	1,245	520	1,765
	by Geographical Locations						
	Asia	705	443	1,148	1,008	435	1,443
	Non-Asia	924	55	979	237	85	322
	by Gender						
	Male	946	243	1,189	658	272	930
	Female	683	255	938	587	248	835
	by Age Group						
	Under 30 years old	914	206	1,120	692	193	885
	30 to 50 years old	642	186	828	490	239	729
	Over 50 years old	73	106	179	63	88	151
PARENTAL LEAVE	Entitled to Parental Leave						
	Male	2,798	760	3,558	2,483	573	3,056
	Female	2,360	706	3,066	2,194	636	2,830
	Took Parental Leave						
	Male	67	18	85	52	6	58
	Female	100	13	113	83	7	90
	Returned to Work After Taking Parental Leave						
	Male	100%	100%	100%	100%	100%	100%
	Female	59%	70%	60%	69%	86%	70%
	Returned and Still Employed After 12 Months						
	Male	92%	100%	93%	89%	100%	91%
	Female	80%	60%	79%	78%	88%	79%
TRAINING	Average training spend ⁽⁸⁾	HK\$2,662	HK\$1,042	HK\$2,322	HK\$3,222	HK\$690	HK\$2,602
	Employee training ('000 hours) ⁽⁹⁾	90	15	105	—	—	—
	Health and Safety Training ('000 hours)	9	7	16	12	7	19
HEALTH & SAFETY	Total Injury Rate ⁽¹⁰⁾	8.2	4.8	7.4	7.7	5.4	7.2
	by Geographical Locations						
	Asia	5.0	3.9	4.7	5.1	4.4	5.0
	Non-Asia	19.0	19.9	19.1	18.3	25.0	18.7
	by Gender						
	Male	7.7	4.8	6.8	—	—	—
	Female	9.3	5.8	8.1	—	—	—
	Total Lost Day Rate ⁽¹⁰⁾	64.2	109.4	75.6	67.5	116.1	77.1
	by Geographical Locations						
	Asia	49.6	113.8	68.3	54.3	120.6	69.2
	Non-Asia	113.4	39.1	107.4	122.8	27.8	117.3
	by Gender						
	Male	45.5	85.7	55.7	—	—	—
	Female	91.8	145.9	105.1	—	—	—
	Total Absentee Rate	1.9%	2.1%	1.9%	1.8%	1.9%	1.8%
	by Geographical Locations						
	Asia	1.9%	1.9%	1.9%	1.8%	1.9%	1.8%
	Non-Asia	1.8%	5.1%	2.1%	1.8%	1.2%	1.7%
	by Gender						
	Male	1.5%	1.8%	1.6%	—	—	—
	Female	2.4%	2.7%	2.4%	—	—	—

(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 US 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 France.

2012 Commercial Properties, Clubs & Services			2011 Commercial Properties, Clubs & Services			2010 Commercial Properties, Clubs & Services			2009 Commercial Properties, Clubs & Services		
Hotels	Hotels	Total	Hotels	Hotels	Total	Hotels	Hotels	Total	Hotels	Hotels	Total
6,158	1,848	8,006	6,039	1,720	7,759	6,064	1,666	7,730	5,827	1,588	7,415
5,612	1,557	7,169	5,475	1,547	7,022	5,444	1,511	6,955	5,334	1,499	6,833
546	291	837	564	173	737	620	155	775	493	89	582
6,018	1,649	7,667	3,062	1,453	4,515	3,043	1,429	4,472	2,956	1,389	4,345
140	199	339	2,752	210	2,962	3,026	221	3,247	2,691	173	2,864
4,703	1,693	6,396	4,575	1,543	6,118	4,633	1,493	6,126	4,481	1,451	5,932
1,455	155	1,610	1,464	177	1,641	1,431	173	1,604	1,346	137	1,483
58.3%	61.3%	59.0%	58.4%	62.7%	59.4%	58.7%	63.6%	59.8%	58.4%	62.7%	59.4%
41.7%	38.7%	41.0%	41.6%	37.3%	40.6%	41.3%	36.4%	40.2%	41.6%	37.3%	40.6%
7.5%	5.6%	7.1%	7.4%	6.1%	7.1%	6.4%	6.1%	6.4%	11.03%	9%	10.5%
92.5%	94.4%	92.9%	92.6%	93.9%	92.9%	93.6%	93.9%	93.6%	88.97%	89%	89.4%
59.5%	78.1%	62.9%	52.8%	83.3%	60.5%	50.8%	75.0%	55.6%	44.7%	80.0%	51.1%
89.2%	96.9%	90.8%	99.8%	90.5%	97.8%	99.7%	99.9%	99.8%	—	—	—
13.9%	9.6%	12.9%	13.0%	12.5%	12.9%	12.0%	12.4%	12.1%	10.9%	9.9%	10.7%
18.3%	21.1%	19.2%	17.6%	26.1%	19.5%	18.1%	24.0%	19.4%	13.0%	11.0%	11.7%
20.3%	21.6%	20.6%	18.73%	24.69%	20.3%	19.8%	20.4%	20.0%	11.3%	10.7%	11.0%
11.7%	11.5%	11.7%	13.86%	50.59%	16.1%	12.6%	81.3%	17.2%	14.9%	75.0%	15.8%
18.5%	18.9%	18.6%	10.14%	13.77%	10.9%	17.6%	23.8%	19.0%			
17.8%	28.0%	19.9%	7.45%	12.35%	8.5%	18.9%	24.5%	20.0%			
35.6%	41.8%	36.6%	10.10%	8.53%	9.76%	10.2%	8.7%	9.9%			
11.3%	18.8%	12.9%	6.59%	13.77%	8.17%	6.6%	10.4%	7.4%			
7.8%	15.4%	10.5%	0.89%	3.81%	1.54%	1.3%	1.4%	2.1%			
1,256	460	1,716									
1,026	343	1,369									
230	117	347									
703	258	961									
553	202	755									
835	174	1,009									
397	200	597									
24	86	110									
2,014	336	2,350									
2,125	552	2,677									
61	10	71									
110	13	123									
100%	100%	100%									
87%	91%	88%									
98%	86%	97%									
95%	89%	95%									
HK\$2,974	HK\$1,197	HK\$2,645									
—	—	—									
11	6	17	10	1	11						
8.6	4.6	7.6	11.0	4.3	9.5						
6.3	4.6	5.8	9.1	4.3	7.8						
17.6	—	17.6	18.1	—	18.1						
—	—	—	—	—	—						
—	—	—	—	—	—						
41.4	85.7	52.5	49.9	74.5	55.4						
28.3	85.7	45.3	36.6	74.5	46.8						
93.0	—	93.0	100.9	—	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 81.6%, with 82.6% of all male and 80.1% of all female employees.
- (7) Based on GRI's disclosure requirement, turnover rate refers to full-time employees only. The calculation methodology of the breakdown of turnover rate in 2009-2011 differs from subsequent years.
- (8) Average training spend is based on total annual training spend per full-time equivalent.
- (9) Trainings include all types of vocational training, paid educational leave, training or education pursued externally which is paid for (in part or in whole) by the company, and training on specific issues such as communication skills, leadership, presentation etc. It excludes Code of Conduct and Health & Safety trainings. It covers on employees with Indefinite or Permanent Contract, or At Will Employment.
- (10) Injuries recorded include from minor first aid incidents to more severe incidents that required hospitalisation. There was no incident of occupational disease recorded in 2014. 2011 and 2012 injury and lost day data did not include Quail Lodge & Golf Club.

ENVIRONMENTAL AND COMMUNITY PERFORMANCE

			2014			2013			2012		
			Hotels	Commercial Properties, Clubs & Services ⁽¹⁾	Total	Hotels	Commercial Properties, Clubs & Services	Total	Hotels	Commercial Properties, Clubs & Services	Total
ENVIRONMENT	Greenhouse gas emissions⁽²⁾⁽⁴⁾	'000 tCO ₂ e	94	21	116	92	20	112	95	20	115
	Scope 1 emission	'000 tCO ₂ e	16	7	23	15	7	22	18	6	25
	Scope 2 emission	'000 tCO ₂ e	79	14	93	77	13	90	77	14	91
	Carbon intensity	kg CO ₂ e per m ²	198	129	181	206	139	190	213	141	196
	Total energy use⁽³⁾⁽⁴⁾	'000 GJ	704	166	870	689	153	842	701	141	842
	Direct energy use	'000 GJ	199	88	287	197	83	280	212	73	284
	Indirect energy use	'000 GJ	505	78	583	492	70	562	489	69	557
	Energy intensity	MJ per m ²	1,525	1,008	1,394	1,539	1,087	1,431	1,566	1,000	1,430
	Direct water consumption⁽⁵⁾	'000 m ³	1,445	434	1,879	1,430	416	1,846	1,411	384	1,795
	Water intensity (Hotels Division)	litres per guest night	1,132	–	–	1,181	–	–	1,257	–	–
	Water intensity⁽⁶⁾ (Commercial Properties, Clubs & Services Division)	litres per m ²	–	1,765	–	–	2,012	–	–	1,888	–
	Water recycled	'000 m ³	122	2	124	121	6	126	122	–	122
	Waste generated⁽⁷⁾	tonnes	6,390	1,111	7,501	5,842	1,084	6,926	5,888	919	6,807
	Waste recycled⁽⁷⁾	tonnes	3,181	158	3,338	2,565	154	2,719	2,279	70	2,350
	Emission of ozone depleters	kg CFC-11e	65.6	5.9	71.5	50.0	18.4	68.3	57.1	15.5	72.6
COMMUNITY	Monetary donations	HK\$'000	3,408	789	4,197	8,659	241	8,900	2,514	329	2,843
	Company donations ⁽⁸⁾	HK\$'000	1,225	285	1,510	7,725	87	7,812	1,493	44	1,537
	Donations by employees and customers	HK\$'000	2,183	504	2,687	934	155	1,088	1,021	285	1,306
	Community outreach										
	Service hours	hours	9,672	1,995	11,667	6,421	929	7,350	6,248	1,084	7,332
	Employee volunteers		794	155	949	750	85	835	508	83	591
	Internship and retraining scheme										
	Training hours	'000 hours	287	9	296	387	17	404	382	10	392
	Number of participants		590	24	614	637	493	1,130	504	565	1,069

(1) Inclusive of The Repulse Bay Complex, The Peak Tram Complex, St. John's Building, The Landmark, Thai Country Club, Quail Lodge & Golf Club, and Tai Pan Laundry. As part of our effort to continue to enhance the completeness of our reporting work, The Peninsula Residences in Shanghai with 39 residential apartments has been added to the reporting scope in 2014.

(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 as well as district cooling system in each location of operation.

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	118	103	23	126	86	22	108	95	25	120
16	6	22	18	6	23	15	6	22	20	8	27
80	16	96	86	17	103	70	16	86	75	17	92
214	159	201	231	160	214	226	159	208	251	177	231
721	144	865	752	142	894	638	146	784	707	153	860
217	69	285	222	61	283	185	67	251	216	69	285
504	76	580	530	81	611	453	79	533	491	84	575
1,612	1,023	1,471	1,680	1,010	1,520	1,684	1,047	1,512	1,867	1,097	1,659
1,431	382	1,813	1,456	375	1,831	1,204	354	1,558	1,536	385	1,921
1,313	–	–	1,346	–	–	1,389	–	–	1,375	–	–
–	1,988	–	–	1,773	–	–	1,557	–	–	1,712	–
93	–	93	142	–	142	129	–	129	–	–	–
–	–	–	–	–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–	–	–	–	–
68.8	23.7	92.5	115.7	31.6	147.3	151.8	15.6	167.4	157.0	141.3	298.3
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			

- (4) The comparative information has been restated to conform with the current year's presentation. Changes were less than 1% difference from information previously disclosed. The greenhouse gas emissions baseline has been adjusted by 7% to more accurately report the average emission in the baseline period. (GRI G4 Material Disclosure: G4-22)
- (5) All water consumed is obtained from municipal sources; none is withdrawn or captured directly.
- (6) Water intensity of Tai Pan Laundry (16.23 litres per kilogram washed in 2014, slightly increased from 16.05 in 2013) is excluded as its intensity is measured on different metrics from that of properties and clubs.
- (7) Group waste diversion rate in 2014 was 44.5%. To conform with current year's reporting scope, total waste figures for 2013 and 2012 were restated to include dry waste disposed to landfill by The Peak Tower and St. John's Building, which resulted in 5% increase in the information previously disclosed. (GRI G4 Material Disclosure: G4-22)
- (8) 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.