



SUSTAINABLE DEVELOPMENT REPORT 2018

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ABOUT THIS REPORT

This Sustainable Development Report focuses on the five key areas of our commitment to a sustainable future for generations to come. In 2018, we have continued our efforts in reducing our impact on the environment, maintaining our health and safety standards, caring for our people and the community we serve, as well as engaging our business partners to work with us in a sustainable, responsible manner. This report is prepared with reference to Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines [1] and covers the period from 1st January 2018 to 31st December 2018. The sustainable practices and measures in our Hong Kong and Mainland China operations will be mentioned in this report.

MANAGING DIRECTOR'S MESSAGE

At Swire Resources, we are committed to making a positive impact on the environment and its people. In 2018, we continued to work on our sustainability goals, achieving significant results with the dedicated efforts of our employees at all levels.

Environmental stewardship is an important component of our company's sustainability strategy. To raise awareness of our office and retail staff towards environmental stewardship, we encourage them to play a part in our sustainable development by promoting international environmental initiatives such as Earth Hour and World Environment Day. We are also a proud corporate member of World Wildlife Fund Hong Kong, in support of their tremendous work on environmental conservation.

Our employees are key to the success of our business, and we encourage growth by providing opportunities for learning and personal development. Offered to new recruits, the "We CARE" on-boarding program helped our staff adapt to the working environment through the guidance and support of experienced staff or mentors.

The SRL Leadership Development program was designed to nurture our middle managers through a variety of workshops to prepare them as future leaders, with topics ranging from coaching, motivation to problem solving and decision making. For our retail staff, our "+ LIKE. - PAIN" Service Commitment program was introduced to share our core service philosophy, helping to create an enjoyable shopping experience, which translates into the success of our business.

This year, we continued to take proactive measures to improve our performance on health and safety. Our office health and safety campaign provided a platform for our employees to learn how to manage mental health, and to learn from experts on how to maintain various healthy habits. An inaugural "Train the Trainer" workshop led by a professional occupational health and safety consultant was offered to Shop Managers to raise health and safety awareness

among frontline retail staff. We also continued to implement our monthly retail safety competition, where our Area Managers were encouraged to visit the stores on a more regular basis, with a focus on promoting employees' wellbeing in their working environment.

We care about the local communities in which we operate. In 2018, our volunteer team have expanded by 9.2%, and collaborated with as many as nine NGOs, carrying out activities to support a variety of social and environmental causes. In recognition of the company's continuous contribution to the society, I am delighted to share that we were nominated as a Caring Company for the 12th consecutive year, and received the Social Capital Builder (SCB) Awards for the first time.

For us to remain a strong retail operator in an increasingly competitive landscape, we know that an emphasis on sustainable development is inevitable for the benefit of both our business and our people. As such, we are keen to ensure that sustainable development is integrated into every facet of our core business, and we continue to operate responsibly in the community around us. With our economic, social and environmental strategies in place, I am certain that we will continue to thrive as a company as well as contribute meaningfully towards sustainable development in the long term.



Janis Tam
Managing Director

GOVERNANCE

Swire Resources Limited (SRL) developed its Sustainable Development (SD) Policy in 2009 to guide the thinking and management decisions behind all our operations and help to bring sustainable stewardship to life. We have also created an Environment and Health & Safety (EHS) taskforce to oversee adherence to this policy and enhance internal communication of EHS matters. The EHS Committee is chaired by a Director and includes representatives from various business units.

ABOUT SWIRE RESOURCES

Swire Resources is an industry leader in the distribution and retailing of sports and lifestyle brands in Hong Kong, Macau and Mainland China. At the end of 2018, we have 201 retail stores in Hong Kong, Macau and China. We are the dominant retailer in the sports and outdoor segment with 5 multi-brand retail chains: Marathon Sports, GigaSports, Catalog, d2r and Go Wild, as well as single-brand sports concept for Nike, Adidas, New Balance, Puma, Converse and Onitsuka Tiger. The Company also distributes a comprehensive portfolio of international brands inclusive of Columbia, Rockport, Cath Kidston, Chevignon, Crocs, Teva, Jockey, Repetto, Rebecca Minkoff, The Kooples, Arena, Speedo and Aldo through our wholesale network and respective concept stores.



SWIRE RESOURCES



ENVIRONMENT



RETAIL STORES

In 2018, our retail stores continued to participate in the Green Shop Alliance operated by the Hong Kong Green Building Council. We pledged to be environmentally responsible and to incorporate sustainable practices into our daily store operations to create a green retail environment. To recognise our continuous support towards environmentally-friendly retail, Swire Resources received “The Leading Partner Award – Chain Store” award from the Hong Kong Green Shop Alliance. As part of the Alliance, our shops are now listed on the Hong Kong Green Building Council’s website for public sharing and recognition.

To raise awareness for climate change, over 37 shops in Hong Kong within our franchise took part in Earth Hour 2018, by turning off their non-essential and billboard lights for an hour. This initiative demonstrated our support for strategies that aim to reduce carbon emissions and our commitment to mitigate global warming.





OFFICE AND WAREHOUSE

In our retail support operations, we recognise the importance of minimising carbon footprint. We continued with the Green Monday initiative this year to raise awareness of the significant carbon footprint from our diets and to promote healthy eating among our staff. As an example, for eight consecutive Mondays from October to November, we encourage our staff to send in photographs of vegetarian meals they have had during the period, for a chance to win in weekly lucky draws. Through this activity, our colleagues have become more conscious of their carbon footprints through their diets, and are more motivated to build a sustainable lifestyle.

Other office-based green initiatives included the recycling of red packets, mooncake tins and used clothes, an accessible and practical way to promote green-living. In preparation of our office relocation in 2019, as a way to participate in the Environmental Protection Department's e-waste collection programme, we donated 500 units of used electronic equipment and communication devices to WEEE Park for recycling.

Even though air travel is unavoidable to maintain our normal operation, we are mindful of our environmental impact. We remain committed in Cathay Pacific's Fly Greener programme which invests in carbon-neutralising projects in the proximity of Hong Kong. Since we joined in 2009, we have offset a total of 6125 tonnes of carbon dioxide emissions.

Carbon footprint from electricity consumption has always been a big challenge given our scale of operation. One important step we took is to introduce energy efficient equipment in our workplace to enhance energy saving. To reduce our operational footprint, we commissioned a lighting upgrade project at our warehouse to replace existing lighting with energy-efficient LED lighting by phase. We completed the first phase by the end of 2018, converting two floors of our warehouse to LED lighting. We are currently evaluating the energy performance of this initiative, as we prepare for the launch of the second phase in early 2019.





CULTIVATING ENVIRONMENTAL AWARENESS

What's new in 2018 is our implementation of Environmental Conservation Actions to all office and retail staff aimed to raise awareness towards important dates to take part in environmental protection initiatives, such as World Environment Day and World Clean-up Day. We encouraged our staff to play an active role in understanding their environmental impacts through concrete actions. For example, we encouraged our staff to reduce single-use plastic consumption by bringing reusable water bottles and shopping bags when they travel.

We are pleased to be member of the WWF's corporate membership programme to show our support for the WWF's conservation work in Hong Kong. Our partnership with WWF provided our staff with opportunities to interact with the nature, and to learn about the environment through conservation activities at various WWF centres. As a result of the positive reception of our Eco-tours, we decided to re-introduce these tours in 2018, with the purpose of promoting environmental awareness amongst our staff, nurturing their concern for the natural world and inspiring them to adopt a healthier lifestyle. This year, our colleagues and their families enjoyed learning more about biodiversity and marine life through these educational and fun-filled weekend tours.



We recognise that environmental awareness can be cultivated in everyday living. In addition, we also organised in-house eco-workshops with the aim of engaging office staff with an interest in conserving resources in our environment. Staff learned how to create eco-friendly products, such as natural lip balm and eco-friendly enzyme detergent made with fruit peels. These eco-workshops encouraged our staff to be creative while minimising food and packaging waste.

2018 OBJECTIVES



HONG KONG

Maintain operational efficiency
(i.e. 40% reduction vs 2008) in kWh/sqm.



REMARKS

Achieved 1.06% reduction compared to 2017 and maintained 40% reduction compared to our 2008 base level.

Explore opportunities to reduce waste in the warehouse.



Commissioned a NGO to carry out a trial on collecting plastic wastes generated by our warehouse in the beginning of the year. We are also exploring agents for recycling plastics from our processes.

Organise sustainability workshops to encourage staff to adopt a sustainable lifestyle.



Organised eco-tours and various environmental programmes to encourage colleagues to be more environmentally-conscious, conserve energy and reinforce the 3R's (reduce, reuse, recycle) concept.

MAINLAND CHINA

Continue to organise an environmental campaign to promote green issues to Mainland China offices.



REMARKS

Organised a tree planting event for Guangzhou office staff.

Continue to explore opportunities to reduce energy consumption in retail outlets.



Monitored the electricity consumption of retail stores and recorded a reduction of -0.5% in electricity intensity.





2019 TARGET

HONG KONG

Maintain operational efficiency (i.e. 40% reduction vs 2009) in kWh/sqm.

Continue LED lightings replacement project at warehouse.

Continue to organise sustainability-related workshops to encourage staff to adopt a sustainable lifestyle.

MAINLAND CHINA

Continue to organise environmental campaign to promote green living.

Continue to explore opportunities to reduce energy consumption in retail outlets.



HEALTH & SAFETY



As a company, we are committed to provide the best and safest working environment for our staff. To ensure that we follow through with this obligation, we actively measure our overall Lost Time Injury Rate (LTIR) and Lost Day Rate (LDR). In 2018, our overall LTIR in Hong Kong increased by 20.83% compared to 2017, while our LDR decreased by 24.02% in Hong Kong. Meanwhile, we managed to achieve zero work injuries in Mainland China in 2018. Our targets were ambitiously set for this year, aiming to reduce LTIR by 10% and LDR by 3%. We have achieved our goal for LDR, but further efforts are required to drive for improvement in our performance of LTIR.

Workplace health and safety concepts remain a key priority among our retail staff. Hence, we continued to send monthly safety reminders to colleagues, along with daily health and safety slogans to emphasise the importance of work safety, as we refreshed our staff with safety knowledge. To maintain the safety standards and awareness across our stores, we continued our practice with intra/inter-brand safety cross-checking programme and safety competition.

To further enhance the safety knowledge of our shop managers, we engaged an external safety consultant to conduct three “Train-the-Trainer” workshops. Managers learned about occupational health and safety related regulations and were responsible for delivering the safety highlights to frontline staff. To safeguard the health and maintain a safe work environment for our warehouse staff, we also appointed the consultant company to help establish a Safety Management System (SMS) for our warehouse.

For our office health and safety awareness campaign, we invited local NGOs and health professionals to lecture on topics relating to personal wellness. Through these thematic workshops, our staff learned more about various health issues such as dementia, eczema and the importance of positive-thinking, they boosted their sense of wellbeing and health for themselves and their loved ones.

2018 OBJECTIVES



HONG KONG

To achieve 10% reduction in Lost Time Injury Rate and 3% reduction in Lost Day Rate vs. 2017.

ONGOING

REMARKS

Lost Time Injury Rate increased by 20.83% vs.2017. Achieved 24.02% reduction in Lost Day Rate vs. 2017.

To promote a positive safety culture and work-life balance.



Maintained a daily pre-work exercise at shops and regular communication of safety slogans and reminders.

To maintain safe workplaces.



Continue to carry out shops safety cross inspections, targeting on new joiners to raise their safety awareness. A Business Continuity Plan (BCP) drill was conducted in one of our retail shops to prepare for crisis management.

To manage work injury cases effectively i.e. lower LDR.



Shop safety audits are now conducted jointly by Facilities, Sustainable Development and Operation teams before shop opening.

Train-the-trainer safety course for frontline retail staff.



Train-the-trainer workshops were conducted by external Safety Consultant on Shop-in-Charges in November 2018.

Establish Safety Management System (SMS) for the warehouse.



Appointed external consultant to establish Safety Management System (SMS) for warehouse. Safety committee was formed and system will be implemented in April 2019.



2018 OBJECTIVES



MAINLAND CHINA

To aim for zero work injuries.



REMARKS

Achieved zero work injuries.

Continue to maintain high standards of health and safety throughout all business and retail platforms to ensure a safe working and shopping environment for staff and customers.

ONGOING

Issued safety reminders to shops and involved our retail staff to maintain health and safety standards.

2019 TARGETS

HONG KONG

To achieve 3% reduction in Lost Time Injury Rate and 3% reduction in Lost Day Rate vs 2018.

Continue to promote positive safety culture and work life balance.

Continue to maintain a safe workplace.

To implement Safety Management System (SMS) for warehouse that was formally established in 2018.

MAINLAND CHINA

To drive for zero work injuries.



EMPLOYEES



With an aim to build a sustainable healthy and stable workforce, we continue our dedicated efforts to enhance our strengths in retaining, engaging and developing talents.

In 2018, we sponsored 160 retail frontline to participate in the Qualification Framework (QF) experience recognition program to receive formal recognition from the society on their knowledge, skills and work experience. We are pleased that 160 frontline staff successfully achieved a diploma equivalent level which will facilitate their continual self-learning. We are honoured to be recognized as one of only seven awardees for the title of “QF Top Employer” among 42 participating retail companies.

We held numerous ceremonies to show our appreciation and celebrate with our frontline retail staff for their good works to energize them. Due to strong team commitment and concerted efforts, customer compliment letters increased by 4 times that of 2017. All these positive reinforcement continue building commitment and pride of our staff.

We were honoured to receive 13 service awards from The Hong Kong Retail Management Association (HKRMA) and MTR Corporation Limited in recognition of our top-notch customer service quality. In 2018, we are also recognised as one of the eleven winners of “HONG KONG BEST EMPLOYER BRAND AWARDS” by the Indian Institute of Management, Ahmedabad. This award features leading organisations from Hong Kong that have demonstrated exemplary in human resources, while using marketing communications effectively in attracting, retaining and developing talents. The award goes to show Swire Resources is the Employer of Choice in the Retail industry.



To strengthen and sustain our “one-team” spirit and transparency in communications with all levels of staff, we continued to organize town hall meeting for more than 400 office and warehouse staff, conduct staff focus group meetings and monthly shop visits, organise retail Commitment Days for 1,800 retail frontline staff and offer 10 tailor-made outdoor experiential team building events to 400 frontline and warehouse staff.

As a major leadership management tool, SRL Leadership Competency Model is put in place. This new robust model will form a base to help us identify talents, reveal core development needs and revamp our talent development programmes of our key managers.

Building and sustaining talent for key positions is fundamental in our people strategy and succession plan. Riding on our yearly Buying Trainee and Logistics Trainee programs which have been in place for few years, we launched a Summer Internship Program in 2018 to intake final-year undergraduates from major universities. Out of more than 700 applications, we recruited 14 summer interns, offering them a 8-week internship programme. Moreover, we believed that it helps in building our employer brand as we prepare for the launch of our Business Management Trainee program in 2019. Meanwhile, we will identify and groom our young talents to become the future leaders within our company, for sustainable business development and growth.



2018 OBJECTIVES

HONG KONG

To enhance our ability to retain, engage and develop staff, so as to build and sustain a healthy and stable workforce. ✓



REMARKS

160 retail frontline staff were sponsored by the Company and nominated for the QF program to achieve a diploma for their continual self-learning. We are recognised as one of only seven awardees for the title of “QF Top Employer” among 42 participating retail companies.

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To strengthen and sustain our “one-team” spirit and transparent communications with all levels of staff, we continued to set up town hall meeting for more than 400 office and warehouse staff, conduct staff focus-group meetings and monthly shop visits, organise retail Commitment Days for 1,800 retail frontline staff and offer 10 tailor-made outdoor experiential team building events to 400 frontline and warehouse staff.



2018 OBJECTIVES

HONG KONG

To build an integrated competency-based model for talent acquisition, development and performance management. ✓

REMARKS

SRL Leadership Competencies Model has been put in place. This new robust model will form a base to facilitate us to identify talents, reveal core development needs and revamp our talent development programs of our key managers.

Riding on our yearly Buying Trainee and Logistics Trainee programmes which have been in place for few years, we launched a Summer Internship Program in 2018 to intake final-year undergraduates from major universities, paving the path for the launch of our Business Management Trainee program in 2019.

2019 TARGETS

To continuously reinforce positive and collaborative company culture and identify ways to sustain effective staff / talent recruitment, caring, engagement and retention.

To develop talents by matching with their learning and development needs.

To build and sustain talent pipeline of key positions and groom future leaders of the Company.

Through engagement of professional external consultant, to provide Employee Assistance Programme, offering personal counseling and consultation services to all our employees and their immediate family members to address work/life concerns, enhancing well-being and sustaining a happy and colorful life.



BUSINESS PARTNERS



We engage suppliers and contractors who share our commitment to Sustainable Development. Currently, around 89% of stock purchases come from international brands, all of whom comply with international manufacturing practice standards. To ensure all our suppliers meet Swire Resources Limited's standards, all 64 factories from which we source products have signed up to our code of conduct.

2018 OBJECTIVES

HONG KONG & MAINLAND CHINA

Request factories that have not performed third-party audits to perform self-audit to monitor their compliance with our code of conduct.

REMARKS



21 factories have performed self-audits.

2019 TARGETS

Our 21 factories will continue performing self-audit in 2019 to monitor their compliance with SRL code of conduct. Third-party audit will be considered at a future date. Those factories found to be non-compliant will be given a three-month grace period for rectification. If they have any areas of non-compliance after the grace period, we will invite them to participate in an improvement programme to ensure that they comply with SRL code of conduct.

COMMUNITY



Giving back to the community is a vital part of our sustainable development. Following our success in 2017, 19 volunteer activities were organised throughout the year in support of a diverse range of social and environmental causes.

As an organisation, we endeavour to make a positive impact on different areas of the local community by cooperating with a range of NGOs serving different communities. This year, Swire Resources partnered with over nine different NGOs, including: St. James' Settlement, Hong Kong Association of Youth Development Training Centre, the Hong Kong Federation of Youth Groups – Jockey Club Ping Shek Youth S.P.O.T. and Wai Ji Christian Service. Collaborating with a variety of NGOs, our staff enjoyed the opportunity to learn about important social issues by serving different target groups, and to know that they could make a positive impact on these communities.

With a volunteer team consisting of both office and retail colleagues, we are proud to share that our 116 active staff volunteers has completed a commendable 1536 hours of service this year. Our volunteer team has been growing every year. In 2018, it has grown by 9.2% from 519 volunteers in 2017 to 567 volunteers.

In recognition of our commitment to integrating corporate social responsibility for our community, the environment and our employees into our business strategy, we are proud to announce that Swire Resources was nominated as a Caring Company for the 12th consecutive year. Moreover, we are honoured to be one of the awardees of the biannual Social Capital Builder (SCB) Awards presented by the Community Investment and Inclusion Fund (CIIF) of the Labour and Welfare Bureau. This is the first time for Swire Resources to be recognised in this notable scheme. Going forward, we pledge to further build social capital and contribute to the community.

2018 OBJECTIVES



HONG KONG

To organise 19 community service events. ✓

REMARKS

Organised 19 community service events with 9 different NGOs.

To increase participation rate by 5% compared with 2017. ✓

New membership increased by 9.2%.

Continue to involve retail and office staff in coordinating community service events and hence develop their organisational and leadership skills. ✓

Volunteers were involved in helping with community service events.



MAINLAND CHINA

Continue to explore opportunities to develop CSR programmes in Mainland China. ✓

REMARKS

Completed tree-planting activity jointly with Swire Properties (China).



2019 TARGETS

HONG KONG

Organise a total of 18 community service events.

To increase participation rate by 5% compared with 2018.

MAINLAND CHINA

Continue to explore opportunities to develop CSR programmes in Mainland China.



CONTACT US

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Published 2019

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APPENDIX 1

SUSTAINABLE DEVELOPMENT POLICY

Swire Pacific Limited has established a formal Sustainable Development Policy which provides policy direction and oversight to all group companies. As a wholly owned subsidiary of Swire Pacific Limited, Swire Resources has adopted this policy because we recognise our long-term value creation depends on the sustainable development of our businesses and the communities in which we operate. We also wish to excel as corporate citizens.

Our policy:

Industry leadership:

We will work with others to promote sustainable development in the industries in which we operate.

In our operation:

We will meet or exceed all legal requirements and:

- Be a good steward of the natural resources and biodiversity under our influence and ensure that all potentially adverse impacts of our operations on the environment are identified and appropriately managed.
- Operate as far as is reasonably practicable in a manner which safeguards the health and safety of all our stakeholders.
- Strive to be an employer of choice by providing an environment in which all employees are treated fairly and with respect and can realise their full potential.
- Favour suppliers and contractors who promote sustainable development and encourage the responsible use of our products and services by our customers and consumers.
- Promote good relationships with the communities of which we are a part and enhance their capabilities while respecting people's culture, diversity and heritage.

APPENDIX 2

SUMMARY OF STATISTICS (HONG KONG)

Environmental		Quantity											
		Unit	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Materials													
EN3	Direct energy consumption by primary energy source	GJ	1,525	1,594	1,532	1,415	1,772	1,816	1,778	1,609	1,536	1,613	1,567
	Indirect energy consumption by primary source	GJ	27,542	27,400	29,178	29,535	29,249	29,789	30,639 ^{Note 6}	28,206	28,655	29,619	29,575
	Total energy consumption	GJ	29,067	28,994	30,710	30,950	31,021	31,604	32,398 ^{Note 6}	29,815	30,191	31,232	31,142
EN8	Total water withdrawal by source	m ³	2,796	2,465	3,491	2,964	2,866	2,661	3,403	3,042	3,282	3,367 ^{Note 5}	2,967
Emissions, Effluent, and Waste													
EN15 & 16	Direct greenhouse gas emissions by weight	Tonnes of CO ₂	108	109	108	109	137	136	133	121	116	127	113
	Indirect greenhouse gas emissions by weight	Tonnes of CO ₂	4,618	4,331	4,628	5,375	5,393	5,485	5,653 ^{Note 6}	4,944	4,973	5,396	5,265
	Total greenhouse gas emissions	Tonnes of CO ₂	4,726	4,440	4,736	5,484	5,530	5,621	5,786 ^{Note 6}	5,066	5,089	5,522	5,378
Labour Practices and Decent Work													
Employment													
LA1	Total workforce	No. of employees	2,865	2,626	2,761	2,809	2,787	2,656	2,526	2,336	1,716	1,542 ^{Note 4}	1,661 ^{Note 4}
Occupational Health and Safety													
LA6	Total working hours of employees	Thousand hrs	4,486	4,300	4,512	4,743	4,555	4,374	4,106	3,278	2,909	2,733 ^{Note 5}	2,719
	Total injuries ^{Note(1)}	No. of employees	39	31	40	51	42	29	60	44	28	42	33
	Total fatalities	No. of employees	0	0	0	0	0	0	0	0	0	0	0
	Lost time injury rate ^{Note (2)}	-	1.74	1.44	1.77	2.15	1.84	1.33	2.92	2.68	1.92	3.07	2.43
	Lost days due to injuries	No. of days	1,330	1,678	1,868 ^{Note 7}	363	584	417	926	341	260	218	317
	Lost day rate ^{Note (3)}	-	59.29	78.03	82.79 ^{Note 7}	15.30	25.62	19.05	45.11	20.81	17.87	15.95	23.32

Notes:

- (1) Total injuries are those which result in lost time of a minimum of one day. (In the above table total injuries includes fatalities).
- (2) Lost Time Injury Rate = Total Injuries / Total Hours Worked X 200,000*. (*: This represents rate per 100 employees, based on 40 hours per week for 50 weeks a year.)
- (3) Lost Day Rate = Total Days Lost / Total Hours Worked X 200,000*. (*: This represents rate per 100 employees, based on 40 hours per week for 50 weeks a year.)
- (4) Figure has been revised to include secondees and include only the wholly owned operations of Swire Resources Limited.
- (5) Increase was due to extended operational hours in the warehouse.
- (6) Total revised due to updated consumption figure.
- (7) A new reporting guideline on the lost day reporting definition was implemented (effective from 1st January, 2016).

APPENDIX 3

SUMMARY OF STATISTICS (CHINA)

Environmental		Quantity											
		Unit	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Materials													
EN3	Direct energy consumption by primary energy source	GJ	-	-	-	-	-	-	-	-	-	-	-
	Indirect energy consumption by primary source	GJ	1,073	1,063	2,191	3,147	3,198	5,077	4,807 ^{Note 4}	4,603 ^{Note 4}	-	-	-
	Total energy consumption	GJ	1,073	1,063	2,191	3,147	3,198	5,077	4,807 ^{Note 4}	4,603 ^{Note 4}	-	-	-
EN8	Total water withdrawal by source	m ³	-	-	245 ^{Note 6}	447	500 ^{Note 5}	1,498	537	762	-	-	-
Emissions, Effluent, and Waste													
EN15 & 16	Direct greenhouse gas emissions by weight	Tonnes of CO ₂	-	-	-	-	-	-	-	-	-	-	-
	Indirect greenhouse gas emissions by weight	Tonnes of CO ₂	196	125	458	736	749	1,101	1,042 ^{Note 4}	998 ^{Note 4}	-	-	-
	Total greenhouse gas emissions	Tonnes of CO ₂	196	125	458	736	749	1,101	1,042 ^{Note 4}	998 ^{Note 4}	-	-	-
Labour Practices and Decent Work													
Employment													
LA1	Total workforce	No. of employees	74	83	213	316	505 ^{Note 5}	1,142	1,135	920	-	-	-
Occupational Health and Safety													
LA6	Total working hours of employees	Thousand hrs	168	265	526	774	1,136	2,329	2,091	1,606	-	-	-
	Total injuries ^{Note(1)}	No. of employees	0	0	1	1	0	3	3	2	-	-	-
	Total fatalities	No. of employees	0	0	0	0	0	0	0	0	-	-	-
	Lost time injury rate ^{Note (2)}	-	0	0	0.38	0.26	0	0.26	0.29	0.25	-	-	-
	Lost days due to injuries	No. of days	0	61	255	9	0	425	60	142	-	-	-
	Lost day rate ^{Note (3)}	-	0	45.98	96.95	2.32	0	36.5	5.74	17.69	-	-	-

Notes:

(1) Total injuries are those which result in lost time of a minimum of one day. (In the above table total injuries includes fatalities).

(2) Lost Time Injury Rate = Total Injuries / Total Hours Worked X 200,000*. (*: This represents rate per 100 employees, based on 40 hours per week for 50 weeks a year.)

(3) Lost Day Rate = Total Days Lost / Total Hours Worked X 200,000*. (*: This represents rate per 100 employees, based on 40 hours per week for 50 weeks a year.)

(4) Figure has been revised to include standalone stores, offices and warehouse data.

(5) Decrease was due to Columbia Joint Venture separation.

(6) SH warehouse closed in mid-2016.