



VIVA CHINA HOLDINGS LIMITED
非凡中國控股有限公司

(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: 8032

CLARKS
ORIGINALS

The CLARKS ORIGINALS logo is displayed in a white, 3D-style font against a dark grey background. The background of the entire page features abstract geometric shapes in various shades of blue and white, with some areas having a dotted pattern. A photograph of a retail store interior is visible in the lower right quadrant, showing shelves of shoes and a display table.

ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT

2022 環境、社會及
管治報告

Characteristics of GEM ("GEM") of the Stock Exchange of Hong Kong Limited (the "Stock Exchange")

香港聯合交易所有限公司(「聯交所」)GEM(「GEM」)之特色

GEM has been positioned as a market designed to accommodate small and mid-sized companies to which a higher investment risk may be attached than other companies listed on the Stock Exchange. Prospective investors should be aware of the potential risks of investing in such companies and should make the decision to invest only after due and careful consideration.

Given that the companies listed on GEM are generally small and mid-sized companies, there is a risk that securities traded on GEM may be more susceptible to high market volatility than securities traded on the main board of the Stock Exchange and no assurance is given that there will be a liquid market in the securities traded on GEM.

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This report, for which the directors (the "Directors") of Viva China Holdings Limited (the "Company", which together with its subsidiaries, the "Group") collectively and individually accept full responsibility, includes particulars given in compliance with the Rules Governing the Listing of Securities on GEM (the "GEM Listing Rules") for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief the information contained in this report is accurate and complete in all material respects and not misleading or deceptive and there are no other matters the omission of which would make any statement herein or this report misleading.

GEM之定位，乃為中小型公司提供一個上市的市場，此等公司相比起其他在聯交所上市之公司帶有較高投資風險。有意投資者應了解投資於該等公司之潛在風險，並應經過審慎周詳之考慮後方可作出投資決定。

由於GEM上市公司普遍為中小型公司，在GEM買賣之證券可能會較於聯交所主板買賣之證券承受較大市場波動風險，同時無法保證在GEM買賣之證券會有高流通量之市場。

香港交易及結算所有限公司及聯交所對本報告之內容概不負責，對其準確性或完整性亦不發表任何聲明，並明確表示概不就因本報告全部或任何部分內容而產生或因倚賴該等內容而引致之任何損失承擔任何責任。

本報告包括之資料乃遵照《GEM證券上市規則》(「GEM上市規則」)之規定而提供有關非凡中國控股有限公司(「本公司」，連同其附屬公司統稱「本集團」)之資料。本公司各董事(「董事」)願就本報告共同及個別承擔全部責任，並在作出一切合理查詢後確認，就彼等所深知及確信，本報告所載資料在各重大方面均屬準確完整，且無誤導或欺詐成分；本報告亦無遺漏其他事項，致使本報告或其所載任何陳述產生誤導。

Contents 目錄

01	1.	ABOUT THIS REPORT 關於本報告
03	2.	SUSTAINABILITY GOVERNANCE 可持續發展管治
09	3.	ENVIRONMENTAL PROTECTION 環境保護
20	4.	HUMAN RESOURCES MANAGEMENT 人力資源管理
30	5.	SUPPLY CHAIN MANAGEMENT 供應鏈管理
33	6.	COMMUNITY CONNECT 心在社區
38	7.	附錄 Appendix CLARKS' KPIS CLARKS 關鍵績效指標
41		HKEX ESG GUIDE CONTENT-INDEX 聯交所環境、社會及管治指引內容索引

Environmental, Social and Governance Report

環境、社會及管治報告

1. ABOUT THIS REPORT

Reporting Standard and Reporting Scope

This annual Environmental, Social and Governance Report (the “Report”) was prepared in accordance with the revised requirements of the ESG Reporting Guide, Appendix 20 (the “ESG Guide”) of the GEM Listing Rules of The Stock Exchange of Hong Kong Limited (“HKEX”), and has complied with all provisions of “mandatory disclosure requirements” and “comply or explain” set out in the ESG Guide. The Report aims to present the Group’s environmental, social and governance (“ESG”) sustainability performance from 1 January 2022 to 31 December 2022 (the “Year”).

The reporting scope covers the businesses¹ that have the most significant impact on the Group’s environmental and social performance, including sports and footwear businesses. The scope of reporting includes the following companies:

Sports operations
體育業務

- Li Ning Sports Parks, Li Ning Sports Centres
李寧體育園、運動中心
- All Star Ice Skating Club
全明星滑冰俱樂部

Apparel and footwear operations
鞋服業務

- Bossini
堡獅龍
- LNG
LNG
- AMEDEO TESTONI (new scope of the Year)
AMEDEO TESTONI (本年度新範圍)
- Clarks (new scope of the Year)²
Clarks (本年度新範圍)²

For a full list of ESG Aspects, respective key performance indicators (“KPIs”) and their reference within this Report, please refer to the HKEx ESG Guide Content Index on page 41 to 48.

1. 關於本報告

報告標準及匯報範圍

本年度環境、社會及管治報告（「本報告」）乃根據香港聯合交易所有限公司（「聯交所」）GEM上市規則附錄二十《環境、社會及管治報告指引》（「環境、社會及管治指引」）的規定編製，並已遵守環境、社會及管治指引所載的所有「強制披露規定」及「不遵守就解釋」條文。本報告旨在展現本集團於2022年1月1日至2022年12月31日（「本年度」）在環境、社會以及管治（「ESG」）方面的可持續發展工作表現。

匯報範圍涵蓋對本集團的環境及社會表現影響最為重大的業務¹，包括體育及鞋服業務。匯報範圍包含以下公司：

有關本報告內環境、社會及管治方面、相關關鍵績效指標（「關鍵績效指標」）及其參考資料的完整列表，請參閱第41至48頁的聯交所環境、社會及管治指引內容索引。

¹ The reporting scope has been updated for the Year (new businesses include Tianjin (Xiqing), Hefei and Tongxiang Sports Park for sports business, and AMEDEO TESTONI and Clarks for apparel and footwear business) to fully reflect the environmental and social performance of the Group. Since Clarks only became a subsidiary of the Group in July 2022, its data system is under adjustment, and relevant KPIs will be disclosed from the time after Clarks joined the Group. Therefore, the KPIs of Clarks for the Year will be disclosed separately in the appendix and adjusted accordingly.

² Further information on Clarks ESG performance is also available on the website (<https://www.clarks.co.uk/sustainability>).

¹ 本年度更新了報告範圍（新業務包括體育業務的天津（西青）、合肥及桐鄉體育園，和鞋服業務AMEDEO TESTONI及Clarks），從而全面反映本集團的環境和社會表現。由於Clarks於2022年7月才成為本集團子公司，其數據體系正處於調整階段，相關關鍵績效指標將從Clarks加入本集團後的時間開始進行披露。因此，本年度Clarks的關鍵績效指標將單獨在附錄中披露，並作相應的調整。

² 另可查閱網站（<https://www.clarks.co.uk/sustainability>）有關Clarks ESG表現的更多信息。

Reporting Principles

The following principles have been followed in the preparation of the Report.

Materiality

The Group has identified and ranked key issues by a combination of many criteria and industry factors and has presented these key issues in the Report.

Quantification

To provide a more comprehensive assessment of the Group's ESG performance during the Reporting Period, we disclose the quantitative KPIs applicable to the ESG guidelines and the criteria and methodology used for the data, as well as the source of the key conversion factors.

Consistency

In order to provide a more meaningful comparison of quantitative KPIs, the statistical methodology used in the Report remains broadly consistent with previous years and any changes to the statistical methodology or relevant factors such as KPIs are explained.

Balance

The Group's ESG performance for the period under review is disclosed objectively to fully demonstrate the Group's operations.

Report Statement

The Report has been reviewed by the Board, which is responsible for the truth and validity of the information contained herein and has ensured that there are no false entries or misleading descriptions. This Report is published in both traditional Chinese and English languages. In the event of any inconsistency or discrepancy between the traditional Chinese and English versions, the traditional Chinese version shall prevail.

Suggestions and Feedback

We welcome feedback on our ESG performance and disclosures. Please share your views by email (info@vivachina.hk) or by phone (+852 3796 1111).

匯報原則

以下為編製本報告時所遵循的原則：

重要性

本集團綜合眾多標準及行業因素，識別關鍵議題及排序，並在本報告闡述該等關鍵議題。

量化

為更全面評估本集團於報告期內的ESG表現，我們披露環境、社會及管治指引適用的量化關鍵績效指標，並披露數據所用準則和方法，以及主要轉換因子的來源。

一致性

為更有意義地比較量化關鍵績效，本報告所用的統計方法與往年大致保持一致，並對統計方法或關鍵績效指標等相關因素的任何變化作出解釋。

平衡

本集團客觀地披露本報告期內的ESG表現，充分展示本集團的營運情況。

報告聲明

本報告已經過董事會審查，董事會對其中所含信息的真實性和有效性負責，並確保沒有任何虛假條目或誤導性描述。本報告以繁體中文及英文兩種語言進行發佈。若繁體中文及英文兩個版本有任何抵觸或不相符之處，應以繁體中文版本為準。

意見及反饋

我們歡迎閣下對我們的ESG表現和披露提出反饋。請將閣下的意見電郵至info@vivachina.hk或致電+852 3796 1111。

2. SUSTAINABILITY GOVERNANCE

ESG Governance Structure

The Board holds the overall accountability for the Group's ESG strategies and performance. The main responsibilities of the Board Executive Committee of the Company ("Executive Committee") include determining ESG materiality issues, developing and reviewing ESG strategies, reviewing the performance of environmental key performance indicators, assessing and determining the relevant ESG risks and materiality issues of the Group, and ensuring that appropriate and effective ESG risk management and internal control systems are in place at the Group level.

Daily management of the Group has been delegated to the management team. On an operational level, a designated ESG Management Committee, comprising the Chief Executive Officer of the Group as the team leader, the Chief Financial Officer of the Group as the deputy team leader, and the heads of the Investor Relations Department, Human Resources and Administration Department and Company Secretary Department of the Group as the members. The Investor Relations Department coordinates the ESG work, the Human Resources and Administration Department communicates with and coordinates the data collection from subsidiaries, and the Company Secretary Department oversees ESG compliance. As the executive body of ESG governance, the ESG Management Committee is responsible for planning and coordinating the day-to-day execution of the Group's ESG strategies, and reporting the progress of the associated targets and initiatives to the Board in writing on an annual basis.

The main responsibilities of the ESG Management Committee of the Group include:

1. Formulate and improve the "ESG Management Measures of Viva China Holdings Limited", and update in a timely manner in accordance with the listing regulations of the Stock Exchange;
2. Recommend the ESG work plan and targets of the Group, and conduct annual reviews in accordance with the requirements of the Board;
3. Identify, screen and advise on ESG materiality issues;
4. Coordinate the ESG data collection of the subsidiaries and ESG report preparation; and
5. Monitor ESG-related risks.

The ESG execution team is the main body for the implementation of ESG governance of the Group. In particular, the investor relations department, the human resources and administration department, the business leaders and the ESG work liaison of the subsidiaries are involved in the ESG work.

2. 可持續發展管治

ESG管治架構

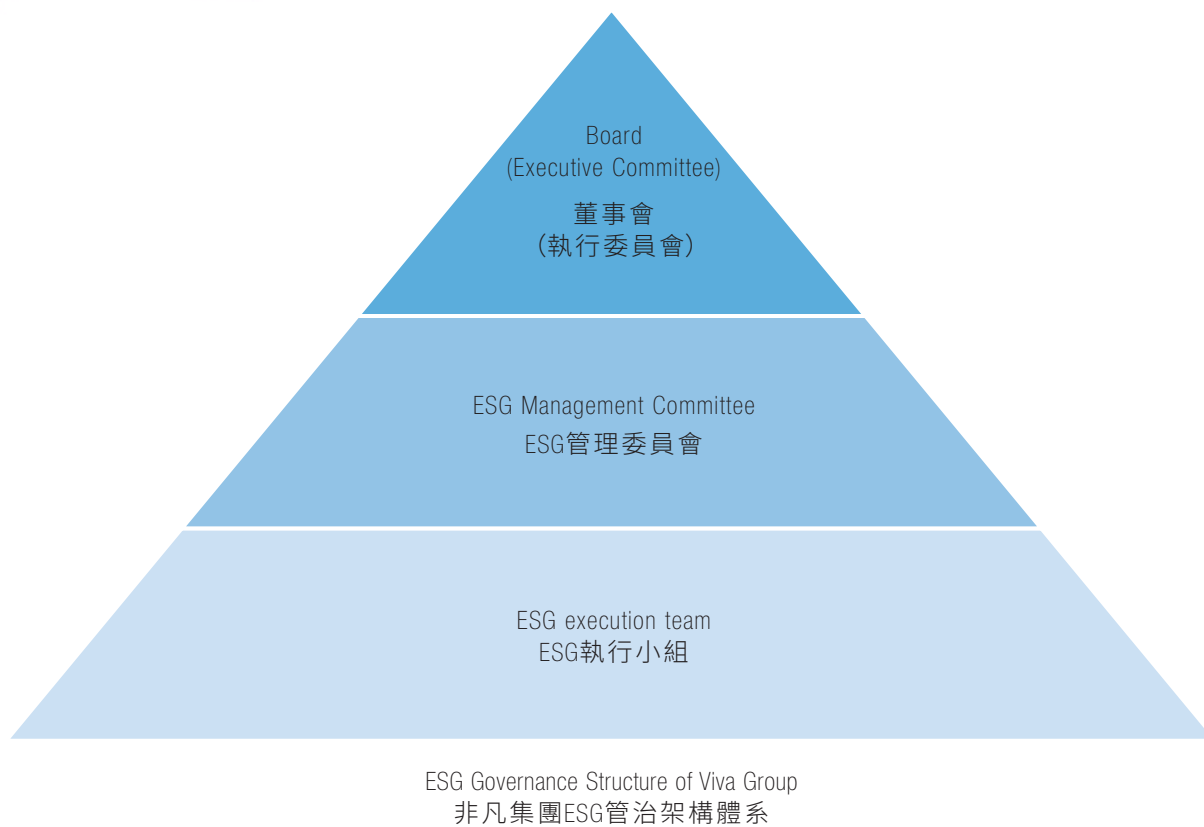
董事會對本集團的ESG策略及表現肩負整體責任。本公司董事會執行委員會（「執行委員會」）主要職責包括釐定ESG重要性議題、制定和審視ESG策略、檢視環境關鍵績效指標的表現、評估並釐定本集團相關ESG風險及重要性事宜，並確保在集團層面設立合適及有效的ESG風險管理和內部監控系統。

本集團的日常管理已授權予管理團隊。在經營層面，本集團已成立指定的ESG管理委員會，由本集團首席執行官擔任組長、本集團首席財務官擔任副組長、本集團投資者關係部、人力資源及行政部及公司秘書部負責人擔任組員。投資者關係部統籌ESG工作，人力資源及行政部負責協調附屬公司信息填報及溝通，公司秘書部負責監管ESG合規工作。ESG管理委員會作為ESG管治的執行主體，負責規劃及協調本集團ESG戰略的日常執行，每年度向董事會書面匯報相關目標及舉措的進展情況。

本集團ESG管理委員會的主要職責包括：

1. 制定並完善《非凡中國控股有限公司ESG管理辦法》，並按照聯交所上市條例適時更新；
2. 建議本集團ESG工作計劃及目標，並按照董事會要求進行年度檢討；
3. 識別、篩選和建議ESG重要性事宜；
4. 協調下屬附屬公司進行ESG數據匯總及報告編製；及
5. 監督ESG相關風險。

ESG執行小組為本集團ESG管治的落實主體。其中，投資者關係部、人力資源及行政部、附屬公司業務負責人及ESG工作聯絡人參與ESG工作。



For details of our detailed corporate governance structure, functions and responsibilities, please read it together with the "Corporate Governance Report" in the Company's "2022 Annual Report" for a comprehensive understanding of the Company's governance performance.

有關我們詳細的企業管治架構、職能及責任的詳情，請與本公司《2022年報》中的《企業管治報告》一併閱覽，以全面了解本公司的管治表現。

ESG Risk Management

The Executive Committee of the Board is responsible for identifying and assessing the Group's relevant ESG risks and materiality issues, including prioritising and managing these risks and issues, and ensuring that the Group has an appropriate and effective ESG risk management and internal control system, while the ESG Management Committee is responsible for overseeing the risks associated with sustainability. The results of risk investigations are consolidated by the ESG execution team, which reports to the Board on risks of strategic and financial significance and provides management and control recommendations.

The identified major ESG risks and related internal management methods are as follows:

ESG風險管理

董事會執行委員會負責識別、評估本集團相關ESG風險及重要性事宜，包括對其進行優次排列及管理，並確保本集團設立合適及有效的ESG風險管理和內部監控系統，而ESG管理委員會則負責監督與可持續發展相關的風險。風險調查結果由ESG執行小組整合，並向董事會匯報具有戰略和財務意義的風險及提供管控建議。

已識別的重大ESG風險及相關內部管理方法如下：

Major ESG Risks 重大ESG風險	Internal Management Methods 內部管理方法
Supply chain management 供應鏈管理	<ul style="list-style-type: none">The Supplier Code of Conduct regulates the selection and employment of suppliers 《供應商守則》對供應商的揀選和聘用作出規管The ESG execution team is responsible for integrating suppliers of the subsidiaries and conducting regular background checks ESG執行小組負責對附屬公司的供應商進行整合，並定期進行背景抽查Internal Audit Department incorporates corresponding risk into its annual audit plan 內部審計部門將此納入年度審計計劃
Child labor and forced labor 童工及強制勞工	<ul style="list-style-type: none">Develop internal policies and procedures to safeguard labor rights 制定內部政策和程序以保障勞工權利Internal Audit Department incorporates corresponding risk into its annual audit plan 內部審計部門將此納入年度審計計劃

Communicate with Stakeholders

We regularly communicate with stakeholders to obtain valuable feedback and address their concerns on our ESG performance and strategy. The process enables us to make informed decisions and better identify associated risks and opportunities.

The following table summarizes the main stakeholders of the Group, the relevant communication channels and the main concerns of stakeholders.

與權益人溝通

我們定期與權益人溝通，以獲得寶貴的反饋並解決彼等對我們的ESG表現及戰略的關注問題。藉助這一過程，我們能夠做出知情決定，更好地識別相關風險和機會。

下表總結本集團的主要權益人、相關的溝通渠道以及權益人的主要關注議題。

Major Stakeholders 主要權益人	Communication Channels 溝通渠道	Major Concerns 主要關注議題
Shareholders and investors 股東及投資者	Information disclosure, shareholders meeting, investor meeting 信息披露、股東大會、投資者會議	Business strategy, profitability, progress of mergers and acquisitions, transparency of information disclosure 經營策略、盈利能力、併購進度、信息披露透明度
Senior management 高級管理層	Management meetings, intranet mailboxes, group activities 管理層會議、內網郵箱、集團活動	Labor standards, health and safety, supply chain management, product quality management 勞工準則、健康與安全、供應鏈管理、產品質量管理
Consumer 消費者	Customer service hotline, satisfaction survey, marketing campaign, official website 客戶服務熱線、滿意度調查、營銷活動、官方網站	Product quality, after-sales service, privacy protection 產品質量、售後服務、隱私保障
Distributors and suppliers 經銷商及供應商	Daily exchanges and visits, cooperation agreements, strategic negotiations 日常交流互訪、合作協議、戰略談判	Fair cooperation, integrity performance, mutual development 公平合作、誠信履約、共同發展
Employees 員工	Intranet mailboxes, group activities 內網郵箱、集團活動	Employee compensation and benefits, training and development, safety and security 員工薪酬福利、培訓發展、安全保障

Materiality Issues

Viva Group has engaged an independent consultant for the Year to assist in conducting a materiality assessment in a different format from previous years, in order to better understand and respond to stakeholder concerns. The materiality assessment was conducted with the participation of the ESG Management Committee of Viva Group to confirm the materiality issues for the Year based on the materiality issues for 2021 and the actual business changes of the Group, in order to clarify whether the materiality issues are still applicable for 2021 and to ensure that the materiality issues continue to respond to the expectations and aspirations of the major stakeholders. The materiality assessment process for the Year was as follows:

重要性議題

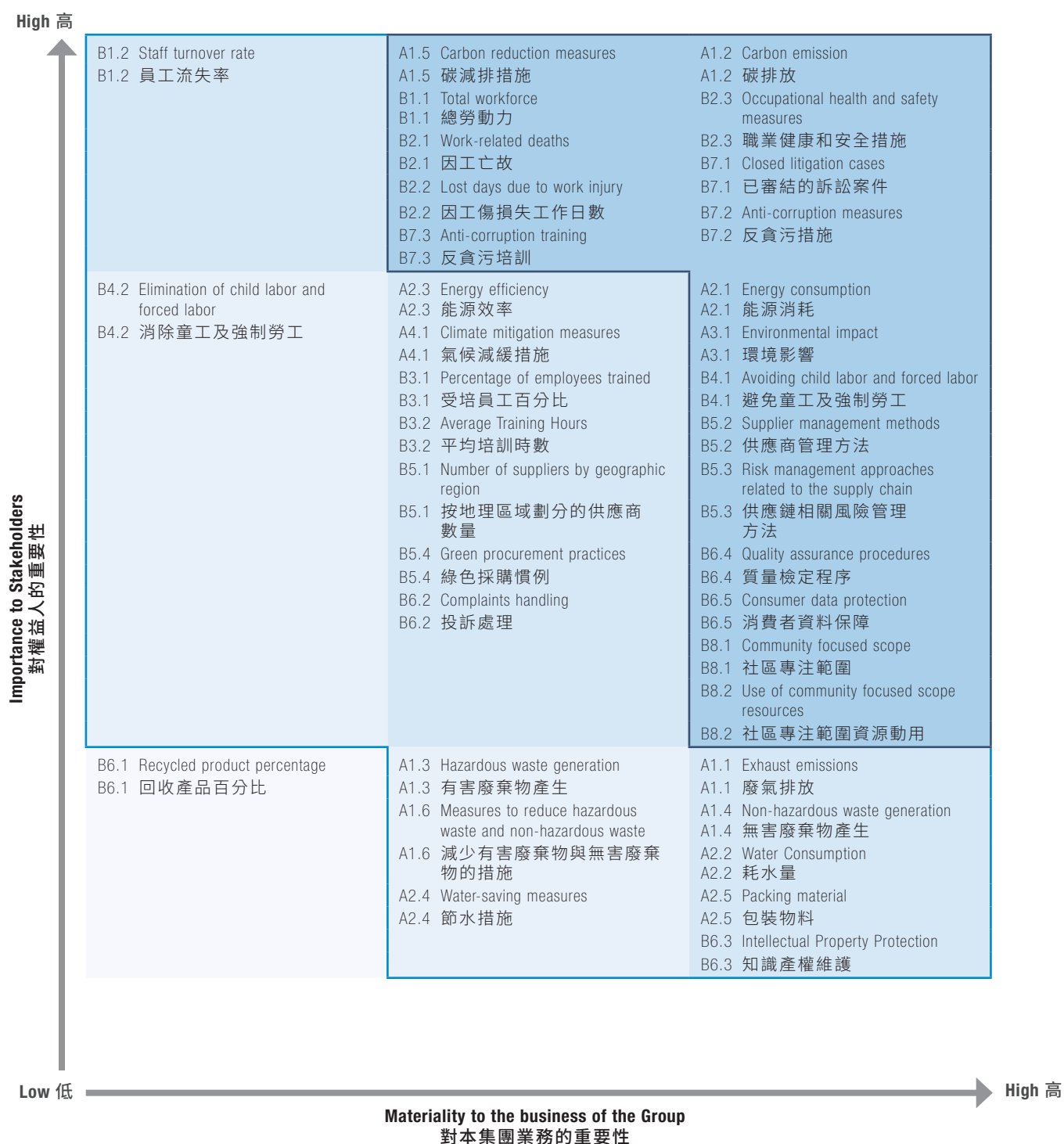
非凡集團於本年度邀請了獨立顧問協助開展了與往年評估形式有所不同的重要性評估，以更好地了解 and 回應權益人的關注。本次重要性評估邀請非凡集團ESG負責人參加，基於2021年度重要性議題以及本集團實際業務變動情況等對本年度重要性議題進行確認，以明確2021年度重要性議題是否仍然適用，確保該等重要性議題仍持續回應主要權益人的期望與訴求。於本年度的重要性評估具體流程如下：



Environmental, Social and Governance Report 環境、社會及管治報告

Following a materiality issue review and examination of the Group's materiality assessment for the year 2021, it has been finalised that the materiality issues identified by the Group during the Year are consistent with those of 2021. The specific materiality issues are as follows:

本集團在對2021年度重要性議題評估採取重要性議題回顧及審視後，經最終確認，本集團於本年度識別出的重要性議題，與2021年保持一致。具體重要性議題如下：



3. ENVIRONMENTAL PROTECTION

In line with our commitment to environmental protection, the Group has systematised its environmental policy to manage its environmental footprint. We focus on reducing emissions and improving energy efficiency, valuing the earth's resources and building internal environmental awareness. We adopt corresponding policies, supplemented by relevant guidelines and principles, to fulfil our environmental responsibilities. Among which, Clarks has also established a restricted substances policy and a responsible sourcing policy (Animal derived materials) to reduce its impact on the environment.

During the Year, we adhere to comply with international and regional legal and regulatory requirement³ regarding environmental protection and there were no non-compliance cases relating to air and greenhouse gas emissions, discharges into water and land, and the generation of hazardous and non-hazardous wastes.

In addition to international and regional laws and regulations, our subsidiaries adopt and comply with internationally recognised management system standards and other relevant certifications, such as the ISO 14001 environmental management system and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), depending on the nature of their business.

We have set quantitative environmental targets for 2021, with carbon emission targets, waste targets, energy use targets and water use targets, to demonstrate our commitment to environmental management. During the Year, we continued to progress our targets and regularly followed up and tracked the implementation of these targets, with key environmental targets and actions detailed in the subsequent sections.

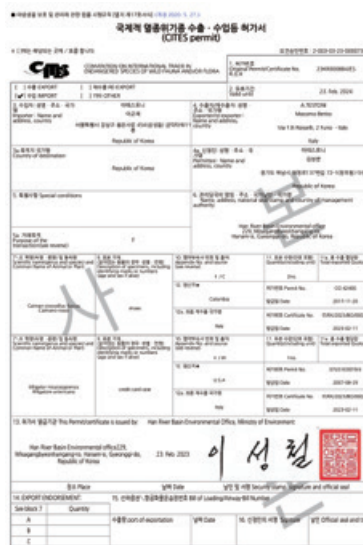
3. 環境保護

為呼應我們對保護環境的承諾，本集團將環境政策系統化，以管理環境足跡。我們專注減少排放及提高能源效率、珍惜地球資源及內部環保意識建設。我們採用相應的政策，並輔以相關的指引及原則，以履行我們的環保責任。其中，Clarks亦設立限用物質政策、對動物性原材料的負責任採購政策，以減輕對環境的影響。

於本年度，我們致力遵守與環保相關的國際及地區法律及法規³，且概無涉及廢氣及溫室氣體的排放、向水及土地的排污、以及有害及無害廢棄物的產生之違規情況。

除了國際及地區法律及法規，我們的附屬公司亦會根據業務性質採用和遵守國際認可的管理體系標準及其他相關認證，例如ISO 14001環境管理體系、《瀕危野生動植物種國際貿易公約》(CITES)等。

我們已於2021年度設立定量環境目標，分別訂立碳排放目標、廢棄物目標、能源使用目標及水資源使用目標，以體現我們環境治理的決心。本年度，我們持續推進相關目標，並定時跟進及追蹤相關目標落實情況，主要環境目標和行動詳見後續章節。



³ Including but not limited to the Air Pollution Control Ordinance (Cap. 311), the Waste Disposal Ordinance (Cap.354), and Motor Vehicle Idling (Fixed Penalty) Ordinance (Cap. 611).

³ 包括但不限於《空氣污染管制條例》(第311章)、《廢物處置條例》(第354章)及《汽車引擎空轉(定額罰款)條例》(第611章)。

Emissions Reduction and Energy Efficiency

Echoing the national dual carbon targets of “strives to reach the peak of carbon dioxide emission by 2030, and to achieve carbon neutral by 2060”, we set long-term carbon reduction and energy goals in 2021 based on different businesses, and formulated internal policies, such as “Energy and Water Resources Management Measures” and “Li Ning Sports Park Energy Saving and Consumption Reduction Management Regulations”, and refine and improve management measures to implement energy-saving and emission-reduction targets and tasks, the measures of which include, but are not limited to, the use of LED lighting and solar heating, maintaining air-conditioning at 26 degrees celsius in summer, power off the electricity and shutdown of related electrical equipment after get off work. Our refrigeration systems regulate indoor temperature using smart technology and data analytics to optimize energy performance and promote energy savings.

In addition, we are promoting energy innovation and efficient use of energy by improving the efficiency of energy use and the use of clean energy to ease the pressure of energy shortage while reducing pollution emissions. We seized energy saving opportunities by introducing renewable energy and upgrading the hardware of our sports experience and apparel and footwear businesses. In addition to the installation of solar panels and solar hot water systems, we also support the development of electric vehicles in China by providing more electric vehicle charging facilities in our sports facilities.

減少排放及提高能源效率

為響應國家「二氧化碳排放力爭2030年前達到峰值，2060年前實現碳中和」的雙碳目標，我們於2021年度根據不同業務設立了長期減碳及能源目標，並且制定內部政策，例如《能源、水資源管理辦法》和《李寧體育園節能降耗管理規程》等，細化和完善管理措施，落實節能減排目標任務，舉措包括但不限於使用LED照明及太陽能加熱、空調在夏天維持在攝氏26度室溫和人走電關，下班後關閉相關用電設備等。我們的製冷系統調節室內溫度利用智能技術及數據分析來優化能源性能並促進節能。

另外，我們通過提升能源的利用效率和清潔能源使用比率，緩解能源短缺的壓力的同時降低污染排放，推進能源創新和能源高效利用。我們把握節能機會，引進可再生能源並對我們的體育及鞋服業務進行硬件升級。除安裝太陽能板及太陽能熱水系統外，我們亦於體育設施中提供更多電動汽車充電裝置，支持國內電動汽車的發展。

Environmental, Social and Governance Report 環境、社會及管治報告

We have also invested in environmental protection infrastructure, reusable water, centralised sewage treatment and solid waste treatment measures.

我們亦加大投入建設環境保護基礎設施，建設中水回用、污水集中處理和固體廢棄物集中處理措施。

Target Scope 目標範疇	Environmental Target 環境目標	Performance for the Year 本年度表現
Emission of greenhouse gases	15% reduction in greenhouse gas emission intensity per square meter of sports business ⁴ by 2030 (Compared to the 2021 baseline)	<ul style="list-style-type: none"> The greenhouse gas emission intensity of the sports business decreased from 0.05 tonnes/square meter year-on-year to 0.03 tonnes/square meter, representing a 34% year-on-year decrease
溫室氣體排放	體育業務 ⁴ 到2030年每平方米溫室氣體排放密度減少15% (與2021年基線相比)	<ul style="list-style-type: none"> 體育業務的溫室氣體排放密度由0.05噸/平方米同下降至0.03噸/平方米，同比減少34%
	10% reduction in greenhouse gas emission intensity per full-time employee of apparel and footwear business ⁵ by 2030 (Compared to the 2021 baseline)	<ul style="list-style-type: none"> The greenhouse gas emission intensity of the apparel and footwear business increased from 1.3 tonnes/full-time employee year-on-year to 2.1 tonnes/full-time employee, representing a 59% year-on-year increase
	鞋服業務 ⁵ 到2030年每名全職僱員溫室氣體排放密度減少10% (與2021年基線相比)	<ul style="list-style-type: none"> 鞋服業務的溫室氣體排放密度由1.3噸/全職僱員同比上升至2.1噸/全職僱員，同比增加59%
Energy efficiency	15% reduction in electricity consumption intensity per square meter of sports business ⁴ by 2030 (Compared to the 2021 baseline)	<ul style="list-style-type: none"> The electricity consumption intensity of the sports business decreased by 11% year-on-year from 0.062 MWh/square meter to 0.055 MWh/square meter
能源使用效益	體育業務 ⁴ 到2030年每平方米用電密度減少15% (與2021年基線相比)	<ul style="list-style-type: none"> 體育業務的用電密度由0.062千個千瓦時/平方米同下降至0.055千個千瓦時/平方米，同比減少11%
	10% reduction in electricity consumption intensity per full-time employee of apparel and footwear business ⁵ by 2030 (Compared to the 2021 baseline)	<ul style="list-style-type: none"> The electricity consumption intensity of the apparel and footwear business increased by 86% year-on-year from 2.61 MWh/full-time employee to 4.85 MWh/full-time employee
	鞋服業務 ⁵ 到2030年每名全職僱員用電密度減少10% (與2021年基線相比)	<ul style="list-style-type: none"> 鞋服業務的用電密度由2.61千個千瓦時/全職僱員同比上升至4.85千個千瓦時/全職僱員，同比增加86%

⁴ This applies only to our Li Ning Sports Park, Li-Ning Sports Centres and All Star Skating Club.

⁵ This applies to Bossini, LNG and AMEDEO TESTONI. In order to reduce operating costs, the Group has reduced the number of employees and increased efficiency in the course of business expansion and transformation, and the number of full-time employees decreased significantly. Therefore, the greenhouse gas emission intensity and the electricity consumption intensity both increase.

⁴ 僅適用於我們的李寧體育園、李寧運動中心及全明星滑冰俱樂部。

⁵ 適用於堡獅龍、LNG及AMEDEO TESTONI。為減少運營成本，集團在業務擴張和轉型的過程中進行減員增效，全職僱員人數大幅減少，因此溫室氣體排效密度及用電密度上升。

Responsible Resource Management

A significant amount of water required for the operation of our sports facilities comes mainly from municipal water. While there is no problem in obtaining water, we have adopted a multipronged approach to efficiently manage our water resources in order to achieve our water-saving targets. We control water usage on a targeted basis and regularly check our water meters to identify and rectify any abnormalities in water consumption. In addition, designated sports destinations have installed a rainwater and wastewater recovery and recycling systems to capture water and generate grey water for toilet flushing, irrigation, cleaning and sanitation. We also conducted regular leakage tests on water pipes and installed water-saving devices such as automatic sensor taps and water-saving devices to enhance water efficiency across our office premises.

珍惜地球資源

我們體育設施的運行中所需大量的水主要來源於市政用水。雖然在求取水源上並無問題，但為達到節水目標，我們採取了多管齊下的方法來有效管理水資源。我們有目標性地管控水的用量，並定期查看水錶，若發現用水量異常便會找出原因和及時整改。此外，我們在指定的體育場所安裝了雨水及廢水回收循環系統，以收集用水和產生中水，用作沖廁、灌溉、清潔和衛生。我們還定期對水管進行滲漏測試，並安裝自動感應水龍頭和節水裝置等節水設備，以提高整個辦公場所的用水效率。

Target Scope 目標範疇

Environmental Target 環境目標

Performance for the Year 本年度表現

Water efficiency

7% reduction in water intensity per square meter of sports business³ by 2030 (Compared to the 2021 baseline)

The water consumption intensity decreased by 45% year-on-year from 1.04 cubic meter/square meter in 2021 to 0.57 cubic meter/square meter

水效益

體育業務³到2030年每平方米用水密度減少7% (與2021年基線相比)

用水密度由2021年度1.04立方米/平方米下降至0.57立方米/平方米，同比下降45%

As part of our environmental stewardship, we strive to promote waste reduction and recycling at our sports destinations, retail stores, offices and warehouses. As the amount of hazardous waste generated is minimum, the Group will engage a third party qualified recycler to dispose of the hazardous waste when it is collected to a certain extent. Our waste reduction and recycling measures include but not limited to:

作為我們環境管理的一部分，我們致力於在運動場所、零售店、辦公室和倉庫推廣減少廢物和回收利用。由於有害廢棄物產生量極少，當收集到一定程度時，本集團將會委托第三方合資格回收商處理有關有害廢棄物。我們的減廢回收措施包括但不限於：

- Reusing office supplies and festive decorations where possible
- Encouraging reusing paper for printing and set the default mode of all network printers to double-sided printing
- Digitalising our internal communications, circulating memorandums and reports in e-format

- 儘量重複使用辦公用品及節日裝飾品
- 鼓勵紙張重複列印，並將所有網絡打印機的默認模式設為雙面打印
- 數字化內部溝通，以電子形式分發備忘錄及報告

Environmental, Social and Governance Report 環境、社會及管治報告

- Strictly implementing garbage classification in all districts
- Collaborating with licensed contractors and green organisations and prioritize the use of environmental friendly or recycled materials
- Recycling bins with clear signage are placed and waste recycling items cover paper, cardboard boxes, plastics, metals, non-confidential documents, electrical appliances and toners cartridges
- Advocating low-carbon travel, energy conservation and environmental protection
- 嚴格執行各地區垃圾分類
- 與持牌承包商及綠色組織合作，並優先選用環保或再生材料
- 放置列有清晰標示的回收箱，廢棄回收物品包括紙張、紙箱、塑料、金屬、非機密文件、電器及墨粉盒等
- 倡導低碳出行，節約環保

Target Scope 目標範疇	Environmental Targets 環境目標	Performance for the Year 本年度表現
Waste reduction and recycling	Promote waste reduction and recycling in sports destinations, retail shops, office premises and warehouses	<p>Sports Business</p> <ul style="list-style-type: none"> – The total amount of hazardous waste was 72.0kg, the recycled amount was 0.001kg and the recycle rate was 0.002% – The total amount of non-hazardous waste was 14.8 tonnes, the recycled amount was 1.9 tonnes and the recycle rate was 13% – As the amount of full-time employees in the sports business experienced a year-on-year increase, the non-hazardous waste recycled intensity in 2022 decreased from 0.0036 tonnes/FTE to 0.0029 tonne/FTE <p>Apparel and Footwear Operations</p> <ul style="list-style-type: none"> – The total amount of hazardous waste was 1.5 kilograms, the recycled amount and the recycle rate were 0 – The total amount of non-hazardous waste was 71.0 tonnes, the recycled amount was 50.0 tonnes and the recycle rate was 16.8% – The non-hazardous waste recycled intensity experienced significant year-on-year increase from 0.1 kg/FTE to 91.3 kg/FTE <p>體育業務</p> <ul style="list-style-type: none"> – 有害廢棄物總量為72.0千克，回收量為0.001千克，回收率為0.002% – 無害廢棄物總量為14.8噸，回收量為1.9噸，回收率為13% – 由於體育業務的全職僱員同比上升，2022年度無害廢棄物回收密度由0.0036噸/FTE降至0.0029噸/FTE <p>鞋服業務</p> <ul style="list-style-type: none"> – 有害廢棄物總量為1.5千克，回收量及回收率為0 – 無害廢棄物總量為71.0噸，回收量為50.0噸，回收率為16.8% – 無害廢棄物回收密度由0.1千克/FTE同比大幅提升至91.3千克/FTE
減廢回收	促進體育目的地、零售店、辦公場所及倉庫的減廢回收	

Case Study

All of our AMEDEO TESTONI stores in Hong Kong use shopping bags made from eco-friendly materials (40% recycled material certified FSC® and 55% pure eco-fibre certified FSC® and 5% cotton fibre).

案例研究

我們在AMEDEO TESTONI香港所有分店均使用環保物料製成的購物袋（40%回收材料證明FSC®和55%純環保纖維證明FSC®和5%棉纖維）。

Environmental Awareness

In addition to complying with environmental management practices, we also continue to raise the environmental awareness of our employees internally and guide employees to use resources in a sustainable manner in their daily work. Apart from internal circulars, energy-saving and water-saving labelling tips and sharing of green office practices on information walls, we also organise regular environmental training events covering topics such as waste reduction, energy-saving and carbon reduction.

環保意識

除了遵守環境管理辦法，我們亦在內部持續增強員工的環保意識，引導員工在日常工作中秉持可持續發展的理念善用資源。除了內部通告、節能節水標籤提示和於信息牆分享綠色辦公方式外，我們還定期組織環境培訓活動，內容涵蓋減廢、節能和減碳等主題。

Climate Change

Climate change may pose significant financial and non-financial risks to various aspects of our business. We are firmly committed to managing climate-related impacts across our operations and to developing mitigation, adaptation and resilience strategies. We have developed corresponding policies based on our diverse operations, such as the "Climate Change Management Act" and the "Climate and Related Response Actions Affecting the Company", for monitoring climate impacts on our diverse operations, in order to deal with climate change risks and seize opportunities. Our operating networks are immune to climate-induced extreme weather events like typhoons and rainstorms. These impact our business whether through business interruption, shop closures, damaged or lost products from flooding or by even putting the safety of our staff and customers at risk. Through our clear work response policies and constant communication with our people, we are well-prepared to respond to these emergency situations. In addition, we engage in constant communication with our stakeholders on climate impacts and support our business partners in decarbonising.

氣候變化

氣候變化可給我們不同範疇的業務可帶來重大財務及非財務風險。我們堅定地致力於在整個運營過程中管理與氣候有關的影響，並制定緩解、適應和抗逆力策略。我們根據不同業務制定相應的政策，例如《氣候變化管理辦法》和《對公司產生影響的氣候及相關應對行動》等，監測氣候對我們不同業務的影響，以應對氣候變化風險和把握機遇。我們的運營網絡受氣候引起的極端天氣狀況影響，如颱風及暴雨。對我們業務的影響可包括業務中斷、商店關閉、洪水造成產品損壞或損失，甚至危及我們員工和客戶的安全。透過明確的工作應對政策及與員工的持續溝通，我們充分準備應對該等緊急情況。另外，我們與權益人就氣候影響進行持續溝通，並支持我們的業務夥伴脫碳。

Environmental, Social and Governance Report 環境、社會及管治報告

Case Study

In Zhejiang Province, rainfall and typhoons are common from June to September every year, so we have formulated an emergency plan for flood prevention and control and set out the relevant countermeasures:

1. In the event of climate change, such as typhoons, relevant management measures issued by the local government will be followed;
2. In view of the occasional climate changes, the countermeasures are mainly to check the weather forecast and prevent the impact of weather changes on the Company in advance, and to check the local weather notices and guidance in advance.

案例

浙江省每年6月—9月，雨水及颱風較多，我們制定防洪防汛應急預案，並列明相關應對措施：

1. 如有氣候變化，如颱風等情況，依據當地政府出臺的相關管理措施執行；
2. 氣候變化偶發，應對措施主要以提前查看天氣預報及提早預防天氣變化對公司產生的影響，提早查看當地發布的天氣變化通知及指導意見。

Table of Environmental Performance Data

For sports operations

環境表現數據表格

體育業務

		2022 二零二二年	2021 二零二一年	2020 二零二零年
Emissions				
排放物				
Carbon emissions in total and intensity				
碳排放總量及密度				
Scope 1 emissions	Tonnes	664.6	703.2	876.8
範圍1排放量	噸			
Scope 2 emissions	Tonnes	12,424.5	12,763.8	4,800.9
範圍2排放量	噸			
Total emissions	Tonnes	13,089.1	13,467	5,677.7
總排放量	噸			
Total emission intensity	Tonnes/FTE	19.8	24.5	10.1
總排放密度	噸/FTE			
Other Emissions⁶				
其他排放⁶				
Wastewater generated	Tonnes	154,634	157,025	161,159
所產生的污水	噸			
NOx emissions	Kg	167.1	16.2	25.6
氮氧化物排放	千克			
SOx emissions	Kg	20.7	0.2	0.2
硫氧化物排放	千克			
PM emissions	Kg	0.4	1.4	1.4
顆粒物排放	千克			

⁶ In order to further improve data disclosure, disclosure of the types of emissions from the apparel and footwear business, including NOx, SOx and PM, is added for the year.

⁶ 為進一步完善數據披露，本年度新增披露鞋服業務的排放物種類，包括氮氧化物、硫氧化物及顆粒物。

Environmental, Social and Governance Report 環境、社會及管治報告

		2022 二零二二年	2021 二零二一年	2020 二零二零年
Resource usage				
資源使用量				
Resource usage in total and intensity ⁷ 能源使用總量及密度 ⁷				
Electricity consumption 用電量	MWh 千個千瓦時	21,804.3	16,738.8	61,584.2
Renewable Energy 可再生能源	MWh 千個千瓦時	7.2	Nil沒有	Nil沒有
Natural gas consumption 天然氣消耗	MWh 千個千瓦時	1,111.6	2,203.2	1,999.9
Gasoline consumption 汽油消耗	MWh 千個千瓦時	86.6	121.7	92.1
Electricity consumption intensity 用電密度	MWh/FTE 千個千瓦時/FTE	33.0	30.4	10.9
Natural gas consumption intensity 天然氣消耗密度	MWh/FTE 千個千瓦時/FTE	1.7	4.0	3.6
Gasoline consumption intensity 汽油消耗密度	MWh/FTE 千個千瓦時/FTE	0.1	0.2	0.2
Water consumption in total and intensity 用水總量及密度				
Water consumption 用水量	m ³ 立方米	223,659	279,123	208,094
Water consumption intensity 用水密度	m ³ /FTE 立方米/FTE	338	507	370
Hazardous and Non-hazardous waste				
有害及無害廢棄物				
Hazardous waste in total and intensity ⁸ 有害廢棄物總量及密度 ⁸				
Waste carbon battery and alkaline battery 廢棄碳性電芯與鹼性電芯	Kg 千克	17.5	Nil沒有	Nil沒有
Discarded lamp 廢燈管	Piece 個	200	Nil沒有	Nil沒有
Discarded cartridge 廢墨盒	Piece 個	35	Nil沒有	Nil沒有
Discarded paint 廢棄油漆	Litre 升	2	Nil沒有	Nil沒有
Hazardous waste intensity ⁹ 有害廢棄物密度 ⁹	Kg/FTE 千克/FTE	0.1	Nil沒有	Nil沒有

⁷ In order to further improve data disclosure, disclosure of energy use from the sports operations, including related usage and intensity of renewable energy, natural gas and gasoline, is added for the year

⁷ 為進一步完善數據披露，本年度新增披露體育業務的能源使用，包括可再生能源、天然氣和汽油相關用量及密度

⁸ In order to further improve data disclosure, disclosure of hazardous waste in total and intensity as well as hazardous waste recycled and intensity from the sports operations is added for the year

⁸ 為進一步完善數據披露，本年度新增披露體育業務的有害廢棄物總量及密度，和有害廢棄物回收量密度

⁹ Hazardous waste intensity is calculated based on discarded lamp as 250g/piece, discarded cartridge as 54g/piece and discarded paint as 1.3kg/litre

⁹ 有害廢棄物密度以廢燈管250克/個、廢墨盒54克/個、廢棄油漆1.3千克/升計算

Environmental, Social and Governance Report 環境、社會及管治報告

		2022 二零二二年	2021 二零二一年	2020 二零二零年
Hazardous waste recycled and intensity 有害廢棄物回收量及密度				
Waste carbon battery and alkaline battery 廢棄碳性電芯與鹼性電芯	Kg 千克	0.0	2.0	0
Hazardous waste recycled intensity 有害廢棄物回收量密度	Kg/FTE 千克/FTE	0.0	Nil沒有	Nil沒有
Non-hazardous waste in total and intensity 無害廢棄物總量及密度				
Paper 用紙	Tonnes 噸	1.1	0.8	2.1
Plastic 塑膠	Tonnes 噸	0.3	0	0.08
General waste 一般廢棄物	Tonnes 噸	13.4	9.6	22.2
Metal 金屬	Kg 千克	0.1	0	24
Glass 玻璃	Kg 千克	10	0	6.8
Non-hazardous waste intensity 無害廢棄物密度	Tonnes/FTE 噸/FTE	0.02	0.02	0.04
Non-hazardous waste recycled and intensity 無害廢棄物回收量及密度				
Paper 用紙	Tonnes 噸	1.6	2	1.7
Plastic 塑膠	Tonnes 噸	0.1	0	0.08
General waste 一般廢棄物	Tonnes 噸	0.3	0	0
Non-hazardous waste recycled intensity 無害廢棄物回收量密度	Tonnes/FTE 噸/FTE	0.003	0.004 ¹⁰	0.003

¹⁰ The non-hazardous waste recycled intensity in 2021 has been amended by adjusting the calculation methodology to be consistent with that of 2022

¹⁰ 2021年的無害廢棄物回收量密度經過計算方法調整後作出修訂，計算方法與2022年保持一致

Environmental, Social and Governance Report 環境、社會及管治報告

For apparel and footwear business

鞋服業務

		2022 二零二二年	2021 二零二一年
Emissions			
排放物			
Carbon emissions in total and intensity			
碳排放總量及密度			
Scope 1 emissions	Tonnes	64.6	0
範圍1排放量	噸		
Scope 2 emissions	Tonnes	1,080.7	1448.1
範圍2排放量	噸		
Total emissions	Tonnes	1,145.2	1448.1
總排放量	噸		
Total emission intensity	Tonnes/FTE	2.1	1.3
總排放密度	噸/FTE		
Other Emissions			
其他排放			
Nitrogen Oxides emissions	Kg	9.2	Nil沒有
氮氧化物排放	千克		
Sulphur Oxides emissions	Kg	0.4	Nil沒有
硫氧化物排放	千克		
Particulate Matter emissions	Kg	0.2	Nil沒有
顆粒物排放	千克		
Resource Usage			
資源使用量			
Resource usage in total and intensity ¹¹			
能源使用總量及密度 ¹¹			
Electricity consumption	MWh	2,656.0	2,781.8
用電量	千個千瓦時		
Natural gas consumption	MWh	437.9	Nil沒有
天然氣消耗	千個千瓦時		
Gasoline consumption	MWh	176.4	Nil沒有
汽油消耗	千個千瓦時		
Diesel consumption	MWh	7.8	Nil沒有
柴油消耗	千個千瓦時		
Electricity consumption intensity	MWh/FTE	4.8	2.5
用電密度	千個千瓦時/FTE		
Natural gas consumption intensity	MWh/FTE	0.8	Nil沒有
天然氣消耗密度	千個千瓦時/FTE		
Gasoline consumption intensity	MWh/FTE	0.3	Nil沒有
汽油消耗密度	千個千瓦時/FTE		
Diesel consumption intensity	MWh/FTE	0.0	Nil沒有
柴油消耗密度	千個千瓦時/FTE		
Water consumption intensity			
用水總量及密度			
Water consumption	m ³	2,157	4,874
用水量	立方米		
Water consumption intensity	m ³ /FTE	3.9	4.3
用水密度	立方米/FTE		

¹¹ In order to further improve data disclosure, disclosure of energy use from the apparel and footwear business, including related usage and intensity of renewable energy, natural gas, gasoline and diesel, is added for the year.

¹¹ 為進一步完善數據披露，本年度新增披露鞋服業務的能源使用，包括天然氣、汽油和柴油相關用量及密度。

Environmental, Social and Governance Report 環境、社會及管治報告

		2022 二零二二年	2021 二零二一年
Hazardous and Non-hazardous Waste			
有害及無害廢棄物			
Hazardous waste in total and intensity ¹²			
有害廢棄物總量及密度 ¹²			
Waste carbon battery and alkaline battery 廢棄碳性電芯與鹼性電芯	Kg 千克	0	Nil 沒有
Discarded lamp 廢燈管	Piece 個	0	Nil 沒有
Discarded cartridge 廢墨盒	Piece 個	28	Nil 沒有
Discarded paint 廢棄油漆	Litre 升	0	Nil 沒有
Hazardous waste intensity ¹³ 有害廢棄物密度 ¹³	Kg/FTE 千克/FTE	0.003	Nil 沒有
Hazardous waste recycled and intensity			
有害廢棄物回收量及密度			
Waste carbon battery and alkaline battery 廢棄碳性電芯與鹼性電芯	Kg 千克	0	2.6
Hazardous waste recycled intensity 有害廢棄物回收量密度	Kg/FTE 千克/FTE	0	Nil 沒有
Non-hazardous waste in total and intensity			
無害廢棄物總量及密度			
Paper 用紙	Tonnes 噸	12.1	5.1
Plastic 塑膠	Tonnes 噸	28.7	Nil 沒有
Metal 金屬	Tonnes 噸	0.0	Nil 沒有
General Waste 一般廢棄物	Tonnes 噸	30.2	Nil 沒有
Shopping bag 購物袋	Tonnes 噸	14.9	13.6
Non-hazardous waste intensity 無害廢棄物密度	Kg/FTE 千克/FTE	34.3	16.7
Non-hazardous waste recycled and intensity			
無害廢棄物回收量及密度			
Paper 用紙	Tonnes 噸	8.4	0.1
Plastic 塑膠	Tonnes 噸	17.5	Nil 沒有
Metal 金屬	Tonnes 噸	7.9	Nil 沒有
General waste 一般廢棄物	Tonnes 噸	16.2	Nil 沒有
Non-hazardous waste recycled intensity 無害廢棄物回收量密度	Kg/FTE 千克/FTE	1.4	0.1

¹² In order to further improve data disclosure, disclosure of hazardous waste in total and intensity as well as hazardous waste recycled and intensity from the apparel and footwear business, is added for the year.

¹² 為進一步完善數據披露，本年度新增披露鞋服業務的有害廢棄物總量及密度，和有害廢棄物回收量密度。

¹³ Hazardous waste intensity is calculated based on discarded lamp as 250g/piece, discarded cartridge as 54g/piece and discarded paint as 1.3kg/litre.

¹³ 有害廢棄物密度以廢燈管250克/個、廢墨盒54克/個、廢棄油漆1.3千克/升計算。

4. HUMAN RESOURCES MANAGEMENT

Our employees are an important asset of the Group. We are committed to providing an inclusive, safe, respectful and harmonious work environment to enable our employees' career growth and achieve career contentment. The Group has established internal policies on remuneration, termination, recruitment, promotion, working hours, leaves, equal opportunities, diversity, anti-discrimination, other treatment and benefits, and complied with relevant laws and regulations.

Employment and Working Conditions

We attach great importance to the welfare and working conditions of our employees. The Group offers attractive remuneration and benefits to its employees, including extensive medical care, diversified product discounts, birthday leave and study leave and other benefits. Our subsidiaries also offer individual employee benefits such as regular bodychecks, afternoon tea for employees, birthday benefits and wedding gifts. To attract and retain every talent, we also regularly review our staff policies, benefits and facilities.

In response to the severe pandemic period, regional subsidiaries also offered our employees extra benefits. For instance, during the pandemic in Shanghai from April to May, the Company provided material security for Shanghai colleagues by purchasing vegetable packs to meet their immediate needs.

As a family-friendly employer, we actively implement family-friendly measures. A well-equipped lactation room is available in our Hong Kong headquarters for working mothers. In Beijing, we partnered with Koala Educare to set up a kindergarten in its office to facilitate employees to balance their work with family commitments.

4. 人力資源管理

員工是本集團的重要資產。我們致力於提供一個包容、安全、尊重與和諧的工作環境，促進員工的職業發展和提升工作成就感。本集團現已對薪酬、解僱、招聘、晉升、工作時數、假期、平等機會、多元化、反歧視、其他待遇福利設立相關內部政策，並遵守相關法律和法規。

僱傭及工作條件

我們十分重視員工的待遇和工作條件。本集團為員工提供具吸引力的薪酬與福利，包括覆蓋面廣的醫療保險，多元化的產品折扣，生日假和進修假等福利。旗下附屬公司亦設有個別的員工福利，例如：定期體檢、員工下午茶、生日福利和結婚禮品等。我們亦定期檢視員工政策、福利及設施，以吸引及挽留人才。

針對疫情嚴重時期，地區附屬公司亦為員工提供額外福利措施，例如四至五月上海的疫情期間，公司為上海同事提供物資保障，採購蔬菜包，以解燃眉之急。

作為家庭友善僱主，我們積極落實家庭友善措施。在香港總部，我們為在職母親提供設備齊全的哺乳室。在北京，我們聯合考拉啟賦於辦公園區設立一間幼兒園，幫助員工在工作與家庭承擔之間取得平衡。

Environmental, Social and Governance Report 環境、社會及管治報告

We highly value our employees and work to ensure a workplace free from any prejudice or discrimination. All employees are protected by our Equal Opportunity Policy which sets out a fair selection recruitment and promotion based on professional knowledge, skills and qualifications regardless of gender, pregnancy, marriage status, race, religion, disability and family status. In addition, we also do not tolerate any unlawful conduct, including harassment, vilification and personal injury. During the Year, there were no breaches of relevant laws and regulations¹⁴ in relation to recruitment and employment.

We fully support our employees to maintain a good work-life balance and organise a variety of festivals and recreational activities. For example, National Sports Day, Mid-Autumn Festival Celebration 2022 (非龍匯獅慶中秋2022) and DIY reusable bags.



Mid-Autumn Festival Celebration 2022
非龍匯獅慶中秋2022



National Sports Day
全民運動日

Related Awards:



Caring Company
商界展關懷

相關獎項：



Happiness at Work Promotional Scheme
開心工作間

¹⁴ Including but not limited to the Employment Ordinance (Cap. 57), Employees' Compensation Ordinance (Cap. 282), Mandatory Provident Fund Schemes Ordinance (Cap. 485), the Disability Discrimination Ordinance (Cap.487), and the Minimum Wage Ordinance (Cap.608).

¹⁴ 包括但不限於《僱傭條例》(第57章)、《僱員補償條例》(第282章)、《強制性公積金計劃條例》(第485章)、《殘疾歧視條例》(第487章)及《最低工資條例》(第608章)。

Environmental, Social and Governance Report 環境、社會及管治報告

Table of Human Resource Overview

For Sports operations

人力資源概況表格

體育業務

Human Resource Overview^{15, 16}

人力資源概況^{15, 16}

			2022 二零二二年	2021 二零二一年	2020 二零二零年
Total number of staff	員工總人數	Person 人	737	633	629
Number of staff – by gender	按性別劃分員工人數				
Male	男	Person 人	367	316	315
Female	女	Person 人	370	317	314
Number of staff – by age group	按年齡組別劃分員工人數				
<30 years old	<30歲	Person 人	285	267	275
30-50 years old	30-50歲	Person 人	407	332	299
>50 years old	>50歲	Person 人	45	34	55
Number of staff – by employee type	按僱員類別劃分員工人數				
Full-time	全職	Person 人	661	550	563
Part-time	兼職	Person 人	76	83	66
Number of staff – by geographic region	按地區劃分員工人數				
Hong Kong	香港	Person 人	25	N/A 沒有	N/A 沒有
Mainland China	中國內地	Person 人	712	N/A 沒有	N/A 沒有
Others	其他	Person 人	0	N/A 沒有	N/A 沒有
Staff Turnover¹⁷	員工流失¹⁷				
Overall staff turnover rate	員工總流失率	%	56	52	41
Staff turnover rate – by gender	按性別劃分員工流失率				
Male	男	%	65	59	42
Female	女	%	47	45	41
Staff turnover rate – by age group	按年齡組別劃分員工流失率				
<30 years old	<30歲	%	99	75	39
30-50 years old	30-50歲	%	30	36	32
>50 years old	>50歲	%	22	27	100
Staff turnover rate – by geographic region	按地區劃分員工流失率				
Hong Kong	香港	%	28	N/A 沒有	N/A 沒有
Mainland China	中國內地	%	57	N/A 沒有	N/A 沒有
Others	其他	%	0	N/A 沒有	N/A 沒有

¹⁵ In order to further improve data disclosure, disclosure of number of staff by geographic region and turnover rate is added for the year.

¹⁵ 為進一步完善數據披露，本年度新增披露按地區劃分的員工人數及流失率。

¹⁶ The calculation formula of staff turnover rate of each category is: the number of employee turnover of the category for the year/the total number of employees in the category at the end of the year x 100%.

¹⁶ 各類別的員工流失率計算公式為：本年度該類別的員工流失人數／本年度年末該類別的總員工人數x100%。

¹⁷ This data includes natural attrition due to contract expiration of part-time employees.

¹⁷ 該數據包含因兼職員工合同到期而自然流失的情況。

Environmental, Social and Governance Report 環境、社會及管治報告

For apparel and footwear business

鞋服業務

Human Resource Overview ^{18, 19} 人力資源概況 ^{18, 19}			2022 二零二二年	2021 二零二一年
Total number of staff	員工總人數	Person 人	627	1123
Number of staff – by gender	按性別劃分員工人數			
Male	男	Person 人	198	485
Female	女	Person 人	429	638
Number of staff – by age group	按年齡組別劃分員工人數			
<30 years old	<30歲	Person 人	195	495
30-50 years old	30-50歲	Person 人	346	598
>50 years old	>50歲	Person 人	86	30
Number of staff – by employee type	按僱員類別劃分員工人數			
Full-time	全職	Person 人	548	1067
Part-time	兼職	Person 人	79	56
Number of staff – by geographic region	按地區劃分員工人數			
Hong Kong	香港	Person 人	251	Nil沒有
Mainland China	中國內地	Person 人	211	Nil沒有
Others	其他	Person 人	165	Nil沒有
Staff Turnover²⁰	員工流失 ²⁰			
Overall staff turnover rate	員工總流失率	%	46	28
Staff turnover rate – by gender	按性別劃分員工流失率			
Male	男	%	46	18
Female	女	%	45	36
Staff turnover rate – by age group	按年齡組別劃分員工流失率			
<30 years old	<30歲	%	78	34
30-50 years old	30-50歲	%	33	22
>50 years old	>50歲	%	22	57
Staff turnover rate – by geographic region	按地區劃分員工流失率			
Hong Kong	香港	%	70	Nil沒有
Mainland China	中國內地	%	38	Nil沒有
Others	其他	%	18	Nil沒有

¹⁸ In order to further improve data disclosure, disclosure of number of staff by geographic region and turnover rate is added for the year.

¹⁸ 為進一步完善數據披露，本年度新增披露按地區劃分的員工人數及流失率。

¹⁹ The calculation formula of staff turnover rate of each category is: the number of employee turnover of the category for the year/the total number of employees in the category at the end of the year x 100%.

¹⁹ 各類別的員工流失率計算公式為：本年度該類別的員工流失人數／本年度年末該類別的總員工人數x100%。

²⁰ This data includes natural attrition due to contract expiration of part-time employees.

²⁰ 該數據包含因兼職員工合同到期而自然流失的情況。

Training and Development

We comply with the Measures for Employee Training and provide internal training for our employees to enrich their professional knowledge and enhance their job skills, improve the working quality and efficiency, and develop their learning and problem-solving abilities. We value the development and personal growth of our employees, and we are pleased to see and fully support our staff's continuous development in knowledge, skills and management capabilities. Training is tailored to meet the needs of staff in different areas and at different levels. During the Year, we provided a range of training, such as management training to strengthen the soft skills of our senior management, and product information training to update our staff on new season products, including the use of sustainable and environmentally friendly materials in our products.

In addition to internal training, our employees are also encouraged to attend relevant external training courses, and we have established a Training and Development System in some of our subsidiaries. Upon completion of the courses and passing the examinations, training costs will be subsidised by the Company.

培訓與發展

我們遵守《員工培訓管理辦法》，為員工提供內部培訓，充實員工的專業知識和提升員工的崗位技能，提高工作質量和效率，培養員工的學習能力和解決問題的能力。我們重視員工的發展和個人成長，樂見並全力支持員工持續提升知識、技能、管理等能力建設。針對不同領域及各職級的員工需求，我們會給與定制培訓。本年度，我們提供一系列的培訓，例如管理培訓以強化高管的軟技巧、產品資訊培訓以更新員工關於新季產品知識，包括可持續發展環保材料於產品的應用。

除了內部培訓，我們亦鼓勵員工參加相關的外部培訓課程，並於部分附屬公司設立《培訓與發展制度》。員工在完成課程及考試合格後，培訓費用將可獲得公司資助。

Table of Training Hours

For Sports operations

受訓時數表格

體育業務

Employee Training ^{21,22} 僱員培訓 ^{21,22}			2022 二零二二年	2021 二零二一年	2020 二零二零年
Percentage of trained employees to total employees²³	受訓僱員佔僱員總百分比 ²³	%	64	Ni沒有	Ni沒有
Percentage of trained employees – by gender	按性別劃分受訓僱員百分比				
Male	男	%	51	49	51
Female	女	%	49	51	49
Percentage of trained employees – by employee category	按僱員類別劃分受訓僱員百分比				
Functional heads	部門主管	%	8	12	17.74
Management	管理層	%	3	11	1.61
General/technical staff	一般／技術員工	%	89	77	80.65
Average training hours per employee	每名僱員平均受訓時數	Hours 小時	12	Ni沒有	Ni沒有
Average training hours – by gender	按性別劃分平均受訓時數				
Male	男	Hours 小時	12	16	18
Female	女	Hours 小時	12	16	19
Average training hours – by employee category	按僱員類別劃分平均受訓時數				
Functional heads	部門主管	Hours 小時	13	6	7
Management	管理層	Hours 小時	9	37	19
General/technical staff	一般／技術員工	Hours 小時	12	16	18

²¹ The calculation formula of employee trained rate of each category is: the number of employees trained of the category/the number of employees trained x 100%.

²¹ 各類別的員工培訓率計算公式為：該類別的受訓員工人數／受訓員工人數x100%。

²² The calculation formula of average training hours per employee of each category is: the number of training hours of employees of the category/the number of employees trained of the category.

²² 各類別每名員工平均受訓時數計算公式為：該類別的員工受訓時數／該類別的受訓員工人數。

²³ The calculation formula of the percentage of trained employees to total employees is: the number of trained employees/total number of employees at the end of the year x 100%.

²³ 受訓僱員佔僱員總百分比計算公式為：受訓員工人數／本年度年末的總員工人數x100%。

Environmental, Social and Governance Report 環境、社會及管治報告

For apparel and footwear business

鞋服業務

Employee Training ^{24, 25} 僱員培訓 ^{24, 25}			2022 二零二二年	2021 二零二一年
Percentage of trained employees to total employees²⁶	受訓僱員佔僱員總百分比 ²⁶	%	39	Nil沒有
Percentage of trained employees – by gender	按性別劃分受訓僱員百分比			
Male	男	%	22	15
Female	女	%	78	85
Percentage of trained employees – by employee category	按僱員類別劃分受訓僱員百分比			
Functional heads	部門主管	%	8	1
Management	管理層	%	3	3
General/technical staff	一般／技術員工	%	89	96
Average training hours per employee	每名僱員平均受訓時數	Hours 小時	14	Nil沒有
Average training hours – by gender	按性別劃分平均受訓時數			
Male	男	Hours 小時	15	3
Female	女	Hours 小時	13	5
Average training hours – by employee category	按僱員類別劃分平均受訓時數			
Functional heads	部門主管	Hours 小時	12	1
Management	管理層	Hours 小時	19	3
General/technical staff	一般／技術員工	Hours 小時	14	4

²⁴ The calculation formula of employee trained rate of each category is: the number of employees trained of the category/the number of employees trained x 100%.

²⁴ 各類別的員工培訓率計算公式為：該類別的受訓員工人數／受訓員工人數x100%。

²⁵ The calculation formula of average training hours per employee of each category is: the number of training hours of employees of the category/the number of employees trained of the category.

²⁵ 各類別的每名員工平均受訓時數計算公式為：該類別的員工受訓時數／該類別的受訓員工人數。

²⁶ The calculation formula of the percentage of trained employees to total employees is: the number of trained employees/total number of employees at the end of the year x 100%.

²⁶ 受訓僱員佔僱員總百分比計算公式為：受訓員工人數／本年度年末的總員工人數x100%。

Occupational Safety and Health

The health and safety of our staff is our highest priority. We have implemented different precautionary measures which go beyond regulatory compliance. We follow strict and high standards of occupational safety and health, and actively identify potential occupational safety and health risks in the workplace and strive to provide and maintain a zero-hazard working environment. For instance, we will carry out formaldehyde treatment upon completion of office renovation to ensure the residual level of formaldehyde are within safe limits.

Occupational health and safety guidelines are tailored to different business units in response to the unique workplace and operating activities of our employees. For employees working under our sports-related operations, we offer them healthcare benefits such as free physical check-up services and complimentary access to sports facilities of the Company. In addition, we provided employees in our Hong Kong headquarters with office equipment such as ergonomic chairs and footrests to reduce occupational health risks.

We attach great importance to the physical and mental wellness of our staff. To address the mental and work-related stress of our employees, in addition to reasonable fixed working hours, the Group organised activities for our staff to participate from time to time, and placed information and pamphlets on emotional support at various locations, so that employees in need can easily obtain support.

To intensify our safety-first awareness, we continue to organise talks and workshops and provide relevant trainings, covering mental wellness, first aid and fire precaution. We also regularly conduct onsite safety inspections through inspections of firefighting installations, effectiveness of fire extinguishers and safety of firefighting exits.

In addition, special attention is given to workers conducting high-risk work activities. We ensure our workers are equipped with necessary personal protective gear such as safety goggles, gloves and helmets.

During the Year, there were no breaches of relevant laws and regulations in respect of occupational health and safety.

職業安全與健康

員工的健康和安全是我們最優先注重的事項。除了遵守監管規定，我們更採取了多項預防措施。我們遵循嚴格和高標準的職業安全和健康，積極識別工作場所潛在的職業安全和健康風險，並努力提供和保持一個零危害的工作環境。例如在辦公室裝修完畢後，我們會進行甲醛治理，確保甲醛殘留水平在安全範圍以內。

我們因應員工的具體工作及業務活動制定了相應的職業健康及安全指引。我們為在體育相關業務工作的員工提供醫療保健福利，例如免費體檢服務及免費使用公司的體育設施。另外，我們為香港總部的辦公室員工提供符合人體工學的座椅、腳踏等辦公設備，以減低職業健康風險。

我們十分重視員工的身心健康。針對員工的精神及工作壓力，除了合理的固定工時，集團不時舉行一些活動供員工參與，亦在不同地方放置情緒支援的信息及小冊子，讓有需要的員工輕易獲取支持。

為深化安全第一的意識培養，我們繼續組織講座及研討會，並提供相關培訓，其中涵蓋心理健康、急救、消防演練等。我們亦定期進行實地安全檢查，檢查消防裝置、滅火器有效性、消防通道安全性。

另外，我們尤其關注進行高危作業的職工，確保職工配備必要的個人防護裝備，如安全護目鏡、手套及頭盔。

於本年度，我們在職業健康及安全方面並無違反相關法例及規例的情況。

Our Response to COVID-19

Our operations once again faced up to multiple challenges due to the ongoing COVID-19 pandemic. Despite all the social and economic environment disruption, the Group has remained committed to fighting the impact of the virus. Aside from stepping up the frequency of our cleansing and disinfection procedures, we have implemented a series of measures at our sports designations, retail shops, offices and warehouses to better protect our employees, including:

- Arranging office staff to work from home to minimize the risk of virus transmission
- Providing staff with anti-pandemic supplies such as medical mask, hand sanitisers and rapid test kits
- Prior to the government legislation to regard confirmed case as legal sick leave, the Group has regarded "confirmed case" as sick leave and paid full wages to tide over the difficulties with its staff
- Setting up pandemic prevention posts at the entrances of the parks and venues, with dedicated staff to perform code scanning and temperature measurement
- Placing disinfectant alcohol, hand sanitizer and other commonly used anti-pandemic supplies at the gate, entrance and lobby of the venue

Labour Standards

As a responsible employer, the Group strictly complies with the law and employment regulations and strictly prohibits child and forced labour within its operations and along our supply chain, and has added relevant policies to our Employee Handbook to ensure constant vigilance and strict compliance with the law. Our Human Resources Department is responsible for reviewing all identification documents provided by the applicants before hiring an employee. To ensure full compliance with applicable laws and regulations²⁷, regular audits and internal reviews are performed. Any staff member found to be in breach of our labour policies will be subject to disciplinary action and may be liable to legal prosecution.

²⁷ Including but not limited to the Employment Ordinance (Cap. 57), and the Provisions on Prohibition of Child Labour.

COVID-19應對

隨著COVID-19疫情的持續，我們的業務再次面臨多重挑戰。儘管社會經濟環境受到疫情干擾，本集團仍致力於抗擊病毒帶來的影響。除加強清潔頻率和消毒程序外，我們已在體育場所、零售店舖、辦公室及倉庫等採取一系列措施，以更好地保護我們的員工，包括：

- 安排寫字樓員工在家辦公，盡量減少病毒傳播風險
- 為員工提供防疫用品，例如口罩、洗手液和快速檢測包
- 於政府尚未立法將確診視作合法病假前，集團已將「確診」視為病假，並全額發放工資，希望與員工共渡難關
- 各園區和場館入口設立疫情防疫崗位，由專人執行掃碼、測溫工作
- 門崗、場館入口、前廳擺放消毒酒精、免洗消毒液等防疫常用物資

勞工準則

作為負責任的僱主，本集團嚴格遵從法律及僱傭條例，在營運及供應鏈上嚴禁僱用童工及強制勞工，並已將有關政策添加至於員工手冊，時常警惕，嚴守法律。聘請員工前，我們的人力資源部門負責審核申請人提供的所有身份證明文件。為確保完全遵守適用法律法規²⁷，我們定期進行審核及內部檢討。如有任何員工違反我們的勞工政策，他們將會受到紀律處分及可能受到法律檢控。

²⁷ 包括但不限於《僱傭條例》(第57章)及《禁止使用童工規定》。

Anti-corruption

The Group has zero-tolerance to corruption or malpractice of any form. The Group currently has formulated internal policies on bribery, extortion, fraud, money laundering and anti-corruption that sets out the Group's code of business conduct and defines employee responsibilities, all of which are set out in our Employee Handbook. All employees shall comply with the anti-corruption policy. We strictly prohibit all employees from accepting money or any other gifts from outside entities such as customers, suppliers, contractors, authorities or other business partners. Details of the guiding principles for responsible business conduct are set out in our Employee Handbook. During the Year, we arranged anti-corruption training programmes for our Board members and employees in Hong Kong headquarters and Mainland China subsidiaries to update them on the latest anti-corruption enforcements and proper practice procedures. In support of our policies on ethical behaviours, the Group's whistle-blowing mechanism is in place. Employees are encouraged to report any misconduct as early as possible through three reporting channels (i.e. email, post and telephone), and anonymous report is also accepted. To ensure whistle-blowers have the freedom to report grievances without fear of reprisal, all cases are treated with strict confidentiality and submitted to designated personnel for further investigation.

During the Year, the Group found one case of violation of the relevant anti-corruption laws and regulations²⁸. In March 2021, an employee of one of the ice-skating rinks under the All Star Ice Skating Club was discovered for cheating for personal gain. We immediately handed over the employee involved to the judicial authorities. In January 2022, a judgment was made by the relevant court and all losses totalling RMB1.36 million were recovered in August of the same year.

After the occurrence of the case, the Group promptly organised the ice rink business segment to conduct a serious analysis and summarization, and at the same time further sorted out and improved the management process of the Company's operation and management. Meanwhile, we have strengthened staff management and education, such as conducting anti-fraud training within the Group and enhancing the legal awareness of the employees, in order to prevent the recurrence of similar incidents to the best of our abilities.

反貪污

本集團不容忍任何形式的貪污或瀆職行為。本集團現已制定有關賄賂、勒索、欺詐、洗黑錢及反貪污的內部政策，闡述集團商業行為準則，明確員工責任，並列明在員工手冊，全體員工必須遵守反腐敗政策。我們嚴禁所有員工收受客戶、供應商、承包商、機構或其他業務夥伴等外部實體的金錢或任何其他禮物。員工手冊中詳列了負責任商業行為的指導原則。在本年度，我們為香港總部及內地附屬公司的董事會成員及員工安排了反貪污培訓課程，使他們了解最新的反貪污執法行動及適當的做法程序。為配合我們於道德行為方面的政策，本集團制定了舉報機制，我們鼓勵員工通過三個舉報渠道（電郵、郵寄及電話）儘早舉報任何不當行為，亦接受匿名舉報。為確保舉報人士擁有舉報申訴而免於恐懼遭受報復的自由，所有個案皆予嚴格保密處理，並會受指定人員作進一步調查。

於本年度，我們就與反貪污相關法律法規²⁸本集團出現一宗違法案件。於2021年3月，全明星滑冰場發現旗下某一冰場的員工有營私作弊行為。得知事件後，我們立即將涉事員工移交司法機關處理。2022年1月，相關法院作出判決，並於同年8月追回全部損失共計人民幣136萬元。

案件發生後，本集團及時組織冰場業務板塊進行了認真分析總結，同時對公司的運營管理流程進行了進一步的梳理和完善管理。同時加強員工管理和教育，在集團內開展反舞弊培訓，增強員工法律意識等，盡最大努力預防類似事件的再次發生。

²⁸ Including but not limited to the Prevention of Bribery Ordinance (Cap. 201).

²⁸ 包括但不限於《防止賄賂條例》(第201章)。

5. SUPPLY CHAIN MANAGEMENT

Sustainable Supply Chain

Suppliers are not only the foundation for the quality of our products, but also for communicating our vision of sustainable development. Our diverse sports experience and apparel and footwear business connects us with a wide range of stakeholders along the supply chain. We comply with our internal policies, such as the Regulations on Supplier Quality Assurance, the Procurement Management Regulations and the Supply Chain Management Regulations, to select suppliers by environmental and social standards, maintain long-term and friendly partnerships with suppliers with good performance, ensure that suppliers' products and services meet certain standards and their operations will not cause significant adverse environmental and social impacts, and continuously evaluate suppliers' performance in relation to corporate social responsibility to strengthen supply chain risk management and control.

To support the local economy, we will give priority to local suppliers and support green procurement wherever possible. All of our suppliers will also be required to adhere strictly to our Supplier Code of Conduct. This Supplier Code of Conduct clearly outlines our approach to ethical behaviours, health and safety, labour rights and environmental practices. In addition, Clarks has also stipulated that cooperative suppliers and contractors must abide by the modern slavery policy and has established the supplier grievance policy. As part of our monitoring mechanism, we conduct audits, site visits and assessments on a regular basis to ensure our stringent requirements are fully met. Suppliers who fail to meet the expected standards may be subject to contract termination.

Table of number of suppliers – by geographical region

Total number of suppliers as of the end of the Reporting Period	截止報告期末的供應商總數	394
Number of suppliers – by geographical region	按地區劃分的供應商數目	
Hong Kong	香港	79
China	中國	253
Bangladesh	孟加拉國	4
India	印度	0
Italy	意大利	43
Spain	西班牙	1
Japan	日本	1
South Korea	南韓	6
Taiwan	台灣	7
Total number of suppliers ²⁹ who comply with the supplier code of conduct	符合聘用供應商的慣例的供應商總數 ²⁹	390

²⁹ The contracts with the suppliers that do not comply with supplier code of conduct are not renewed after contract expiration.

5. 供應鏈管理

可持續供應鏈

供應商不但是產品品質的根基，亦是傳達我們的可持續發展願景的基礎。我們透過多元化的體育及鞋服業務與價值鏈上的眾多權益人建立聯繫。我們遵循內部的政策，例如《供應商資質審查管理規定》、《採購管理辦法》和《供應鏈管理辦法》等，使用環境及社會標準篩選供應商，與表現良好的供應商維持長遠及友好的合作夥伴關係，保證供應商的產品及服務達到一定標準，其營運亦不會對環境及社會造成重大不良影響，並持續評核供應商的企業社會責任相關表現，以加強供應鏈風險管控。

為支持本地經濟，我們會盡可能優先考慮當地供應商及支持綠色採購。我們亦會要求所有供應商嚴格遵守我們的供應商行為守則。供應商行為守則明確概述了我們踐行道德行為、健康與安全、勞工權利和環境實務。此外，Clarks亦規定合作的供應商和承包商必須遵守現代奴隸制政策，並為供應商設立獨立投訴政策。作為監察機制的一環，我們會定期進行審計、到實地視察及評估，確保完全滿足嚴格的要求。而未能遵守預期標準的供應商則可能被終止合約。

按地區劃分的供應商數目表格

²⁹ 不符合聘用供應商慣例的供應商已到期解約，不再續聘。

Our Quality Products and Services

Quality products and services are always the key to our business success and longevity. In our apparel and footwear business operations, ensuring product quality and safety has been highly emphasised throughout the production-to-shelf process. All apparel must meet applicable product safety and environmental standards, including but not limited to GB 18401-2010 (National General Safety Technical Code for Textile Products), GB 31701-2015 (Safety Technical Code on Infant and Children's Textile Products) and ISO9001:2015 Quality Management Standard Verification before being sold to customers. In terms of product verification, products are inspected, tested, approved and accepted by the Company before they are put into the warehouses. If the products fail to meet the inspection standards and quality requirements of the Company, the Company shall have the right to refuse to accept the products and to refuse to pay for the unqualified products, and the supplier shall indemnify the Company for all the losses incurred. In the event of a quality problem for the products, the supplier shall organise a quality meeting with the relevant personnel to analyse the cause of the failure and complete an analysis report, and cooperate with the Company to implement necessary remedial measures to rectify the unqualified product. During the Reporting Period, there was no product recall for safety and quality reasons in the reporting business scope.

To build a trusting and transparent relationship with our clients, we provide an easily accessible and responsive customer services hotline and email, and clearly state our product return and exchange policy at the back of each sales receipt.

In terms of complaints, customers can lodge their complaints in relation to products and services via the Company's complaint mailbox or to the staff in person. We will handle and follow-up customers' complaints in a timely manner in accordance with the internal policies of various businesses, such as the "Customer Complaint Management Regulations" of Tianjin Li Ning Sports Centre. The total number of complaints received during the Year was 98, all of which have been handled.

優質產品及服務

產品及服務質素是我們業務成功及長久發展的關鍵。在鞋服業務的生產到上市全過程中，我們都非常重視產品的質量與安全。所有服飾須符合適用的產品安全及環境標準，包括但不限於GB 18401-2010《國家紡織產品基本安全技術規範》、GB 31701-2015《嬰幼兒及兒童紡織產品安全技術規範》和ISO9001:2015質量管理標準驗證後，方可出售給客戶。在產品檢定方面，貨物入庫前，都會先接受公司的檢查、測試、批准、驗收，如產品不符合公司檢驗標準和質量要求，公司有權拒絕收貨且有權拒絕支付該批不合格產品的貨款，且供應方應賠償公司由此造成全部損失。假如產品出現質量問題，供應商組織相關人員召開質量會議，分析不合格的根本原因，填寫分析報告，並與公司合作，實施糾正不合格產品所必需的補救措施。於報告期內，匯報業務範圍概無因安全及健康原因召回產品。

為了同客戶建立誠信透明的合作關係，我們開放方便快捷的客戶服務熱線及電郵，每張銷售收據背面亦清楚說明我們的產品退換政策。

在投訴方面，客戶可經公司公佈的投訴郵箱或當場向職員作出對產品及服務的投訴，我們會按照不同業務的內部政策，例如天津李寧運動中心的《客戶投訴管理條例》，及時處理和跟進客戶的投訴個案。我們本年度接獲的投訴數目合共98宗，已悉數處理。

Data Privacy

We have an ongoing concern over customer privacy and ensure personal data of our customers is handled in a secure and safe manner in the course of operations. Customer information is strictly confidential, and only a small number of management personnel in the Company have access to customer information. The Privacy Policy has also been added to our Employee Handbook to ensure that our employees clearly understand the importance of protecting customer privacy. In addition, new employees are required to be aware of and sign the Data Protection and Privacy document when they join the Company. During the Year, we have complied with relevant applicable laws and regulations³⁰.

Intellectual Property Right

We value intellectual property. The Group secures its intellectual property by using copyrights, trademarks, confidential information and other applicable forms of legal protection. We work closely with law firms to regularly renew and protect our trademarks. New employees are also required to be aware of and sign the Intellectual Property document when they join the Company, and the Intellectual Property policy has been added to our Employee handbook.

During the Year, we have complied with the relevant laws and regulations³¹ in relation to advertising, labelling and privacy matters in relation to the products and services provided by the Group.

數據保密

我們持續關注客戶私隱，並確保在業務過程中以安全妥善的方式處理客戶的個人資料。客戶資料屬嚴格保密信息，公司只有少部分管理人員可接觸到客戶的信息。私隱政策亦已添加至我們的員工手冊中，確保員工清楚明白保護客戶私隱的重要性。另外，新員工入職時亦需知悉及簽署《資料保障及隱私》文件。本年度，我們已遵守相關適用的法律和法規³⁰。

知識產權

我們十分重視知識產權。本集團透過版權、商標、保密信息及使用其他適用的法律保護方式來保障其知識產權。我們與律師事務所緊密合作，定期更新及保護商標。新員工入職時亦需知悉及簽署《知識產權》文件；知識產權的相關政策亦已添加至於我們的員工手冊中。

於本年度，我們就與本集團所提供產品及服務相關的廣告、標籤及隱私事項一直遵守相關法律和法規³¹。

³⁰ Including but not limited to the Personal Data (Privacy) Ordinance (Cap. 486).

³¹ Including but not limited to the Advertising Law of the People's Republic of China, the Trademark Law of the People's Republic of China and the Patent Law of the People's Republic of China.

³⁰ 包括但不限於《個人資料(私隱)條例》(第486章)。

³¹ 包括但不限於《中華人民共和國廣告法》、《中華人民共和國商標法》及《中華人民共和國專利法》。

6. COMMUNITY CONNECT

There are relevant policies within the Group to support social welfare. For more than a decade, we have been leveraging our sports resources and mobilising our human capital to organise a variety of sports-related activities and community programmes for the neighbourhoods we serve, and we are committed to promoting active and healthy lifestyles across the country to enhance the health and well-being of citizens.

Table of Community Service

		2022 ³² 二零二二年 ³²	2021 二零二一年	2020 二零二零年
Number of Events and Activities Supported	所支持的事宜及活動次數	6	82	77
Total Hours of Community Service Contributed	貢獻社區服務總時數	784	6,908	435.5
Number of Beneficiaries Served	服務受益人數	300	148,562	20,835

Promoting Sports and Healthy Living

It is our commitment to promoting a nationwide sportive culture and to continue to foster wider public participation in different sports and fitness activities. For example, we organised taekwondo and table tennis competitions in Linyi for public participants. In addition, we regularly communicate with sports-related institutions/departments, to plan various community activities and large-scale public welfare events. For example, we hosted a badminton competition of the 2022 National Fitness and Sports Festival of Municipal Authorities in Yangzhou, and organised the Third Li Ning Sports Park Spring Sunshine Walk (第三屆李寧體育園春日陽光健步走) "Heart with a Realm, Run without a Boundary" (心有境，跑無涯) in Ningbo, aiming to promote the concept of physical fitness and an active, healthy, civilised and environmentally friendly lifestyle through the promotion of walking. During the Year, a number of sports activities suitable for citizens of different ages were successfully organised.

³² Due to the fifth wave of the COVID-19 pandemic during the Year, daily operations of the Group were affected and community service activities could not be held as usual.

6. 心在社區

集團內部有相關政策支持社會公益。十多年來，我們利用我們的體育資源和動員我們的人力資本，為我們所服務的社區舉辦了許多與體育相關的活動和社區活動，致力在全國各地推廣積極、健康的生活方式，以增進市民的健康和福祉。

社區服務表格

		2022 ³² 二零二二年 ³²	2021 二零二一年	2020 二零二零年
Number of Events and Activities Supported	所支持的事宜及活動次數	6	82	77
Total Hours of Community Service Contributed	貢獻社區服務總時數	784	6,908	435.5
Number of Beneficiaries Served	服務受益人數	300	148,562	20,835

普及體育及健康生活

我們致力在全國推廣體育文化，並繼續推動公眾參與各種體育和健身活動。例如，我們在臨沂舉辦了跆拳道和乒乓球比賽，讓公眾參賽者參加。此外，我們定期與體育相關機構／部門溝通，計劃舉辦各社區活動、大型公益賽事等。例如，我們在揚州承辦2022年市級機關全民健身體育節的羽毛球賽；在寧波舉辦「心有境，跑無涯」第三屆李寧體育園春日陽光健步走，旨在通過倡導行走運動，推廣體育健身理念，養成積極健康、文明環保的生活方式。於本年度，我們已成功舉辦了多項適合不同年齡層市民參加的體育活動。

³² 由於本年度歷經第五波新冠疫情，本集團的日常運營受影響，故社區服務活動未能如常舉辦。

Environmental, Social and Governance Report 環境、社會及管治報告

National fitness is a solid foundation for national health. This year, we distributed sports experience coupons to the public to encourage them to develop habits to do sports. Among them, the Tongxiang Sports Park has distributed the sports experience coupons that worth RMB500,000 this year. Total 5,053 people used the sports experience coupons to exercise at the sports park, creating a strong atmosphere for national fitness and improving the national health. We took actions to support the strategy of healthy China and sports power.

Besides, we regularly organise related activities through active communicating with relevant community leaders to raise public health awareness. For instance, we organise physical tests in the community to understand the health conditions of citizens in need and promote the Li Ning Sports Centre to enhance brand influence.



Taekwondo Competition
跆拳道爭霸賽



2022 Yangzhou Municipal Government National Fitness
and Sports Festival – Badminton Competition
2022年揚州市級機關全民健身
體育節羽毛球賽

National Physique Fitness Monitoring

1. National Physique Fitness Monitoring in Jing Hai and Weight Loss and Slimming Seminar

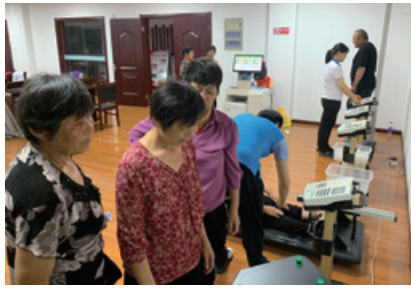


國民體質監測

1. 國民體質監測走進靜海府暨減肥瘦身公益大講堂



2. National Physique Fitness Monitoring in Qinzhao Residential District Community Education Center



2. 國民體質監測走進秦灶街道社區教育中心



3. National Physique Fitness Monitoring in Qinzhao New Village



3. 國民體質監測走進秦灶新村



4. National Physique Fitness Monitoring in Qiaodong Village



4. 國民體質監測走進橋東村



Fostering Social Inclusion

In line with the spirit of "Giving back to the Community", our determination to serve the community has not diminished despite the fact that the pandemic is not yet over. In August 2022, we co-organised a volunteer programme with Fu Hong Society to make DIY environmental bags and exchange ideas with the trainees of its adult training centres through video conferences, with a view to raising participants' awareness of environmental protection and promoting community exchange.



We are aware that not everyone can afford to buy necessary supplies to fight against the novel coronavirus. During the pandemic, we donated supplies to social welfare organisations for distribution to the needy. Online charity approach has also been adopted to make charitable donations to help the needy.

In addition to supplies donation, our staff in different districts also participated in volunteer services to help prevent and control the disease in the community. For instance, our staff in Hefei assisted the community in conducting pandemic investigations, including telephone surveys, door-to-door interviews and body temperature measurements, assisting the community to implement personnel control measures, collaborating in the information registration on arrival and departure of Hefei, home isolation observation and other prevention and control measures, as well as assisting in community disinfection, sterilisation and sanitation.

促進社會共融

本集團秉承「取之社會，用之社會」的精神，雖然疫情仍未完結，但我們服務社會的決心並無減弱。於2022年8月，我們與扶康會合辦了義工活動，以視頻會議形式與旗下成人訓練中心的學員製作DIY環保袋及交流，以提升參加者的環保意識，同時促進社區交流。



我們深知不是每個人都有能力購買必要的物資來對抗新型冠狀病毒，我們在疫情期間向社福機構捐出物資，以便派發給有需要人士。我們亦採用線上慈善方式，進行慈善捐款，以幫助有需要的人士。

除了物資捐贈，我們不同地區的員工亦有參與義工服務，身體力行幫助社區防控。例如，合肥的員工協助社區開展疫情排查工作，包括電話調查、入戶訪問、測量體溫等協助社區落實人員管控措施，配合做好返肥入肥人員的信息登記、居家隔離觀察等防控工作，並協助做好社區消毒殺菌、衛生清潔等工作。

Tianjin Li Ning Sports Centre

We organised 4 public welfare events during the Year, gave away RMB20,000 worth of sports vouchers, conducted 400 public welfare and sports popularization training with schools and the education system, received 30,000 visits from the public, 110,000 visits to the centre and 500 free physical fitness tests for the public. The centre is free of charge from 9:00 am to 3:00 pm, which is well-recognised by the general public.

天津李寧運動中心

我們於本年度舉辦公益賽事活動4場次，先後贈送市民價值人民幣2萬元的愛心運動券，與學校及教育系統開展公益及體育普及培訓400人次，接待市民運動3萬人次，入園參觀及體驗11萬人次，為市民免費進行體質檢測500人次，場館實行上午9點至下午3點免費開放，深受廣大市民的喜愛和肯定。



CLARKS' KPIS

As the Group acquired Clarks in July 2022, the period for the business to be included in the Group is less than a full year³³. Therefore, some of the following environmental performance will be adjusted accordingly based on the data disclosed in the 2022 Sustainability Report released by Clarks³⁴.

CLARKS關鍵績效指標

由於本集團於2022年7月收購Clarks，業務納入本集團時限不足全年³³。因此下述部分環境績效將基於Clarks所發布的2022年度可持續發展報告中披露的數據作相應調整³⁴。

Table of Environmental Performance Data
環境數據表現表格

2022
二零二二年

Emissions

排放物

Carbon emissions in total and intensity

碳排放總量及密度

Scope 1 emissions (natural gas combustion)

範圍1排放量(天然氣燃燒)

Tonnes

240.0

Scope 2 emissions (from purchased electricity)

範圍2排放量(外購電力產生)

Tonnes

2,073.8

Scope 3 emissions (from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel)

範圍3排放量(由Clarks購買燃料，租用汽車或員工擁有的車輛商務旅行產生)

Tonnes

51.8

Total emissions

總排放量

Tonnes

2,365.6

Emission intensity

排放密度

Tonnes/GBP1,000 net turnover

噸/1,000英鎊淨營業額

0.013

Emission intensity

排放密度

Tonnes/1,000 units sold, including all sales

噸/1,000個銷售量，含所有銷售

0.363

Emission intensity

排放密度

Tonnes/1,000 units sold, direct sales only

噸/1,000個銷售量，僅限直銷

0.400

Resource usage

資源使用量

Resource usage in total

能源使用總量

Electricity consumption

用電量

MWh

10,724.0

Natural gas consumption

天然氣消耗

MWh

千個千瓦時

1,314.5

Gasoline consumption

汽油消耗

MWh

千個千瓦時

267.4

³³ Some of the environmental performance indicators have not been collected in the Year as Clarks' data system is under adjustment.

³⁴ Carbon emissions and resource usage are calculated by dividing the relevant data in the 2022 Sustainability Report (from February to December 2022) issued by Clarks by eleven and multiplying by six to estimate relevant data that should be reported after the acquisition of Clarks by the Company in July 2022.

³³ 由於Clarks的數據體系正處於調整階段，部分環境績效指標於本年度未能收集披露。

³⁴ 碳排放量及資源使用量以Clarks所發布的2022年度可持續發展報告中相關數據(2022年2月到12月)除以十一並乘以六，進行計算，以估算本公司在2022年7月收購Clarks後所應匯報的相關數據。

Environmental, Social and Governance Report 環境、社會及管治報告

Table of Human Resource Overview³⁵
人力資源概況表格³⁵

2022
二零二二年

Total number of staff 員工總人數	Person 人	7,053
Number of staff – by gender 按性別劃分員工人數		
Male 男	Person 人	2,179
Female 女	Person 人	4,874
Number of staff – by age group 按年齡組別劃分員工人數		
<30 years old <30歲	Person 人	3,872
30-50 years old 30-50歲	Person 人	2,076
>50 years old >50歲	Person 人	1,105
Number of staff – by employee type 按僱員類別劃分員工人數		
Full-time 全職	Person 人	2,231
Part-time 兼職	Person 人	4,822
Number of staff – by geographic region 按地區劃分員工人數		
Hong Kong 香港	Person 人	2
Mainland China 中國內地	Person 人	74
Others 其他	Person 人	6,977
Staff Turnover ³⁶ 員工流失 ³⁶		
Overall staff turnover rate 員工總流失率	% %	56.6
Staff turnover rate – by gender 按性別劃分員工流失率		
Male 男	% %	55.2
Female 女	% %	57.4

³⁵ Clarks' social KPIS only include relevant data of human resource overview in the Year as Clarks' data system is under adjustment.

³⁶ This data includes natural attrition due to contract expiration of part-time employees.

³⁵ 由於Clarks的數據體系正處於調整階段，因此本年度Clarks的社會關鍵績效指標僅包括人力資源概況相關數據。

³⁶ 該數據包含因兼職員工合同到期而自然流失的情況。

Environmental, Social and Governance Report 環境、社會及管治報告

Table of Human Resource Overview 人力資源概況表格

2022
二零二二年

Staff turnover rate – by geographic region ³⁷ 按地區劃分員工流失率 ³⁷		
Hong Kong 香港	%	0
Mainland China 中國內地	%	0
Others 其他	%	58.6
Employee Training 僱員培訓		
Percentage of trained employees to total employees 受訓僱員佔僱員總百分比	%	14.6
Percentage of trained employees – by gender 按性別劃分受訓僱員百分比		
Male 男	%	44.6
Female 女	%	55.4
Percentage of trained employees – by employee category 按僱員類別劃分受訓僱員百分比		
Functional heads 部門主管	%	8.9
Management 管理層	%	0
General/technical staff 一般／技術員工	%	91.1
Average training hours per employee 每名僱員平均受訓時數	Hours 小時	0.5
Average training hours – by gender 按性別劃分平均受訓時數		
Male 男	Hours 小時	0.7
Female 女	Hours 小時	0.4
Average training hours – by employee category 按僱員類別劃分平均受訓時數		
Functional heads 部門主管	Hours 小時	3
Management 管理層	Hours 小時	0
General/technical staff 一般／技術員工	Hours 小時	0.4

³⁷ The turnover rate is calculated by dividing the number of employees attrition by the average number of employees in 2022.

³⁷ 離職率計算方法為：員工流失人數除以2022年度的平均員工人數。

HKEX ESG GUIDE CONTENT INDEX

聯交所環境、社會及管治指引
內容索引

Mandatory Disclosure Requirements		Page
強制披露規定		Number/Remarks
		頁碼／備註
Governance Structure 管治架構	A statement from the board containing the following elements: 由董事會發出的聲明，當中載有下列內容： (i) a disclosure of the board's oversight of ESG issues; (i) 披露董事會對環境、社會及管治事宜的監管； (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (ii) 董事會的環境、社會及管治管理方針及策略，包括評估、優次排列及管理重要的環境、社會及管治相關事宜（包括對發行人業務的風險）的過程；及 (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. (iii) 董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關連。	3-8
Reporting Principles 匯報原則	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report 描述或解釋在編備環境、社會及管治報告時如何應用匯報原則	2
Reporting Boundary 匯報範圍	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change 解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因	1

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
“Comply or explain” Provisions 「不遵守就解釋」條文			
A Environmental			
A 環境			
A1: Emissions	General	Information on:	9-10
A1: 排放物	Disclosure 一般披露	(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	
	A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據	15, 18
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	15, 18, 38
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	16-17, 19
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	17, 19
	A1.5	Description of emissions target(s) set and steps taken to achieve them 描述所訂立的排放量目標及為達到這些目標所採取的步驟	11
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟	12-13

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
A2: Use of Resources A2: 資源使用	General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials 有效使用資源(包括能源、水及其他原材料)的政策	9-12
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility) 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)	16, 18, 38
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility) 總耗水量及密度(如以每產量單位、每項設施計算)	16, 18
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟	11
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them 描述求取適用水源上可有任何問題, 以及所訂立的用水效益目標及為達到這些目標所採取的步驟	12
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量	During the Reporting Period, total packaging materials used included 45 tonnes of price tag, 52 tonnes of plastic packaging bag, 63 tonnes of carton box, and 21 tonnes of copy paper. And other packaging materials (such as packing tape, sealing tape, paper bag, stretch film) 1 ton. ³⁸ 報告期內, 所使用的包裝材料總量包括45噸價格標籤、52噸塑膠包裝袋、63噸紙箱、21噸複印紙。及其他包裝材料(例如打包帶、封箱膠帶、紙袋、纏繞膜)1噸。 ³⁸

³⁸ Clarks is not included in the scope of the KPI statistic as Clarks' data system is under adjustment.

³⁸ 由於Clarks的數據體系正處於調整階段, 因此, 該項關鍵績效指標統計範圍不包括Clarks。

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
A3: The Environment and Natural Resources A3: 環境及天然資源	General Disclosure 一般披露	Policies on minimising the issuer's significant impacts on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策	12
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動	12
A4: Climate Change A4: 氣候變化	General Disclosure 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策	14
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動	14-15
B Social B 社會			
B1: Employment B1: 僱傭	General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	20-21
	B1.1	Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型、年齡組別及地區劃分的僱員總數	22-13
	B1.2	Employee turnover rate by gender, age group and geographical region 按性別、年齡組別及地區劃分的僱員流失比率	22-23

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼/備註
B2: Health and Safety B2: 健康與安全	General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards 有關提供安全工作環境及保障員工避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	27
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year 過去三年(包括匯報年度)每年因工亡故的人數及比率	Nil ³⁹ 無 ³⁹
	B2.2	Lost days due to work injury 因工傷損失工作日數	372 days ⁴⁰ 372天 ⁴⁰
	B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored 描述所採納的職業健康與安全措施，以及相關執行及監察方法	27
B3: Development and Training B3: 發展及培訓	General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 有關提升員工履行工作職責的知識及技能的政策。描述培訓活動	24
	B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management) 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比	25
	B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	25

³⁹ Clarks is not included in the scope of the KPI statistic as Clarks' data system is under adjustment.

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³⁹ 由於Clarks的數據體系正處於調整階段，因此，該項關鍵績效指標統計範圍不包括Clarks。

⁴⁰ 由於Clarks的數據體系正處於調整階段，因此，該項關鍵績效指標統計範圍不包括Clarks。

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
B4: Labour Standards B4: 勞工準則	General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	28
	B4.1	Description of measures to review employment practices to avoid child and forced labour 描述檢討招聘慣例的措施以避免童工及強制勞工	28
	B4.2	Description of steps taken to eliminate such practices when discovered 描述在發現違規情況時消除有關情況所採取的步驟	28
B5: Supply Chain Management B5: 供應鏈管理	General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain 管理供應鏈的環境及社會風險政策	30
	B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目	30
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored 描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目、以及有關慣例的執行及監察方法	30
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法	30
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法	30

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
B6: Product Responsibility B6: 產品責任	General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	31
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	No products have recalled for safety and health reasons during the Reporting Period. ⁴¹ 於報告期內概無因安全及健康原因召回產品。 ⁴¹
	B6.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	31
	B6.3	Description of practices relating to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例	32
	B6.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序	31
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored 描述消費者資料保障及私隱政策，以及相關執行及監察方法	32

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⁴¹ 由於Clarks的數據體系正處於調整階段，因此，該項關鍵績效指標統計範圍不包括Clarks。

Environmental, Social and Governance Report 環境、社會及管治報告

Aspect 層面	Indicator 指標	Indicator content 指標內容	Page Number/ Remarks 頁碼／備註
B7: Anti-corruption B7: 反貪污	General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	29
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	30
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored 描述防範措施及舉報程序，以及相關執行及監察方法	30
	B7.3	Description of anti-corruption training provided to directors and staff 描述向董事及員工提供的反貪污培訓	30
B8: Community Investment B8: 社區投資	General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	33-37
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport) 專注貢獻範疇 (如教育、環境事宜、勞工需求、健康、文化、體育)	30
	B8.2	Resources contributed (e.g. money or time) to the focus area 在專注範疇所動用資源 (如金錢或時間)	33-37



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