

# ***CALC***

China Aircraft Leasing Group Holdings Limited

(Incorporated under the laws of the Cayman Islands with limited liability)  
Stock code : 01848

***Delivering***  
*the Future*



**2019** | ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE REPORT

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## ABOUT THIS REPORT

This report is the sixth Environmental, Social and Governance (“**ESG**”) report published by the China Aircraft Leasing Group Holdings Limited (“**CALC**” or the “**Company**”, together with its subsidiaries, the “**Group**”). We are pleased to present this report which highlights our commitments and progress in achieving environmental and social sustainability.

This report is available in both Chinese and English, and can be accessed on the websites of the Company and the Hong Kong Exchanges and Clearing Limited. In case of any conflict or inconsistency between the Chinese version and the English version, the English version shall prevail.

We appreciate your valuable comments and suggestions on this report and our sustainability performance. Please send your comments to us at [feedback@calc.com.hk](mailto:feedback@calc.com.hk).

### SCOPE AND REPORTING BOUNDARY

This report covers our sustainability performances of our operations with controlling interests, including our Hong Kong headquarters, Mainland China offices, and Ireland office during the period from 1 January 2019 to 31 December 2019 (the “**Reporting Period**”)<sup>1</sup>. For easy comparison of the Group’s yearly performance, the structure of this report and the previous one aligns as closely as possible.

### REPORTING FREQUENCY AND REFERENCED GUIDELINES

This report is prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “**ESG Reporting Guide**”) set out in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

Reference is made to the guidelines<sup>2</sup> published by the Environmental Protection Department, the Ministry of Ecology and Environment of the People’s Republic of China, and International Civil Aviation Organisation (“**ICAO**”) in our greenhouse gas (“**GHG**”) emissions analysis.

### UNSDG Alignment

The Sustainable Development Goals (“**SDGs**”) are series of international development goals announced by the United Nations (“**UN**”) which aimed at making improvements in social, environmental and economic aspects. The Group’s vision is aligned with the SDGs. We strive to play a proactive role in implementing SDGs in our business activities. Among the 17 SDGs that set by the UN, the 6 SDGs below are those which our stakeholders value the most.

<sup>1</sup> Sub-contractors and outsourced services are excluded.

<sup>2</sup> Please refer to the “Sustainability” chapter of this Report for more information.

## ABOUT THIS REPORT



3 GOOD HEALTH AND WELL-BEING

Ensure healthy lives and promote well-being for all at all ages



5 GENDER EQUALITY

Achieve gender equality and empower all women and girls



8 DECENT WORK AND ECONOMIC GROWTH

Promote inclusive and sustainable economic growth, employment and decent work for all



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote sustainable industrialisation and foster innovation



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns



13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

## MESSAGE FROM CEO

Thank you for your interest in CALC. As a leading aircraft leasing company and a key player in the global aviation industry, one of our key missions is to continuously improve our corporate social responsibility.

In the past year, we implemented the Group's strategy of vertical integration and horizontal expansion by strengthening innovation, improving quality and efficiency, proactively responding to dynamic market changes, and adhering to win-win business cooperation while achieving stable and progressive development of the company. With close connection with the government, shareholders, customers, peers, and all relevant parties in the community, we are committed to building an inclusive, diverse and sustainable aviation finance ecosystem.

**We deepen cooperation and enhance sustainable development.** In 2019, the National Development and Reform Commission issued a new version of the *Catalogue for Guiding Industry Restructuring*, which for the first time included "Dismantling and Recycling Retired Civil Aircraft, Engines and Component" as an important industry for socio-economic development under the encouraged category. The Civil Aviation Administration of China ("CAAC") has also issued an *Advisory Circular on Aircraft Dismantling*, officially formed a standardised guidance for the retirement of end-of-life aircraft in China. The Group's joint venture company, FL ARI Aircraft Maintenance & Engineering Co., Ltd ("FL ARI"), has obtained accreditations for aircraft disassembly from CAAC, making it China's first and only accredited aircraft disassembler. We are very honoured to receive this recognition and are even more proud to promote this policy to fill this policy gap in China's aviation industry. This represents a strong and positive bond between enterprises and the government. In addition, CALC strives to introduce the most up-to-date and advanced products available in the market. In the early 2020, we further deepened our strategic partnership with the manufacturer by ordering 40 new Airbus A321neo aircraft, in line with the Group's strategy of investing in modern aircraft with high fuel efficiency.

**We witness innovation and enhance the connection between finance and aviation industry.** CALC leverages local and oversea markets, and strives to promote the dual development of industry and finance. We completed a five-year unsecured revolving syndicated loan of USD840 million in 2019, making it the Group's first revolving type of syndicated loan and the largest of its kind for aircraft pre-delivery payment financing across the globe. The project has attracted banks that are new to aviation financing. Whilst creating economic benefits, the project effectively stimulated market vitality and set a new benchmark for aircraft pre-delivery payment financing by promoting the upgrade of financing models.

**We take corporate social responsibility seriously with our contributions and corporate citizenship, and contribute to our society.** This is aligned with our core value when CALC is expanding its business. In 2019, we encouraged employees to participate in community services and implement green office management, adhering to our principle of protecting our beautiful earth. To explore the green diversity in Hong Kong, we joined hands with an environmental organization to put satellite tracking transmitters in Chinese Crested Tern to raise the public's awareness in saving near extinct species. We have also visited the seaside to clean up our shores and sort waste, and climbed high up the mountain to understand more about light pollutions in cities. It was a breakthrough for us in terms of participation, cumulative volunteering work hours and diversities for our volunteering teams in Beijing, Shanghai and Harbin for our services in the past year, which covered various social issues including children with autism, elderly services, street cleanliness, employees' health, among others. At the beginning of 2020, CALC was committed to donating aid to combat against the Coronavirus Disease (COVID-19) that has created turmoil in the country. Lead by China Everbright Group, we have set up a special work force to fight against COVID-19. The working group has gathered over HKD1.5 million worth of resources and distributed surgical masks, protective clothing and eyewear, among other items, to seriously affected places including Wuhan in Hubei Province and Heilongjiang Province. We have been keeping a close eye on global demand as COVID-19 continues to widely spread. CALC is dedicated to shouldering social responsibility and carrying on with this spirit of serving the community in the future.

## MESSAGE FROM CEO

CALC is proud to strive for a better society as we lay our business strategy foundation with long-term sustainability and value creation in mind. As a pioneer in aviation value chain, promoting capacity in sustainable development and becoming a role model in corporate responsibility aligns with the Group's development goal. We hope that corporations and the society will move forward together in a way that adds value. In doing so, CALC is dedicated to building a harmonious and friendly environment for business through innovation, openness, a vision for win-win collaboration, and to improving the aviation finance ecosystem through continuous integration.

**Poon Ho Man**

Executive Director and Chief Executive Officer

Hong Kong, 4 March 2020

## ABOUT CALC

Established in 2006 and headquartered in Hong Kong, CALC is China's first aircraft operating lessor and currently the largest independent lessor in China. CALC was listed as one of the top six global lessors in 2019 by *Airfinance Journal*, one of the most prestigious publications in global aviation industry, based on its strong order book. CALC was ranked as top nine global lessor, in terms of owned fleet value and order value as of 31 March 2019, according to *ICF*, a renowned aviation consultancy company. As of 31 December 2019, CALC's fleet totalled 134 aircraft, including 111 owned and 23 managed aircraft, with 218 new aircraft on order.

CALC maintains one of the youngest and most modern fleets with longest average remaining lease terms amongst global operating lessors. As at 31 December 2019, CALC's owned fleet had an average age of 4.6 years and average remaining lease terms of approximately 8.2 years, leasing to 35 airlines spread across 15 countries and regions.

CALC is the founder and the largest shareholder of Aircraft Recycling International Limited ("**ARI**"), which is a multi-strategy aviation company providing asset management services and comprehensive solutions for mid-to-end-of-life aircraft. Its comprehensive service offerings include aircraft and engine leasing, direct purchases and portfolio trades, aircraft purchase and leaseback, supply of serviceable aircraft components, disassembly and recycling, MRO, aircraft conversion and more.

CALC, aided by the technical expertise of ARI and its wholly-owned subsidiary Universal Asset Management, Inc. ("**UAM**"), with the full operation in two recycling bases in China and the US, continues working in synergy to expand its technical know-how in aircraft recycling business, to ensure the maximized value has been extracted from the aircraft when it is inducted into end-of-life program.

In this year, the Group's maintenance, repair & overhaul ("**MRO**") joint venture company, FL ARI Aircraft Maintenance & Engineering Co., Ltd ("**FL ARI**") has obtained accreditations for aircraft disassembly from Civil Aviation Administration of China ("**CAAC**"), making it China's the first and only accredited aircraft disassembler under the new CCAR-145 Civil Aircraft MRO Certificate Regulations. With CAAC's full recognitions in aircraft disassembly, the Group can further support the aircraft retirement and its disassembly demand to enhance the value of aircraft assets and sharpen the aviation ecosystem.

As a testament to its unique position and commitment to offering innovative and comprehensive service offerings, CALC was named "Aircraft Lessor of the Year" by *Global Transport Finance* for four consecutive years in 2015–2018. This accolade demonstrates the tremendous level of recognition across the industry of the Group's all-round capabilities.

Listed in Hong Kong as the first aircraft leasing company in Asia under stock code 01848.HK in July 2014, CALC is currently a constituent stock of the Hang Seng Global Composite Index, the Hang Seng Composite Index, MSCI China Small Cap index, and an eligible stock under southbound trading of Shenzhen-Hong Kong Stock Connect.

## OUR BUSINESS

CALC is a one-stop aircraft full life-cycle solutions provider for the global aviation industry. The Group offers services at every stage of an aircraft life cycle, from new aircraft, mid-aged aircraft and retiring aircraft, capturing the asset value of an aircraft fleet by proactive asset management. The Group's scope of business includes regular operations such as aircraft leasing, purchase and leaseback, and structured financing, as well as value-added services such as fleet planning, fleet upgrade, aircraft disassembly and recycling, as well as component supply.

ABOUT CALC



**Aircraft Procurement**

The Group sources new and used aircraft from aircraft manufacturers and international secondary aircraft market. Direct purchase with aircraft from Original Equipment Manufacturers (“OEMs”) enables us to well manage our aircraft portfolio in terms of aircraft model, aircraft age and residual value.

**Aircraft Leasing**

CALC maintains close contacts with its existing airline customers and exploring leasing opportunities with prospective airline customers. Our aircraft leasing business is conducted by way of direct aircraft purchase and lease transactions or aircraft purchase and leaseback, both under long-term leases.

**Fleet Upgrade**

CALC offers fleet upgrade of trading in old aircraft while leasing new ones from our order book. Backed by our ability to re-market used aircraft to international secondary aircraft markets, CALC is one of the few lessors in China that offers fleet upgrade to meet increasing airlines’ demand for flexible fleet planning.

**Purchase and Leaseback**

CALC purchases aircraft or accepts the transfer of the relevant purchase commitment from the airline operators and lease the aircraft back to them. The airline operators select the appropriate aircraft, and we provide the leasing services to the airline operators.

**Aircraft Trading**

CALC is also engaged in aircraft trading of either aircraft only or aircraft with lease attached when suitable opportunity arises.



## ABOUT CALC

### Aircraft Recycling

CALC, together with ARI, owns and operates two aircraft recycling bases. One located in Mississippi, US, ("**Mississippi Base**") held under UAM. It has completed over 350 aircraft disassembles that span the spectrum of the commercial aircraft aftermarket. The other base is located in Harbin, China, ("**Harbin Base**") which is the first large-scale aircraft recycling facility in Asia.

Dismantling of retired aircraft and subsequent reuse of the high-value second-hand components after undergoing appropriate inspection and restoration procedures is already common place amongst major reputable airlines, which brings down their maintenance costs.



### CASE STUDY:

#### *CALC's FL ARI Becomes China's First and only CAAC Accredited Aircraft Disassembler*

The Group's MRO joint venture company, FL ARI has obtained accreditations for aircraft disassembly from CAAC, making it China's first and only accredited aircraft disassembler under the new CCAR-145 Civil Aircraft MRO Certificate Regulations. The new policies on aircraft disassembly spark the development of the industry, and fill the previous void in policy for China's aviation industry.

With the rapid development of China's civil aviation industry, the number of retired aircraft continues to increase. The aircraft disassembling business has changed from a passive model of satisfying demand from aircraft retirement, to proactively getting involved in fleet upgrades for airlines that enhance the value of aircraft assets. Therefore, it is certain that the industry will blossom with the now standardized regulations for aircraft retirement, as well as the professional operation of the aircraft recycling. These areas are also expected to be the focus of aviation authorities in China. The CAAC has issued and implemented policies on aircraft disassembly to guarantee the quality of China's second hand aviation materials produced from disassembly and ensure recognition on both domestic and foreign basis. It also facilitates domestic players foray into the international market through promoting a regulated development of the aircraft disassembly industry.

### Component Supply

Through creating logistics partnerships and a global MRO network, we continually position inventory in locations around the planet designed to fulfil any critical component requirements.

### Aviation Financing

CALC explores aviation financing products with stable returns which enrich product varieties of capital market.

## ABOUT CALC

### Aircraft Life Cycle Management

With increasing focus on environmental issues related to aircraft end-of-life and related practices, procedures, and safety and environmental concerns, CALC is committed to providing proper aircraft disassembly, recycling, and end-of-life solutions. CALC, together with ARI, are the first in Asia to provide one-stop solutions for mid-to-late life aircraft. Our four platforms, known as “aircraft disassembly & MRO platform”, “aircraft engine and parts leasing platform”, “global part-out & distribution platform”, and “specialised investment platform” strive to extend the life cycle of aircraft.



#### CASE STUDY:

#### ***CALC and a Chinese Leasing Company Completes First Collaboration on Old Aircraft Portfolio Cross-border Transaction Another Testament to CALC's Aircraft Asset Management Competencies***

The Group has, by leveraging its flexible aircraft asset management capabilities and established used aircraft solutions platforms, completed an old aircraft portfolio delivery of three aircraft and one airframe from a Chinese leasing company. This is the first collaboration between both companies on an old aircraft portfolio cross-border transaction, highlighting CALC Group's unique position in the global aviation value chain.

CALC won the bid for three A320 aircraft and one A320 airframe owned by a Chinese leasing company, which was previously operated by a Chinese carrier. The aircraft and airframe had been delivered. They were then sent to Harbin Base for disassembly by the Group's MRO joint venture FL ARI, and disassembled components had been sold to overseas buyers.

With an average age of 22 years, the transaction of this old aircraft portfolio also marked the first bulk retirement of the A320 series aircraft in China. Through this partnership, CALC supported that Chinese leasing company in old aircraft disposal and hence mitigated the lessor's residual value risk. At the same time, given the A320 series is one of the most popular in-service aircraft models, CALC managed to enhance its inventory pooling and expand its component sales channels, further ramping up the Group's capacity in providing full value chain solutions.

# MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

## STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an indispensable part of the Group's sustainable development strategy. In the past year, the Group maintained constant interaction and close communication with stakeholders through various communication channels, to gain insights into how its business affects different stakeholders. Maintaining trusted relationships with our stakeholders enables us to define and continuously evolve our current and future sustainability strategies.

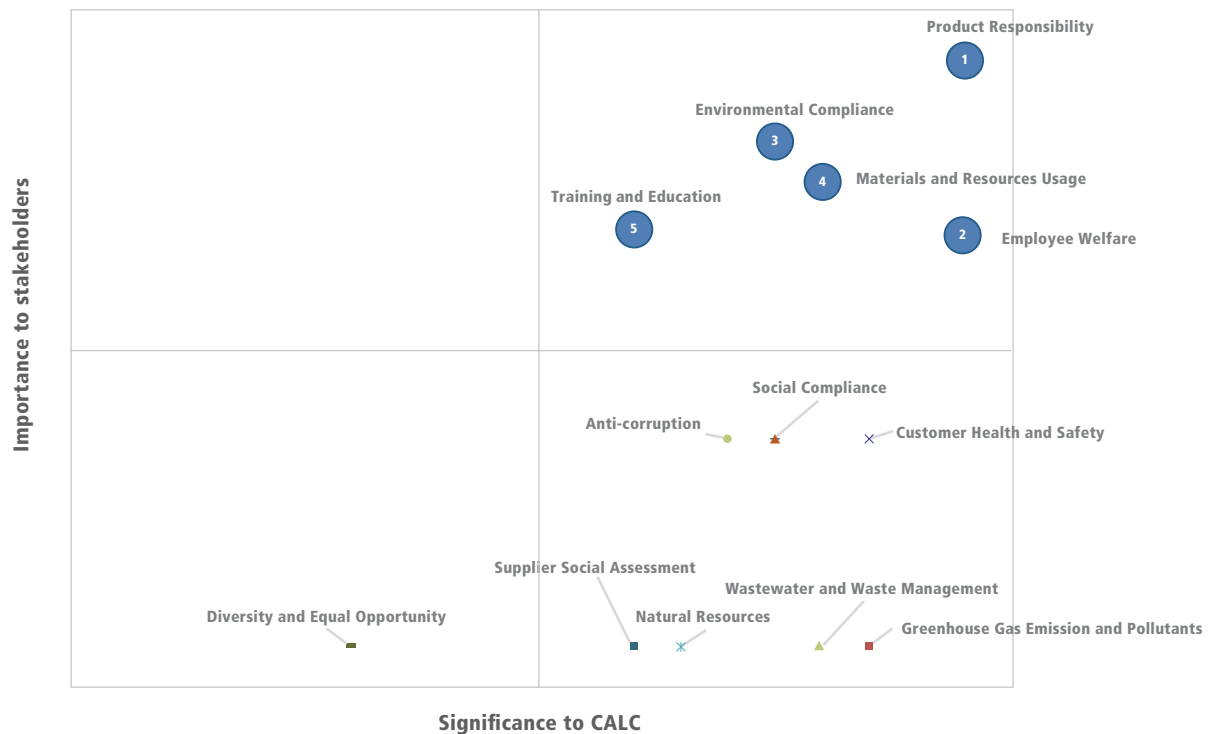
<b>INTERNAL STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Executives</li> <li>• Management</li> <li>• Employees and New Recruits</li> </ul>
<b>EXTERNAL STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Shareholders</li> <li>• Airlines</li> <li>• Suppliers</li> <li>• Media</li> <li>• Investors</li> <li>• Industry Associations</li> <li>• Government</li> <li>• NGOs</li> </ul>
<b>METHOD OF ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>• Meeting</li> <li>• E-mail</li> <li>• Interview</li> <li>• Workshop</li> <li>• Site Visit</li> <li>• Seminar</li> <li>• Exhibition</li> <li>• Announcements</li> <li>• Briefing</li> <li>• Community Events</li> </ul>

MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

MATERIALITY ASSESSMENT

To understand the concerns of our stakeholders, we have invited an independent consultant to conduct a stakeholder engagement workshop. Through interactive sessions and discussions, stakeholders familiarised themselves with current environmental and social issues and the challenges in the aviation industry in terms of sustainable development. This workshop helps us in determining the environmental and social issues that are of most interest or concern to the stakeholders and the Company. The Materiality Matrix<sup>3</sup> below shows the top five material topics.

Materiality Matrix



ORDER OF IMPORTANCE

TOPICS

ORDER OF IMPORTANCE	TOPICS
1	Product Responsibility
2	Employee Welfare
3	Environmental Compliance
4	Materials and Resources Usage
5	Training and Education

<sup>3</sup> The prioritisation of material topics are summarised based on two parameters: perceived importance to the stakeholders and the impacts significant to CALC. When viewing the matrix, please consider both the horizontal position and the vertical position of the topic.

## OPERATING PRACTICE

### GOVERNANCE

The Sustainability Steering Committee of the Board is responsible for setting up the Company's ESG strategy, identifying and managing its material ESG-related risks and issues, and reviewing ESG performance of the Group.

Further details of our corporate governance structure and practices are listed under the Corporate Governance Report included in the 2019 annual report of the Company.

### SUMMARY OF OUR ESG POLICY

Launched in March 2015 and updated in April 2017, our ESG policy defines our long-term approach to specific issues in two main areas: Environmental and Social. Within each area, core principles and objectives were set out to provide guidance to the Company's daily operations.

#### Our Commitment on Environment Aspect

- Promote environmental protection for the Company's business activities and in the community.
- Establish management practices and measures to achieve environmental objectives including prevent pollution, reduce emissions and carbon footprint, minimize waste, increase recycling and minimize use of resources.
- Comply with applicable legal requirements regarding environmental protection and sustainability issues.

#### Our Commitment on Social Aspect

- Introduce and improve services based on evolving market demands.
- Strive to provide reliable and safety products and services.
- Promote sustainable development to the Company's business, services and products.
- Achieve sustainable profit and organic growth through sound commercial and responsible practices.
- Maintain and develop long-term strategic and co-operative relationships with suppliers who provide high-quality products, are in environmental compliance and sound commitment to social responsibility.
- Promote good ESG practices among our suppliers and business partners.
- Develop sustainability related procurement system and enhance relevant trainings on the procurement staff.
- Support and participate local community, charitable and educational activities.
- Encourage and mobilize the Company's employees to participate social volunteering work.
- Educate the Company's employees to adopt environmentally responsible behavior.
- Provide a quality working environment by upholding employment practices.
- Ensure a healthy and safe workplace.
- Treat employees fairly and equally.
- Safeguard employee rights and interests.
- Provide employees with opportunities for training and development.
- Comply with applicable legal requirements regarding business operations, labour protection and employment practices.

## OPERATING PRACTICE

### ANTI-CORRUPTION

CALC regards honesty, integrity and fair play as our core values that must always be upheld by all directors and employee of the Group. We strictly comply with “The Anti-corruption Law of the People’s Republic of China” and Hong Kong’s “Prevention of Bribery Ordinance”. Our Code of Conduct which includes anti-corruption policies and procedures is in place to prevent incidents of bribery, corruption, fraud, extortion, money laundering and any other malpractice or unethical activities. No staff shall accept advantages, gifts or entertainment from our business partners, including suppliers and contractors.

To ensure the Company is operating ethically in our daily business activities, any suspected corruption will be reported to the appropriate regulatory authorities. Penalties for relevant director or staff member who in breach of the Code of Conduct may include, but not limited to termination of appointment or employment.

The Company will continue to enhance its corporate governance practices as appropriate to the conduct and growth of its business and to review and evaluate such practices from time to time to ensure that it complies with the Corporate Governance Code and aligns with the latest developments. During the Reporting Period, there was no legal case regarding corrupt practices brought against the Group or its employees.

### SUPPLY CHAIN MANAGEMENT

As a responsible company, the Group strives not only to comply with all the laws and regulations under which we operate, but also to build a better and greener future together with our supply chain. The Group has established a fair and transparent Suppliers Selection and Management Procedure for selecting and managing all suppliers to minimise risks relating to sustainability in the supply chain. In particular, the Group uses a vendor evaluation matrix to assess the proposals of various vendors, including environmental compliance and commitment to social responsibility. The Company has several professional teams to monitor, control and review the entire procurement process. We have set up initial acquisition plan, while budget and proposal are prepared internally and reviewed by senior management prior to submission for approval of the Strategy Committee under the Board of Directors. We periodically review the performance of our suppliers and contractors to ensure their compliance and continuous improvements.

### PRODUCT RESPONSIBILITY

CALC takes responsibility of our products and services, and strictly follows regulatory requirements, industry guidelines and internal procedures to improve customer health and safety, promote responsible marketing and ensure information security of our customers. We strictly comply with “The Measures for the Administration of Foreign-funded Lease Industry” and “The Contract Law of the People’s Republic of China”, and are committed to provide a reliable and responsible service to our customers by thoroughly understanding the needs of customers and consistently surpassing their expectations.



We identify key risks of our products annually and set up risk monitoring and mitigating measures for each risk. Regular meetings of professional teams are in place to monitor the delivery progress of aircraft, including the manufacturing progress, readiness of our customers to take delivery, availability of aviation financing, completion of delivery and financing related legal documents. A comprehensive checklist is used to ensure processes are handled properly and completed as scheduled.

During the Reporting Period, we had no violation record on relevant laws and regulations that have a significant impact on the Group relating to product responsibility issues.

## OPERATING PRACTICE

*“For years, CALC has been focusing on two major development strategies: establishing itself as ‘a full-value chain aircraft solutions provider’, and “globalization”. The Group’s business segments along the value chain have seen steady and progressive accomplishments, setting it on track to build up a strong one-stop aviation asset service platform. We will continue to strive for excellence in aspects including next generation aircraft services, efficient fleet management and customer satisfaction to create greater value for our stakeholders.”*

— Mr. Poon Ho Man, Chief Executive Officer of CALC

### Customer Safety

At CALC, customer safety is our number one value and our top priority. The Company has a team of experienced engineers with in-depth technical knowledge and a series of procedural controls to prevent any risks related to engineering and configuration of aircraft. The team is also responsible for pre-delivery inspections to ensure the technical condition of the aircraft. Annual inspection is performed for leased aircraft to monitor its sellable or leasable condition upon the expiry of aircraft lease.

### Customer’s Data Protection

We emphasize data privacy protection and cyber security in all of our business operations. Non-disclosure of business information and non-competitive clauses are also built in our employee’s employment agreement to ensure our information confidentiality. We have initiated a set of policies and procedures that comply with all relevant laws and regulations. In particular, the Customer Data (Privacy) Policy addresses the collection and use of customer data. During the Reporting Period, no accident related to customer privacy was found.

## SUSTAINABILITY

### CLIMATE RISKS MANAGEMENT

In 2019, we conducted initial climate reviews to better understand how climate risks will impact our day-to-day operations. We have commenced a preliminary climate risk mapping exercise at the Group level, in which we outlined the physical and transitional risks of climate change that are relevant to our business, as well as the potential consequences of those risks. This analysis is still in its early stages, and we look forward to continuing this work to further understand the relevant risks and possible mitigating processes.

Multiple resources are employed when identifying and assessing climate-related risks, including:

- Stakeholder meetings
- Sustainability reporting frameworks, such as the Task Force on Climate-related Financial Disclosures (“TCFD”)
- Market screening and benchmarking

Climate-Related Impact/Opportunity	Relevant Entity
Pressure to phase out fuel-inefficient aircraft/engines	CALC
Emerging market opportunities on the use of alternative energy (e.g. biofuel) aircraft/engines	CALC
Advancement of low-carbon technology would promote aviation at a community scale	CALC
Potential personal carbon quotas/carbon tax which would affect demand on aviation	CALC
Demand for low-carbon procurement	CALC, ARI/UAM
Physical risks (e.g. dust and wind storms, high temperature) impacting buildings, facilities and equipment	ARI/UAM
Health and productivity impacts due to increased temperatures (e.g. dehydration, heat stress)	ARI/UAM

### GREENHOUSE GAS EMISSIONS

CALC monitors its GHG emissions to guide its green policy. To keep track of and manage our impact on climate change, we regularly monitor and review our greenhouse gas emissions. In addition, we have appointed an independent consultant to verify our direct GHG emissions. During the Reporting Period, our total greenhouse gas emission was 289 tonnes and at 1.61 tonnes CO<sub>2</sub> equivalent per employee in our Hong Kong headquarters, a 19% decrease from 2018; and at 2.14 tonnes CO<sub>2</sub> equivalent per employee in our Mainland China offices; and at 1.59 tonnes CO<sub>2</sub> equivalent per employee in our Ireland office.





## SUSTAINABILITY

GHG Emissions in 2019<sup>4</sup> (tonnes CO<sub>2</sub> equivalent)

	Hong Kong Headquarters	Mainland China Offices	Ireland Office
Scope 1 Direct Emissions	3.65	2.88	0
Scope 2 Indirect Emissions	78.9	53.3	9.2
Scope 3 Other Indirect Emissions	36.9	89.58	14.65
Total	119.5	145.7	23.8
Intensity (tonnes/employee)	1.61	2.14	1.59

We have a Green Office Programme to promote green habits and working environment. To conserve energy, our office equipment is on energy-saving mode. Our lighting is designed to be sectionalised. To reduce our carbon footprint, we make use of virtual meetings to reduce the number of overseas travel required. Our electricity intensity in the headquarters has reduced by 5% compared to 2018.

## AIRCRAFT FUEL EFFICIENCY

Fuel efficiency and possible future price of related externalities were also an issue considered when upgrading our aircraft. The new fuel-efficient new engine options (NEOs) bring significant fuel, carbon, and cost savings in the long term. Since the delivery of our first ever A321neo in 2018, the Group continues its purchase strategy of energy efficient aircraft and phasing out of our aircraft models. In 2019, we have delivered 5 Airbus A320neo to our airline customers.



## New Engine Options (NEOs)

Incorporating Airbus' latest technology Sharklets and new engine choices, A320neo Family is delivering per seat fuel improvements of 20%. The nitrous oxide emissions are 50% below regulatory requirements as outlined by the Committee on Aviation Environmental Protection. Moreover, this aircraft significantly reduces its engine noise levels, generating only half the noise footprint compared to previous generation aircraft. The NEO also provides our customers with increased range, which would allow for service to longer haul markets with smaller planes and less excess capacity, driving fuel efficiency.

<sup>4</sup> The calculation is referenced to the "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings in Hong Kong (2010 Edition)". Emissions factors for electricity purchased is referenced to the information released by HEC in 2018, "2015 Average Regional Baseline Grid Emission Factor in China", and the Sustainable Energy Authority of Ireland. GHG emissions from air travel is calculated by ICAO Carbon Emissions Calculator. Direct GHG emissions (scope 1) include fuel consumption; indirect GHG emissions (scope 2) include electricity consumption; other indirect GHG emissions (scope 3) include air travel, paper waste disposal and bottled water consumption.

## SUSTAINABILITY

### MATERIAL CONSUMPTION

CALC highly advocates green operation to reduce material consumption. The Group actively explores various solutions to control the use of material. Our integrated approach to sustainable waste management includes: avoiding unnecessary consumption and purchases, opting for sustainable alternatives and reusing materials to minimise the amount of waste generated. Since last year, we have implemented a Green Office Programme to promote efficient use of resources and raise the environmental awareness on our employees.

#### Water Consumption

The Group is committed to conserving water, one of the most precious and vital resources, by installing sensor-activated faucet and water saving bowls across our offices. The Group's water consumption intensity was 0.20 m<sup>3</sup> per employee during the Reporting Period.

In the Harbin Base, all wastewater produced by the facility is treated at a sewage treatment station in the facility. A wastewater purifying station was built to meet higher environmental protection standards and goes beyond what is legally required. The effluent, which has gone through 22 treatment procedures, meets the quality standard for drinking water. Water quality are checked twice a year to ensure compliance with national standard.

#### Paper Consumption

We have adopted waste reduction measures at our offices, such as using online systems to reduce printing, encouraging duplex printing, and more. Recycling bins are placed next to the printers to encourage paper recycling and reuse. We have recycled over 261 kg of paper in 2019.

Moreover, most of our paper consumption comes from financial printing, which uses FSC<sup>5</sup> certified paper that is environmentally friendly sourced.

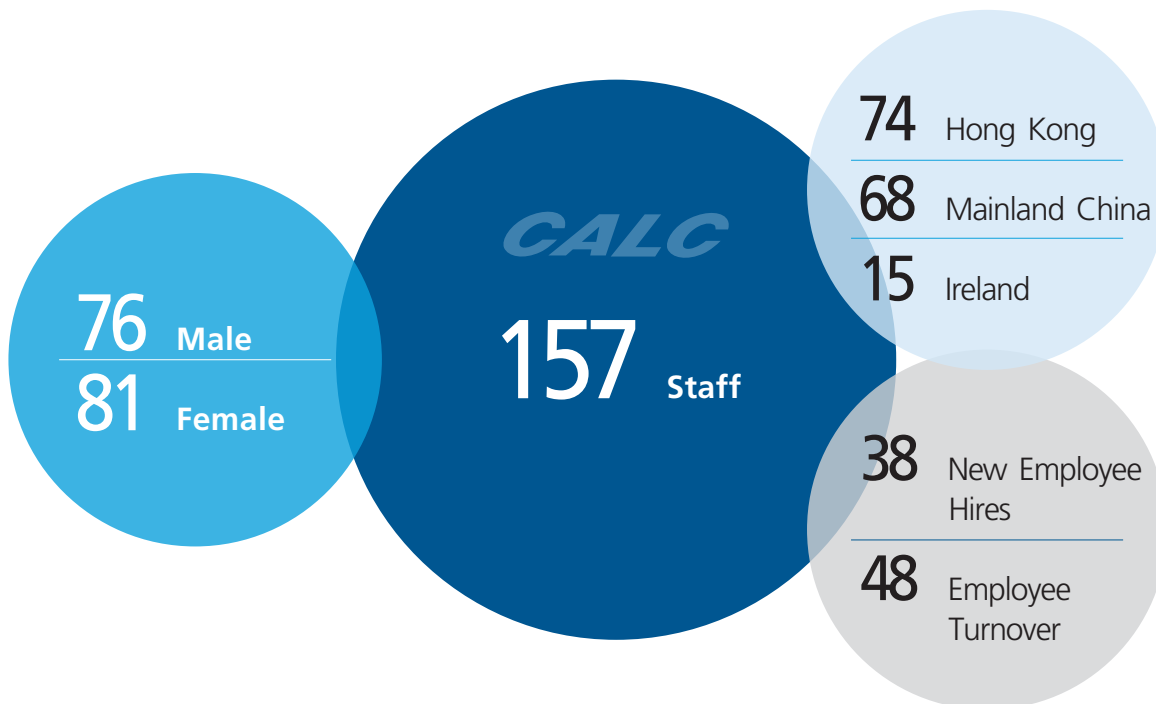
<sup>5</sup> Forest Stewardship Council.

## WORKFORCE AND LABOUR PRACTICES

Our people form the core of our business. Their continued support has been critical in forming the solid foundation of our business and the sustainable development of the Group. To maintain a motivated and dedicated workforce, we emphasise training and career development, competitive remuneration and benefits, occupational health and safety as well as a healthy work-life balance.

### A FAIRE AND INCLUSIVE WORKING ENVIRONMENT

We believe in gender equality and the progression of career development opportunities for women. As at the end of the Reporting Period, there are 153 full-time staff and 4 part-time staff in our Hong Kong headquarters, Mainland China offices, and Ireland office. The male to female ration is 0.94:1.



Aiming at promoting equality of opportunities and building a fair and harmonious work environment, the Company adheres to eliminating discrimination, harassment and vilification in employment on grounds of sex, pregnancy, marital status, family status, disability or race. Employees who encounter any discrimination, harassment or vilification will raise concerns directly and immediately to their Department Head or Human Resources Department.

During the Reporting Period, we fully complied with the applicable labour standards in Hong Kong, Mainland China and Ireland.

WORKFORCE AND LABOUR PRACTICES

**DEVELOPMENT AND TRAINING**

The Company believes that effective training and development benefits the individual and the organization. We have established a comprehensive Training and Development Policy which defines the training categories and provides a framework on the training application and reimbursement procedures as well as training evaluation process. In order to assess employees' abilities and performance, appraisals will be conducted during the relevant appraisal period by Department Head and Management. The result of the annual performance appraisal will be used as a means of identifying improvement areas and training needs of the employees.

We provide our employees with a wide range of internal and external training to ensure they are equipped with the skills and knowledge required to advance the Group to the next phase of growth. Starting from December 2019, all employees under the Group are offered with training subsidies as incentives to pursue professional development and life-long learning.



**EMPLOYEE WELFARE**

To build a sustainable and stable team, the Company places a strong emphasis on improving welfare and safeguards for our employees. Our employees are entitled to annual leave, bonus leave, marriage leave, and maternity leave/paternity leave. All employees are insured against any industrial accident arising out of and in the course of their employment. On completion of probation, employees can be admitted to the Company's group medical scheme which covers out-patient visits and hospitalisation.



To allow employees enjoy life apart from work, the Company organises various outings and charity activities. The Company also offers trip reimbursement every year for qualified employees. Employees who are on business trips will be covered by travel insurance.

**HEALTH AND SAFETY**

Occupational health and safety is of the highest importance to the Group. We comply with relevant regulations and regularly identify, manage and review potential risks throughout the business. In order to provide an accident-free working environment and prevent occupational diseases, our staff handbook includes a set of office safety management requirements, which includes ventilation, lighting, proper housekeeping, the safe use and maintenance of electrical equipment as well as fire prevention.



In our Harbin Base, we have established a fire emergency plan to ensure safety management of the base and nearby communities. Fire extinguishers and other fire equipment are checked by the team twice a month. On top of that, we will invite professional fire safety authority to conduct a more comprehensive check annually. Fire drill and fire safety training are held twice a year. In our Mississippi Base, several Health and Safety Guidelines, including Confined Space Manual, Emergency Action Plan, Spill Prevention Control Plan, are under reviewing and will be updated next year.

There were no cases of non-compliance with laws and regulations related to health and safety during the Reporting Period.

## GIVING BACK

CALC is committed to corporate social responsibility through implementing an ESG Policy and encouraging local community service, charitable and educational activities. In 2019, we have raised HK\$296,000 in activities organised by Orbis, World Green Organisation (“WGO”), World Wide Fund Nature for Hong Kong (“WWF-Hong Kong”) and Ocean Park Conservation Foundation Hong Kong (“OPCFHK”), together with other monetary contributions.

### Orbis Walk for Sight

This is our fifth consecutive year sponsoring and volunteering in Orbis Walk for Sight and our second year to commit as Corporate Partner of Orbis.

CALC volunteers taught participating kids handcrafting Indiana-styled headbands, dream catchers and arrows as part of the event. The event was filled with vibrant colors of Indiana’s adventure. Fund raised from this walkathon will be used to support Orbis’ global sight-saving initiatives all over the world.



GIVING BACK

**Saving Critically-Endangered Species**

As a dedicated environmental conservation supporter, CALC joined force with the Hong Kong Bird Watching Society (“HKBWS”) by donation to support a 12-month “Chinese Crested Tern Satellite Tracking Program” in 2019.

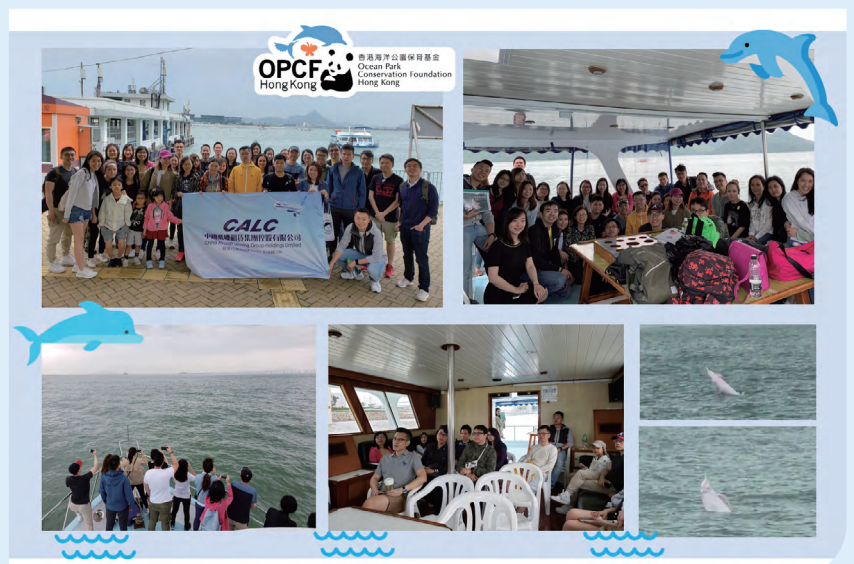
The Chinese Crested Tern, which remains less than 100 individuals all over the world, is a critically-endangered species under the International Union for Conservation of Nature Red List. Since 2018, HKBWS has launched the Chinese Crested Tern Satellite Tracking Program to study the migration route of this legendary bird species. Conservation organisations and government departments located along the migration route are invited to join hands in conserving this bird and its habitat.

By conducting surveys and scientific researches, the experts began to know more about this critically-endangered species, particularly their migration routes and wintering sites.



**Chinese White Dolphins Watching Program**

Over 40 staff from our Hong Kong office and their family members joined a marine eco-tour organised by Ocean Park Conservation Foundation Hong Kong (“OPCFHK”) in May 2019, and were lucky enough to meet with the Chinese White Dolphins. On top of learning about the behavior of white dolphins, staff also understand more about the ecological issues and threats faced by the dolphins through the introduction by OPCFHK’s professional narrators.



GIVING BACK



**Shoreline Clean-Up Operation**

Coastal waters and shores are not only home to hundreds of wildlife species, but also an important source of water for us. Shoreline waste problem is however on the rise. Our colleagues collected 36.1 kg of litter in a WGO’s shoreline clean-up operation in June 2019. The litter picked up comprised of 20.23 kg of plastic, 5.21 kg of metal and 10.66 kg of other litters.

**Night Walk in Green Nature**

In July 2019, our colleagues participated in the Night Safari under the Star organised by WGO, a long-term partner with CALC since 2015, to understand light pollution in Hong Kong.

Led by Professor Leung Wing Mo, former Assistant Director of Hong Kong Observatory, the night walk allowed participants explore the mysterious nightlife of animals in the countryside. Participants enjoyed star gazing during the walk in Lung Fu Shan Country Park.



## AWARDS, ACCOLADES AND MEMBERSHIP

### AWARDS AND ACCOLADES

	Awards and Accolades	Issuing Authority
	"Caring Company" (since 2015)	The Hong Kong Council of Social Service
	"United Nations Sustainable Development Goals — Green Office Awards Labelling Scheme (GOALS) (since 2015)"  "Eco-Healthy Workplace Label" (since 2017)	World Green Organisation
	"Silver Member" in Corporate Membership Program (since 2016)	World Wide Fund Nature for Hong Kong
	"Corporate Partner" (since 2018)	Orbis

### MEMBERSHIP

#### Hong Kong Aircraft Leasing and Aviation Finance Association

Rooted in Hong Kong, CALC is dedicated to the development of aircraft leasing and aviation financing industry of the city, leveraging our experience in the Chinese and global leasing markets. In June 2017, CALC, as a founding member, joined hands with various industry partners to establish Hong Kong Aircraft Leasing and Aviation Finance Association (the "**Association**"), through which we wish to facilitate industry innovation and infrastructure advancement. Since inauguration, the Association has been in regular contact with the Government and industry players, listening and exchanging views on various ideas to promote and develop aircraft leasing and financing using the Hong Kong tax platform.



## ESG PERFORMANCE HIGHLIGHTS

### ENVIRONMENTAL PERFORMANCE

	Hong Kong Headquarters	Mainland China Offices	Ireland Office	Unit
Greenhouse Gas (GHG) Emissions				
Scope 1	3.65	2.88	–	tonnes CO <sub>2</sub>
Scope 2	78.93	53.27	9.18	equivalent
Scope 3	36.87	89.58	14.65	
GHG Emissions Intensity	1.61	2.14	1.59	tonnes CO <sub>2</sub> equivalent/ employee
Energy and Water Consumption				
Direct Electricity Consumption	98.7	87.3	21.1	MWh
Direct Electricity Consumption Intensity	1.3	1.3	1.4	MWh/ employee
Water Consumption <sup>6</sup>	12.7	18.1	0.9	m <sup>3</sup>
Water Consumption Intensity	0.17	0.27	0.06	m <sup>3</sup> /employee
Direct Fuel Consumption (Petrol)	1,349.1	1,064.9	–	L
Direct Fuel Consumption Intensity	18.2	15.7	–	L/employee
Materials Consumption and Recycling				
Paper	1,998	2,132	157	kg
Paper Recycling	252	–	9	kg
Glass Bottles	–	–	86	kg
Waste Disposal				
Non-hazardous Waste <sup>7</sup>	4.1	2.5	0.0089	tonne
Non-hazardous Waste Intensity	0.05	0.04	0.00059	tonne/ employee

<sup>6</sup> Includes bottled water consumption only.

<sup>7</sup> Waste disposal are managed by the building management and collected by designated waste collectors.

ESG PERFORMANCE HIGHLIGHTS

SOCIAL PERFORMANCE

	Hong Kong Headquarters	Mainland China Offices	Ireland Office
Employment (By Gender)			
Male	35	32	9
Female	39	36	6
Employment (By Employment Type)			
Full-time	72	68	13
Part-time	2	0	2
Employment (By Age Group)			
Under 30	9	10	1
Between 30 and 40	41	52	8
Between 41 and 50	17	5	3
Above 50	7	1	3
Employment (By Employment Category)			
Chief level Executives	4	0	0
Senior Management	7	0	3
Middle Management	21	16	5
General Staff	42	52	7
Employee Turnover Rate – Group			
Total Employee Turnover Rate			31%
Employee Turnover Rate (By Geographical Region)			
Turnover Rate	31%	34%	13%
Employee Turnover Rate – Group (By Gender)			
Male			20%
Female			41%
Employee Turnover Rate – Group (By Age Group)			
Under 30			90%
Between 30 and 40			25%
Between 41 and 50			16%
Above 50			9%
Percentage of Employees Trained (By Gender)			
Male	83%	100%	100%
Female	90%	100%	83%

## ESG PERFORMANCE HIGHLIGHTS

	Hong Kong Headquarters	Mainland China Offices	Ireland Office
Percentage of Employees Trained (By Employment Category)			
Chief level Executives	100%	–	–
Senior Management	86%	–	100%
Middle Management	86%	100%	100%
General Staff	86%	100%	86%
Average Training Hours (By Gender)			
Male	21.2	15.3	7.9
Female	20.5	16.9	3.4
Average Training Hours (By Employment Category)			
Chief level Executives	22.5	–	–
Senior Management	20.2	–	16.7
Middle Management	23.2	15.9	3.9
General Staff	19.5	16.3	3.2
Health and Safety			
Number of Work-Related Fatalities	0	0	0
Lost Days Due to Work-Related Injuries	0	0	0
Work-Related Injuries	0	0	0

## ESG REPORTING GUIDE CONTENT INDEX

Topics, General Disclosures and KPIs	Description	Relevant Chapter(s) or other references/Explanation
<b>A. Environmental</b>		
<b>A1. Emissions</b>		
General Disclosure	<p>Information on:</p> <ul style="list-style-type: none"> <li>(a) the policies; and</li> <li>(b) compliance with relevant laws and regulations</li> </ul> <p>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.</p>	<p>Since the Group’s business does not involve aviation operations, no significant air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste are involved. Therefore, we have no policies in the respective aspects.</p> <p>There are no laws and regulations that have a significant impact on the Group relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p>
A1.1	The types of emissions and respective emissions data.	There are no significant emissions generated from our daily office operations.
A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	SUSTAINABILITY ESG PERFORMANCE HIGHLIGHTS
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	During the Reporting Period, the Group did not produce any hazardous waste.
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	SUSTAINABILITY ESG PERFORMANCE HIGHLIGHTS
A1.5	Description of measures to mitigate emissions and results achieved.	There are no significant emissions generated from our daily office operations. Therefore, no specific emissions mitigation measure is in place.

## ESG REPORTING GUIDE CONTENT INDEX

Topics,  
General  
Disclosures  
and KPIs

## Description

Relevant Chapter(s) or  
other references/Explanation

A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	SUSTAINABILITY  ESG PERFORMANCE HIGHLIGHTS  Our daily office operations do not involve generation of hazardous waste. Therefore, no specific reduction initiative is in place.
<b>A2. Use of Resources</b>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	SUSTAINABILITY
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).	ESG PERFORMANCE HIGHLIGHTS
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	ESG PERFORMANCE HIGHLIGHTS
A2.3	Description of energy use efficiency in initiatives and results achieved.	SUSTAINABILITY
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	SUSTAINABILITY  Water for our office use is obtained from municipal water supplies. There are no associated issues regarding water sourcing.  Water efficiency initiatives are to be planned and executed by property management companies. Therefore, we do not have any water efficiency initiatives in our offices.
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Our operations do not involve the use of packaging material.

ESG REPORTING GUIDE CONTENT INDEX

Topics, General Disclosures and KPIs	Description	Relevant Chapter(s) or other references/Explanation
<b>A3. The Environment and Natural Resources</b>		
General Disclosure	Policies on minimizing the issuer’s significant impact on the environment and natural resources.	The Group’s business activities mainly comprise office operations, which will not cause significant impact on the environment and natural resources. Therefore, no relevant policies are in place.
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Group’s business activities mainly comprise office operations, which will not cause significant impact on the environment and natural resources.
<b>B. Social</b>		
<b>B1. Employment</b>		
General Disclosure	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.	WORKFORCE AND LABOUR PRACTICES  There are no laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.
B1.1	Total work force by gender, employment type, age group and geographical region.	WORKFORCE AND LABOUR PRACTICES  ESG PERFORMANCE HIGHLIGHTS
B1.2	Employee turnover rate by gender, age group and geographical region.	ESG PERFORMANCE HIGHLIGHTS

## ESG REPORTING GUIDE CONTENT INDEX

Topics,  
General  
Disclosures  
and KPIs

## Description

Relevant Chapter(s) or  
other references/Explanation**B2. Health and Safety**

General Disclosure	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.	WORKFORCE AND LABOUR PRACTICES  There are no laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards.
B2.1	Number and rate of work-related fatalities.	ESG PERFORMANCE HIGHLIGHTS
B2.2	Lost days due to work injury.	ESG PERFORMANCE HIGHLIGHTS
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	WORKFORCE AND LABOUR PRACTICES

**B3. Development and Training**

General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	WORKFORCE AND LABOUR PRACTICES
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	ESG PERFORMANCE HIGHLIGHTS
B3.2	The average training hours completed per employee by gender and employee category.	ESG PERFORMANCE HIGHLIGHTS

**B4. Labour Standards**

General Disclosure	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.	WORKFORCE AND LABOUR PRACTICES  There are no laws and regulations that have a significant impact on the Group relating to preventing child and forced labour.
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ESG REPORTING GUIDE CONTENT INDEX

Topics, General Disclosures and KPIs	Description	Relevant Chapter(s) or other references/Explanation
B4.1	Description of measures to review employment practices to avoid child and forced labour.	The Group regularly reviews its employment practice to ensure that we are in compliance with the Employment Ordinance of Hong Kong, Labour Law of the PRC, and other laws and regulations related to child and forced labour.
B4.2	Description of steps taken to eliminate such practices when discovered.	WORKFORCE AND LABOUR PRACTICES  The Group has zero tolerance towards such practice. Violations are subject to internal disciplinary actions or handled by relevant authorities.
<b>B5. Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	OPERATING PRACTICE
B5.1	Number of suppliers by geographical region.	China: 47
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	OPERATING PRACTICE
<b>B6. Product Responsibility</b>		
General Disclosure	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.	OPERATING PRACTICE  The Group has not identified material concerns in its operations regarding advertising, labelling and privacy matters in our operation, thus a dedicated policy is not in place. The Group places corporate advertisement in certain trade magazines, of which the content is monitored and approved by Corporate Communications Department to ensure accuracy.  There are no laws and regulations that have a significant impact on the Group regarding health and safety, advertising, labelling and privacy matters relating to the products and services provided by the Group.



## ESG REPORTING GUIDE CONTENT INDEX

**Topics,  
General  
Disclosures  
and KPIs****Description****Relevant Chapter(s) or  
other references/Explanation**

B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	No cases during the Reporting Period.
B6.2	Number of products and service related complaints received and how they are dealt with.	There were no cases of products and services related complaints received during the Reporting Period.
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Not applicable
B6.4	Description of quality assurance process and recall procedures.	OPERATING PRACTICE
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	OPERATING PRACTICE

**B7. Anti-corruption**

General Disclosure 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.

OPERATING PRACTICE

The Anti-corruption Law of the PRC and Hong Kong's Prevention of Bribery Ordinance aim at maintaining a fair and just society and inflicting punishments against unscrupulous and corruption behaviours.

Ethical behaviour and compliance with applicable laws and regulations is of utmost importance to the Group as it affects the Group's reputation. Thus, in the Group's Code of Conduct, we articulate the standard of behaviour that we expect our employees to live up to. Beyond the Code of Conduct, we provide training to help employees understand the meaning of the Code of Conduct and what they're expected to do.

ESG REPORTING GUIDE CONTENT INDEX

Topics, General Disclosures and KPIs	Description	Relevant Chapter(s) or other references/Explanation
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.	OPERATING PRACTICE
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	OPERATING PRACTICE
<b>B8. Community Investment</b>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take in to consideration the communities' interests.	GIVING BACK
B8.1	Focus are as of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GIVING BACK
B8.2	Resources contributed (e.g. money or time) to the focus area.	GIVING BACK

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