

ABOUT THE HONG KONG HOUSING AUTHORITY

The Hong Kong Housing Authority (HA), established in April 1973 under the Housing Ordinance (Chapter 283), is a statutory body responsible for supporting the Transport and Housing Bureau in the development and implementation of the local public housing programme. The Housing Department (HD) acts as an executive arm.





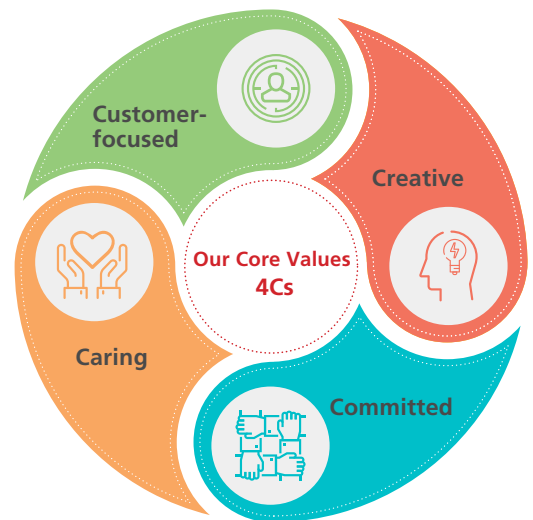
Our Vision, Mission and Core Values

Our Vision

To provide affordable rental housing to low-income families with housing needs, and to help low-to-middle-income families gain access to subsidised home ownership.

Our Mission

- ◆ To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner;
- ◆ To provide an age-friendly and barrier-free estate environment to address the needs of residents of different ages and physical ability;
- ◆ To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner; and
- ◆ To maintain a competent, dedicated and performance-oriented team.



Our Core Values

In providing quality public housing that is safe, affordable, people-oriented and environmentally friendly, we believe in incorporating sustainability considerations in the planning and implementation of our housing development and management programme. For instance, we strive to optimise our available resources for public housing production, to reduce energy consumption in the daily operation of the public rental housing, and to enhance construction safety to protect the well-being of our business partners and the general public.

We have clearly defined our strategies and priorities from the point of view of sustainability, details of which are highlighted below:

Our Strategy for Sustainable Housing

It is our mission to achieve sustainable development in public housing, which balances the environment with social and economic needs to attain healthy living, sustainable construction and enhancement of the total urban environment.

Our Priorities for Environmental Sustainability

The HA is committed to properly managing and reducing the consumption of resources in our daily operations, especially in relation to waste reduction and energy use. We are also committed to introducing environmentally friendly methods to further reduce the overall environmental impacts of our planning, development, management and maintenance operations.

Our Priorities for Social Sustainability

Corporate Social Responsibility has become an integral part of our corporate policy and daily work. The HA prioritises public housing for those who are in need. We are committed to providing a safe, hygienic and affordable living environment for our tenants – making public housing estates comfortable to live in. We also seek to become a role model in providing a safe and healthy working environment for our business partners, who are involved in public housing construction and management services. We attempt to enhance social cohesion, foster the well-being of society as a whole, and encourage Social Responsibility along the supply chain.

Our Priorities for Economic Sustainability

The HA is committed to adopting cost-effective and economically viable approaches in all aspects of our public housing programme. These can be achieved through a number of measures, including optimisation of the HA's resources, preventing abuses of public housing and extension of the useful life of our existing buildings.

We always look for opportunities to enhance the sustainability performance of our public rental housing (PRH) estates. All new projects are designed to readily achieve a Gold rating under the Hong Kong Green Building Council's green building assessment scheme (the Building Environment Assessment Method Plus for New Buildings, or BEAM Plus NB). Wah Ha Estate has achieved the highest Provisional Rating, i.e. Platinum while 7 projects achieved Provisional Gold Rating this year. We have ascertained the building sustainability performance of our existing PRH estates by registering with the Hong Kong Quality Assurance Agency Sustainable Building Index (SBI) Scheme since 2012. This year, we have maintained ten estates, containing the majority of housing blocks representing the high standard of the HA's block designs, for enrolment in the SBI Scheme. We successfully obtained the SBI Verified Mark for all these estates in May 2017.



Our Role and Services

The HA plans, designs, builds, manages and maintains different types of public housing, including rental housing estates and interim housing estates. In addition, the HA owns and manages some flatted factories and ancillary commercial and other non-domestic facilities. The HA also provides subsidised sale flats to eligible persons.

The HA formulates public housing policy for the government while the HD is the executive arm in delivering our public housing programme. We also work closely with other government departments when dealing with local public housing matters.

We work hand-in-hand with local communities and green organisations to demonstrate our commitment to sustainable development. During the year, we participated in activities held by green groups and other government departments, such as the Hong Kong Flower Show, Eco Expo Asia and Green Carnival.

In addition, we have joined activities held by various professional organisations which are listed below:

- ◆ Asia Carbon Footprint Network
- ◆ Asia Pacific Network for Housing Research
- ◆ BEAM Society Limited
- ◆ British Standards Institution
- ◆ BuildingSMART Hong Kong
- ◆ Construction Industry Council
- ◆ Council on Tall Buildings & Urban Habitat
- ◆ Development Bureau
- ◆ Eastern Regional Organisation for Planning and Housing
- ◆ Environmental Campaign Committee
- ◆ Esri
- ◆ Green Council
- ◆ Hong Kong Green Building Council
- ◆ Hong Kong Joint Council for People with Disabilities
- ◆ Hong Kong Quality Assurance Agency
- ◆ International Code Council
- ◆ International Concrete Repair Institute
- ◆ International Council for Research & Innovation in Building & Construction
- ◆ Labour Department

- ◆ Leisure and Cultural Service Department
- ◆ MerComm, Inc
- ◆ Occupational Safety and Health Council
- ◆ The Hong Kong Council of Social Service
- ◆ The Hong Kong Institute of Landscape Architects
- ◆ The Hong Kong Institution of Engineers
- ◆ The Lighthouse Club
- ◆ World Green Building Council

Housing Stock and Production

As at the end of March 2017, about two million people are living in approximately 769,400 PRH units across Hong Kong.

In 2016/17, we completed construction of approximately 11,300 PRH units and around 3,000 subsidised sales flats (SSF). Of 13 projects involved, seven are PRH projects, and six are SSF.

PRH projects:

- ◆ Wah Ha Estate (Wah Yan House);
- ◆ On Tai Estate (Ming Tai House and Chi Tai House);
- ◆ On Tat Estate, Anderson Road Site D (Yan Tat House, Sin Tat House, Lai Tat House, Chi Tat House)
- ◆ On Tat Estate, Anderson Road Site E (Ching Tat House);
- ◆ Long Shin Estate (Shin Leung House, Shin Oi House and Shin Yung House);
- ◆ Shui Chuen O Estate Phase 3 (Mau Chuen House, Lam Chuen House, Shou Chuen House and Chuk Chuen House); and
- ◆ Shui Chuen O Estate Phase 4 (Sung Chuen House, Shan Chuen House and Tsun Chuen House)

SSF projects:

- ◆ Wang Fu Court;
- ◆ Ching Chun Court (Chun Hin House and Chun Ho House);
- ◆ Mei Ying Court;
- ◆ Mei Pak Court;
- ◆ Sheung Chui Court (Chui Wu House, Chui Ho House and Chui Ting House); and
- ◆ King Tai Court

In response to the pressing needs for public housing, according to the HA's Public Housing Construction Programme as at September 2017, the estimated total public housing production in the five-year period from 2017/18 to 2021/22 is about 96,800 flats, comprising around 73,300 PRH units and around 23,400 subsidised sale flats.



◀ Shui Chuen O Estate



▼ Wah Ha Estate



◀ On Tat Estate

Infrastructure

In 2016/17, we have awarded eight foundation contracts and eight new building contracts. We always look for opportunities to create user and environmentally friendly public housing for residents and also to engage with society along our sustainable development journey. We therefore include associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities as far as practicable when planning, designing and developing our public housing. These facilities are located in, or adjacent to, one or more public housing developments, in order to provide a connected and sustainable living environment for our tenants and the community.

Commercial Properties

In 2016/17, we completed 1,900 square metres of retail facilities and 520 car parking spaces. As at the end of March 2017, our total non-domestic stock included approximately:

- ◆ around 230,000 square metres of commercial and retail space
- ◆ around 29,500 car parking spaces
- ◆ around 202,100 square metres of factory premises
- ◆ around 2,152,300 square metres of community, education and welfare facilities
- ◆ around 413,200 square metres of other space, used for miscellaneous purposes



Human Resources

Staff Resources

We regularly review and update our labour plan and human resources management policy, which serve as guidelines and a framework for staff-related matters. As at the end of March 2017, we had 9,260 staff, including 8,611 civil servants and 649 contract staff, representing a slight increase of 1.6% from the previous year.

Total Workforce (as at 31 March 2017)

Total number of staff	9,260	
Breakdown by employment type	Civil servants:	8,611
	Contract staff:	649
Breakdown by role	Directorate staff:	61
	Professional staff:	896
	General staff:	5,131
	Site staff:	1,860
	Technical staff:	1,312
Breakdown by employment contract	Full-time:	9,260
	Part-time:	-
Breakdown by gender	Male:	5,834
	Female:	3,426
Breakdown by age	Age 20-29:	829
	Age 30-39:	2,053
	Age 40-49:	2,400
	Age 50-59:	3,770
	Age 60 or above:	208

New Employee Hires and Employee Turnover

	Male	Female
New employee hires ^[1]		
Age 29 or below:	202	93
Age 30-39:	94	59
Age 40-49:	39	17
Age 50-59:	9	8
Age 60 or above:	9	0
Employee turnover ^[2]		
Age 29 or below:	30	21
Age 30-39:	43	21
Age 40-49:	20	16
Age 50-59:	72	65
Age 60 or above:	176	51

Notes:

^[1] The above figures involve staff (position as at 31.3.2017) with their first appointment date falling within the period of 1.4.2016 to 31.3.2017.

^[2] The figures include staff transferred out of the Department from 1.4.2016 to 31.3.2017.

Training and Development

At the HA, our employees are our most precious resource. We are committed to offering opportunities and clear career development paths to our employees. Throughout the reporting year, we arranged 1,018 training courses, involving a total of 36,513 training days.

Training Hours Breakdown

	No. of staff	No. of staff attended training	Training hours received (hours)	Training hours per staff (hours)
By Strength				
Directorate Staff	61	56	1,759	28.8
Professional and Technical Staff	2,208	2,167	77,526	35.1
General and Site Staff	6,991	6,208	172,153	24.6
By Gender				
Male	5,834	5,458	168,515	28.9
Female	3,426	2,973	82,923	24.2
Training Regarding Human Rights				
Training on policies and procedures concerning aspects of human rights	9,260	475	2,128	0.2

Development and Construction Division (DCD) Academy

In order to meet an increase in public housing production targets while maintaining high service quality, we have recently established the DCD Academy. The DCD Academy is a knowledge-based community providing timely, continuous and comprehensive training packages to personnel engaged in public housing development and construction, including in-house staff and external participants. The DCD Academy provides a caring and motivating environment for our employees. We bring out the best in our people through identifying and investing in targeted knowledge and skills regarding public housing development and construction. The DCD Academy not only facilitates essential skill transfers, but also enables fulfilling careers and strong team spirit within the HA.

The Deputy Director of Housing (Development and Construction), Ms. Ada Fung, officially announced the opening of the DCD Academy on 26 April 2016. The first lecture, conducted on the same day, was well received by over 200 participants, who had been recruited for professional, technical or site-level roles in the past three years.

Health and Safety

Injury

Number of staff injury cases ^[3]	23
Staff sick leave granted for injury ^[4]	945.5

Notes:

^[3] The definition of staff injury cases is reported cases of occupational injuries, under the Employee's Compensation Ordinance, resulting in death or incapacity for work over 3 days.

^[4] The number includes injury-on-duty sick leave days granted to staff in 2016/17 only. Their sick leave extended to 2017/18 was excluded.

In 2016/17, we employed around 670 new staff to fill civil service and HA contract posts and converted seven contract staff posts into civil service positions. We have adopted regular employment terms and offer continuous contracts to our contract staff to enhance their job security and sense of belonging in order to retain professionals of high calibre.

With the difference in employment conditions between civil service and contract staff, we have, since 2008, used the Multi-faceted Manpower Strategy to resolve relevant management and staff issues. The strategy enables us to adjust staffing intake to suit our business operations and to offer staff benefits including clear promotion and career opportunities and greater job security.

Staff Appointment, Remuneration and Benefits

The HA abides by the requirements stipulated in the Basic Law for our staff appointments. With reference to Article 99 of the Basic Law, new recruits to the Civil Service on or after 1 July 1997 must be permanent local residents. All senior officers in the HD (at D2 rank and above) are permanent Hong Kong residents. They are civil servants and their appointments are governed by the Civil Service Regulations and subject to the approval of the Public Service Commission.

Our staff's remuneration follows either the civil service pay scales or contract pay bands, which will be adjusted annually according to staff performance and the respective annual pay adjustments, depending on the terms of employment and job grades. We use a stringent 3-tier performance appraisal system to ensure a fair and comprehensive review of our staff's performance. In general, civil servants may have one increment annually in their respective rank scales and contract staff may also receive an annual, one-off, performance-based merit payment.

Employees in the HA have access to a range of benefits and wellbeing initiatives with respect to their rank levels and terms of employment. These benefits include medical and dental treatment, housing benefits, annual leave, retirement benefits, passage and education allowances.

Staff Integrity

Driven by our responsibility and shared values, the HA works in a spirit of compliance with ethical principles and applicable laws and regulations. Internally, we maintain high standards of staff integrity and conduct when planning and managing the territory-wide public housing programme. We require all our staff to adhere to the Government and departmental guidelines including those provided by Civil Service Bureau and our departmental staff circulars. To help employees put these principles into practice, relevant documents lay out the internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits.

Internal circulars are issued to stipulate procedures to deal with attempted bribery, allegations of corruption and referrals to the Independent Commission Against Corruption. To assure staff integrity and enhance awareness, we have provided anti-corruption briefings for all new recruits as part of their induction programme and integrity reinforcement seminars for existing staff. In 2016/17, a total of 2,068 staff attended various anti-corruption courses. As a government body, we are fully committed to complying with all anti-corruption legislation. During the year, no cases of conviction in relation to corruption in the HD were recorded.



Human Rights

We believe all people are equally entitled to human rights without discrimination. We therefore provide equal opportunities and fair treatment in terms of remuneration, fringe benefits, promotion and compensation for all our staff without discriminating on the basis of an individual's gender, ethnic group, age or disability. We comply with all employment-related legislation. Child labour and forced labour are strictly prohibited from all our operations.

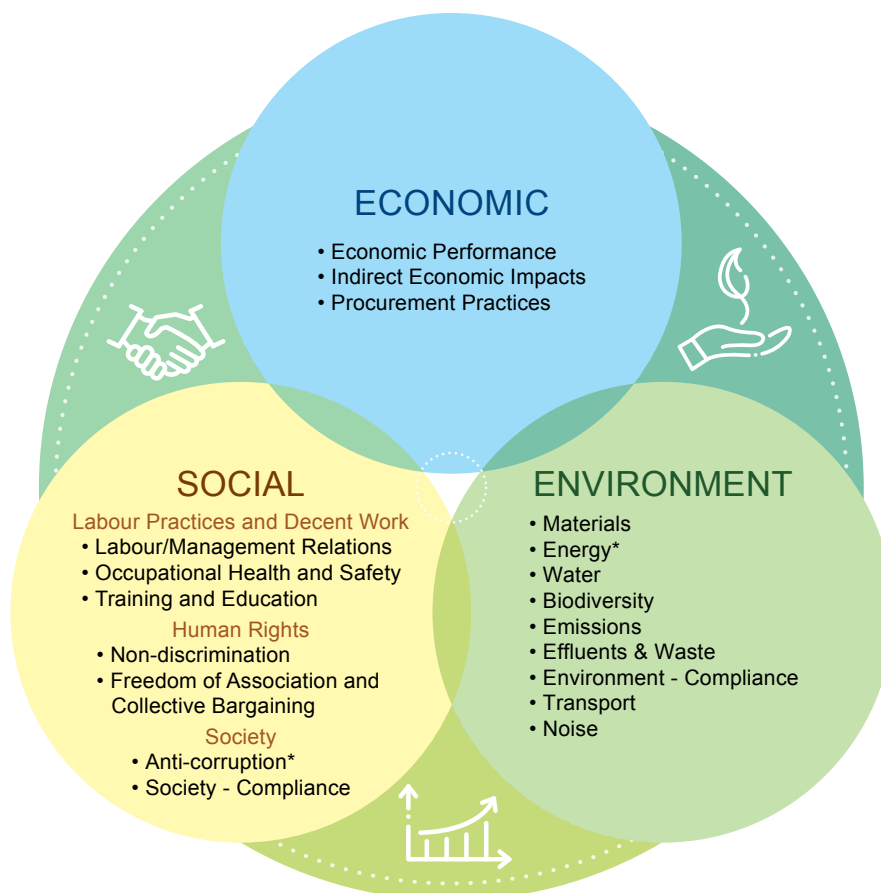
Our people are fundamental to the HA's effective operation. We maintain close relationships and open communication channels between management and staff to foster a dynamic and committed workforce. Our staff can join staff associations and working groups if they wish. In 2016/17, there were a total of 33 staff associations or working groups and five Departmental Consultative Committees in the HD. In addition to our monthly publication "Housing Dimensions" and our periodic publication "Development and Construction Division (DCD) Newsletter", we have maintained various effective communication channels with staff to exchange views and enhance transparency on departmental initiatives of mutual concern.



Significant Material Aspects

Our activities mainly involve building construction, estate management and maintenance. Each activity will have an impact on the community in the aspects of environment, health, safety and society. To tackle the potential risks arising from our daily operations through avoidance, minimisation, management and control, we have adopted a systematic “plan-do-check-act” approach and have introduced a series of initiatives to achieve sustainability in terms of environmental, social and economic aspects. In addition, our senior management has frequently reviewed public and stakeholders’ concerns through internal management meetings and customer satisfaction surveys to address the ever-changing housing needs of our clients.

Based on our daily operation, we have identified a list of stakeholders who may be interested in our sustainability performance. Through our regular stakeholder engagement exercises, we gain an understanding of the issues that matter most to our people, partners, suppliers, regulators, and community and that impact the environment. Taking tenants, which are one of our key stakeholder groups, as an example, we engage with them through meetings and surveys to collect their views and feedback on our sustainability initiatives and performance during the year. This helps us identify the list of material aspects and their respective boundaries covered in this report. Taking the further step of managing the energy consumption of our piling and building contractors, we have collected information on their energy consumption in the course of project delivery. Their energy consumption figures are also disclosed. A list of our material aspects and the reporting boundaries is depicted below:



* The performance of HA's contractors in the areas of “Anti-corruption” and “Energy” have also been covered in this report.

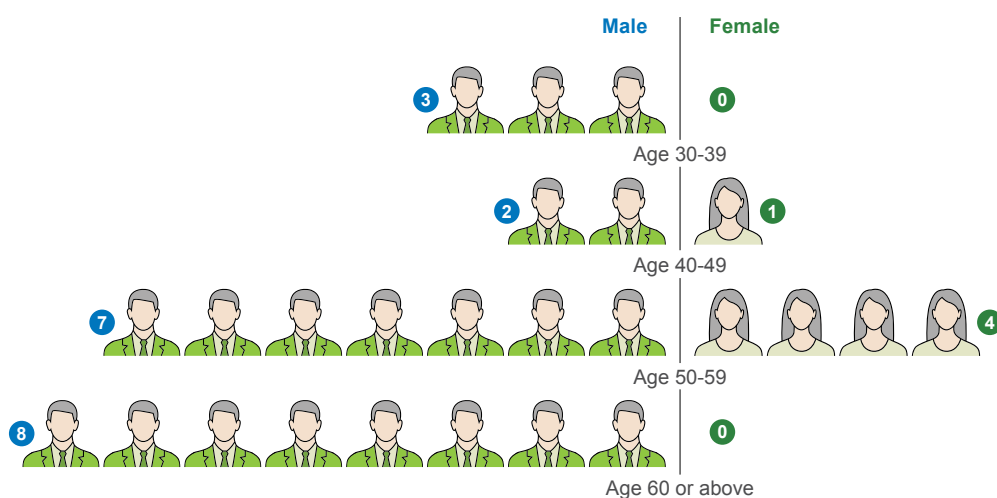


Governance Structure and Management

Our Governance Structure and Management

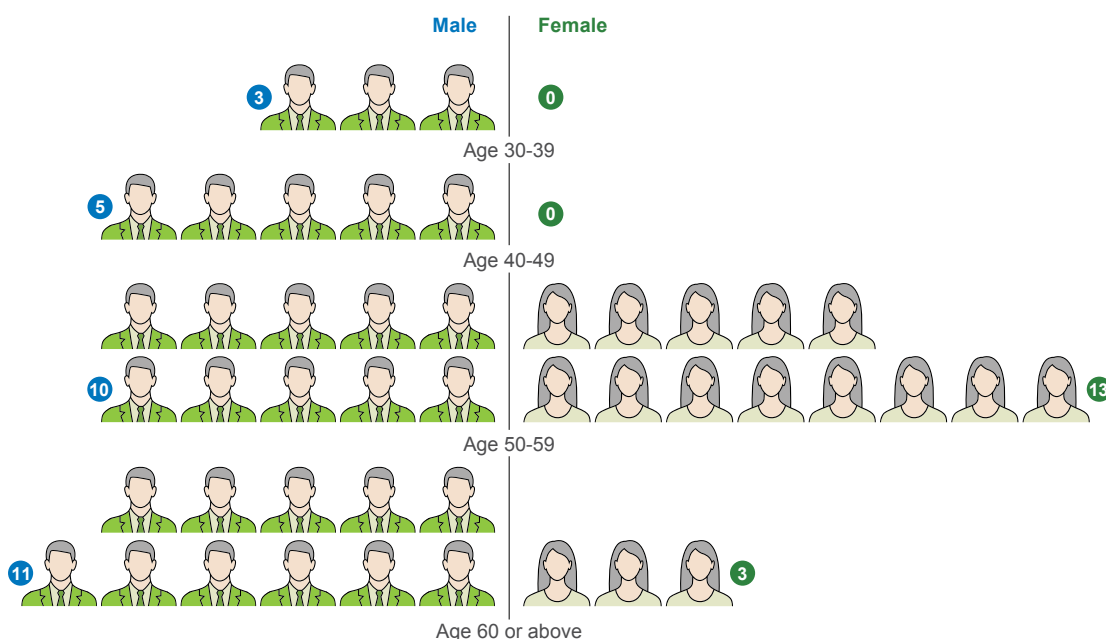
Apart from the Chairman and Vice-chairman, the HA has two official members and 25 non-official members. Appointments are made by the Chief Executive. All non-official members are appointed on an individual basis. The Secretary for Transport and Housing assumes the office of Chairman of the HA, while the Director of Housing assumes that of Vice-chairman.

Breakdown of non-official HA members by age group and gender:



Under the HA, there are six standing committees responsible for formulating, administering and overseeing policies in specified areas including building, commercial properties, finance, strategic planning, subsidised housing and tenders. Sub-committees and ad-hoc committees are set up when necessary. Details of our governance structure and the terms of reference of the respective committees can be found on [our website](#).

Breakdown of non-official Committees and Sub-committees members by age group and gender:



The HD serves as an executive arm of the HA to assist in the implementation of housing-related policies. It is headed by the Permanent Secretary for Transport and Housing (Housing) who also assumes the office of the Director of Housing. The HD has four operating divisions, namely Strategy, Development and Construction, Estate Management and Corporate Services, all of which support the implementation of HA's policies in housing strategy, overall housing development, construction and estate management. The HD's organisation can be found on [our website](#).

The Housing Department Environmental, Health and Safety Committee (HDEHSC) is responsible for the development and formulation of policy direction on environmental, health, safety and sustainability aspects within the HD. It is further supported by the following three sub-committees to address different sustainability issues:

- ◆ The HD Environmental Sub-committee assists the HDEHSC in overseeing the progress and performance of environmental initiatives and action plans in the Department;
- ◆ The HD Occupational Safety and Health Sub-committee assists the HDEHSC in overseeing the occupational safety and health of the employees in the workplace; and
- ◆ The HD Site Safety Sub-committee assists the HDEHSC in overseeing site safety management measures for works contracts.

Our Management Approaches

Our management has established and endorsed policies in specific areas to govern our operations and define frameworks for continuous improvement in our task of taking care of a wide range of public housing programmes. Providing a clear direction on our sustainability commitment and approaches, these policies at both the departmental level and divisional level have been widely communicated to and fully supported by our staff, service providers, materials suppliers and contractors.

Policies at the Departmental Level

Environmental Policy

The HA is committed to continuously improving environmental standards in the provision of public housing and related services. To achieve this objective, we have adopted the following environmental principles:

- ◆ To promote healthy living and a green environment;
- ◆ To develop a strategic framework and implement environmental management for the promotion of sustainable development;
- ◆ To strictly comply with and fully implement all relevant environmental legislation and regulations;
- ◆ To address environmental concerns and incorporate environmental initiatives into planning and design, construction and demolition, marketing and estate management activities;
- ◆ To minimise environmental impacts (air, dust, noise, waste and water) to residents and the public from the HA's operations;
- ◆ To develop procurement policies to minimise the use of resources and achieve cost effectiveness;
- ◆ To promote environmental awareness and participation among staff, residents and contractors through education and publicity programmes; and
- ◆ To review and seek continual improvement on the implementation of an environmental management system.

Safety and Health Policy

The HA fully recognises safety and health at work as an integral part of our activities. We are dedicated to providing and maintaining a safe and healthy working environment for all of our staff.

The HA is committed to maintaining a climate of safety awareness and developing guidelines and a health and safety management system that leads to continuous improvement in occupational safety and health performance. All employees are required to assume responsibility for assuring their own safety by conforming to the policy and observing all statutory requirements and guidelines that are related to their work.

To achieve the objective of safety and health at work, the HA has adopted the principles below:

- ◆ To provide and maintain working conditions, equipment and work systems for our staff, being consistent with good practices of occupational safety and health;
- ◆ To develop a strategic framework and implement safety management system for the promotion of safety and health at work;
- ◆ To ensure compliance with all relevant health and safety legislation as the minimum requirement;
- ◆ To take appropriate measures to eliminate safety and health hazards in our operations, and where this is not reasonably practicable, to devise procedures and guidelines to reduce such hazards to an acceptable level;
- ◆ To provide staff with training and supervision as required to achieve the objective of creating a safe and healthy working environment; and
- ◆ To pursue continual improvement in occupational safety and health by regularly reviewing our performance.

The policy and overall safety management system will be regularly monitored and reviewed to ensure that the above objectives are achieved.

We work closely with partners and supply chain to achieve our strategic ambitions. We have developed an Environmentally Responsible Procurement Policy to provide guidelines regarding procurement of products and services, and that lay the foundations of our green procurement requirements. We encourage all staff members to follow the Environmentally Responsible Procurement Policy and use green products and services where practicable and economically viable.

Our supply chain mainly consists of construction contractors as well as estate management companies and associated service providers. Most of them are locally based. As part of supply chain management, we work and communicate with our contractors and material suppliers to ensure that they fully understand our sustainability requirements. We have maintained a robust and effective monitoring system to review and assess their performance and compliance status regularly.

We strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions in the procurement process. We provide equal opportunities without prejudice to material suppliers to assure a fair, open, equitable and ethical purchasing process.

Environmentally Responsible Procurement Policy

The Environmentally Responsible Procurement Policy for contractors, suppliers and service providers is as follows:

According to the HA's Environmental Policy, the HA is committed to minimising the use of resources and achieving cost effectiveness in its operations. This policy is developed to fulfil this commitment by:

- ◆ Identifying the significant environmental impacts of materials and services in use;
- ◆ Purchasing materials, goods and services to specifications that are compliant with relevant environmental legislation, and include environmental considerations so that, if technically acceptable and economically viable, lower environmental impact goods and services are purchased;
- ◆ Assessing the environmental commitment of suppliers, contractors and service suppliers as part of the tender evaluation process, and rewarding the best environmental performers. Paying for environment to demand for higher environmental performance;
- ◆ As appropriate to the scale and/or nature of the work requiring contractors and service providers to produce project environmental management plans (EMPs) within their bids for work;
- ◆ Regularly evaluating evidence supplied by contractors and service providers towards implementation of their EMP as part of our ongoing supervision of works;
- ◆ Providing feedback, advice and facilitating training of key suppliers, contractors and service providers on environmental performance and improvement opportunities;
- ◆ Ensuring that all HA staff, HA suppliers, contractors and service providers are aware of, and act in accordance with, the HA environmental procurement policy and contribute to the HA's environmental objectives; and
- ◆ Establishing systems, targets and action plans for effective environmental procurement and regular reports on performance.

Policies at the Divisional Level

Apart from following the policies at the departmental level, individual divisions and units have pursued ISO 14001 Environmental Management System (EMS) certification to further enhance their existing green practices and continually improve environmental performance. The DCD obtained ISO 14001 EMS certification in June 2009, while the Estate Management Division (EMD) has achieved the same certification for maintenance (May 2011) and property management (July 2013) for all existing estates. The Corporate Services Division has been certified to ISO 14001 EMS for the provision of property management functions in the HA Headquarters since December 2013. The Independent Checking Unit also received ISO 14001 EMS certification in May 2014. With the EMS in place, individual divisions and units can better manage significant environmental aspects in relation to their operations, activities and services in a systematic and holistic manner.

To further enhance energy efficiency and performance in residential building design, the DCD developed and rolled out an Energy Management System (EnMS) according to the ISO 50001 standard in December 2011, and obtained external certification in June 2012. The EMD has selected Kwai Shing West Estate as a pilot site for the implementation of the ISO 50001 EnMS, and the Estate was certified in June 2013. With the experience gained at Kwai Shing West Estate, the EMD extended the ISO 50001 EnMS certification to cover all PRH estates on 2 April 2015. The energy policies of the DCD and EMD spelling out their energy management commitment are provided below.

Energy Policy of DCD

In moving towards our goal of sustainable operations in meeting customer and community expectations, the DCD recognises the importance of energy management in the provision of affordable quality housing. To this end, we affirm our commitment to:

- ◆ Continual improvement in energy performance;
- ◆ Ensure the availability of information and necessary resources to achieve objectives and targets;
- ◆ Comply with applicable legal requirements and other requirements to which we subscribe that relate to our energy use, consumption and efficiency; and
- ◆ To support the purchase of energy-efficient products and services, and the design for energy performance improvement.

Energy Policy of EMD

EMD is committed to continually improving its energy performance standards in the areas of facility management and improvement works of PRH domestic blocks. To achieve this objective, the top management of EMD affirms the following commitments:

- ◆ To regularly review and seek continual improvement in energy performance;
- ◆ To ensure the availability of information and necessary resources to achieve objectives and targets;
- ◆ To comply with applicable legal requirements and other requirements to which we subscribe, related to our energy use, consumption and efficiency;
- ◆ To provide a framework for setting and reviewing energy objectives and targets; and
- ◆ To support the purchase of energy-efficient products, services and design for energy performance improvement.

Moreover, both the DCD and EMD have adopted the divisional social responsibility policy with reference to ISO 26000 Guidance of Social Responsibility. This policy has been developed following the HA's Vision, Mission and Core Values to provide a framework for the management of divisional social issues.

Social Responsibility Policy

We recognise social responsibility as an integral part of our long-established caring values. Social responsibility is the way we have and will continue in our approaches and practices. We affirm our commitment in adopting and practising the following principles of social responsibility:

- ◆ Be accountable for our impacts on society and the environment;
- ◆ Be transparent in our decisions and activities that impact on society and the environment;
- ◆ Be ethical in terms of honesty, equity and integrity;
- ◆ Be conscious of and respect the interests of our stakeholders and respond to their expressed concerns;
- ◆ Be respectful of the rule of law and international norms of behaviour for environmental or social safeguards; and
- ◆ Be respectful and supportive of human rights with particular regard to discrimination, grievance resolution and rights at work.