



**EFFICIENT <sup>100</sup>**  
**e-Banking Service**



# CORPORATE SOCIAL RESPONSIBILITY



BOCHK was appointed one of the Joint Coordinators, Lead Managers and Bookrunners in the third issue of RMB sovereign bonds in Hong Kong



We launched the new "BOC UnionPay Dual Currency Commercial Card", helping customers reduce currency conversion costs

BOCHK is committed to providing customers with premium financial services and fulfilling corporate social responsibility ("CSR"). Meanwhile, we endeavour to strengthen our relationships with shareholders, employees, customers, business partners, the government and the community, with a view to contributing to the sustainable development of the economy, society and environment.

In 2011, the Group published its first independent CSR Report to enhance the disclosure and transparency of the Group's accomplishments in CSR.

The Group is devising a mid-to-long-term stakeholder engagement strategy that employs different

approaches to engaging stakeholders on a regular basis in the next few years. By listening to stakeholders' opinions and suggestions on our current and future development, and helping them understand our overall development, the Group will have opportunities to involve stakeholders in the formulation of the long-term direction and strategy.

The Group's outstanding performance with regard to corporate sustainability has earned us wide recognition. For two years in a row, BOC Hong Kong (Holdings) Limited has been included as a constituent of the *Hang Seng Corporate Sustainability Index Series*, which evaluates the environmental, social and corporate governance performances of listed companies

in Hong Kong and the Mainland of China. This ranking moved up 14 places to the 18th in 2011. In addition, we have been named a *Caring Company* by the Hong Kong Council of Social Service ("HKCSS") for nine consecutive years.

## Customer-centric through Innovation and Service

In the ever-changing market environment, we strive to embrace customer service values by offering innovative and tailor-made products and services, and enhancing our service platform. We continue to maintain our market lead in RMB business in particular. BOCHK is the sole Clearing Bank of RMB business in Hong Kong.

# CORPORATE SOCIAL RESPONSIBILITY



With the signing of the new "Settlement Agreement on the Clearing of Renminbi (RMB) Businesses" between the People's Bank of China and Bank of China (Hong Kong) in November 2011, we have been re-appointed the Clearing Bank for RMB Business in Hong Kong



Global Coordinator of ICBC Asia's Basel III compliant RMB subordinated bond, that won the acclaims of *Best Offshore Renminbi Offering 2011* and *Investment-grade Bond of the Year 2011* by *FinanceAsia* and *International Financing Review Asia* respectively.

To enrich our investment product offerings in RMB, the Group launched "BOCHK RMB Bond Fund" and "BOCHK Wealth Achieve Fund Series SPC – BOCHK RMB High Yield Bond Fund (SP)" in 2011. Both funds have outperformed their peers since their inception.

To coincide with the implementation of the "Interbank RMB Autopay System" in Hong Kong, BOCHK took the lead in offering products for RMB payments and receivables in 2011, including RMB payroll, autopay, and outsourcing of cashier order for corporate customers, as well as RMB cashier order and gift cheque services for personal customers. RMB bill payment can now be made via cheque deposit machines. Customers can also make cross-border bill payment using "BOC CUP Dual Currency Credit Card". Online payment for Mainland bills

## Innovative RMB Products and Services

Leveraging our competitive edge in the RMB business, we pioneered a number of cross-border RMB products for trade settlement, bonds, investment and insurance during the year. It enhances our RMB product suite and product integration and helps provide total solutions to our corporate and individual customers.

In August 2011, BOCHK was appointed one of the Joint

Coordinators, Lead Managers and Bookrunners in the third issue of RMB sovereign bonds in Hong Kong, which included the tender of RMB15 billion sovereign bonds for institutional investors and the issue of RMB5 billion sovereign bonds for retail investors. This facilitated the development of the RMB offshore market in Hong Kong. The Group was thus awarded the *China Bond House of the Year 2011* by *International Financing Review Asia*. In addition, BOCHK was a Joint

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Our Mobile Banking offers a one-stop solution of banking services which are well-received by customers



BOCHK is a major bank providing the *Reverse Mortgage Programme*

has been available on our Internet Banking since the end of 2011.

In addition, the new RMB negotiated payment, RMB factoring services and the completion of the first overseas short-term financing in RMB have set the stage for RMB business cooperation among banking peers.

In respect of corporate finance in RMB, the Bank successfully assisted Hui Yan Real Estate Investment Trust ("REIT") to float in Hong Kong. It was Hong Kong's first RMB-denominated initial public offering ("IPO"). RMB IPO loan and RMB dividend payment services were launched to complement the IPO.

The Group has already taken initiatives to forge strategic partnership with qualified fund houses in 2010 and now offers customers a wide range of choices by distributing Renminbi Qualified Foreign Institutional Investor ("RQFII") products for over 10 RQFII fund houses. When more RQFII products are being introduced in the market, BOCHK will become the leading and largest service provider in RMB public funds.

Following the launch of strategic exchange service and CNY HIBOR pricing system in the previous year, BOCHK has extended such systems to the market platform during the year, marking a major step forward in the development of offshore RMB market. BOCHK provides its RMB lending rate to the Treasury Markets Association for dissemination of a reference rate for the pricing of RMB commercial loans in Hong Kong in early 2012. We also contribute to the Association for its compilation of the daily spot CNH Fixing which serves as a benchmark for the market exchange rates for RMB in June 2011.

In addition, we introduced three new offshore RMB bond sub-indices in early 2012, including the "BOCHK Offshore RMB Chinese Sovereign Bond Index", the "BOCHK Offshore RMB Investment Grade Bond Index" and the "BOCHK Offshore RMB 1 to 3 Years Central Government Bond Index", with an aim to provide a performance benchmark for the respective sectors of the offshore RMB bond market.

To satisfy growing demand for RMB investment products, BOC Life launched Hong Kong's first-ever "RMB Universal Life Insurance Plan" that offers a flexible financial solution combining both savings and whole life protection in 2011. The "Specialty Outpatient Plan", the first of its kind in Hong Kong, provides customers with wider protection.

The new "BOC UnionPay Dual Currency Commercial Card" helps customers reduce currency conversion costs by using RMB and HKD as settlement currencies.

NCB (China) introduced a number of competitive wealth management products, such as the "Gold Yield" structured deposit linking to gold investments, to further expand its cross-border RMB business. In September 2011, NCB (China) successfully shared the extensive service network of BOC and allowed its debit card holders to conduct transactions at counters and ATMs of BOC in the Mainland of China. The "credit facilities secured by deposits in the Mainland" jointly launched by NCB (China) and BOCHK enable domestic customers to apply for secured loans from BOCHK backing

# CORPORATE SOCIAL RESPONSIBILITY



The Kowloon East Flagship Commercial Centre at Millennium City covers an area of 25,000 square feet to further meet the banking needs of corporate customers

by their deposits at NCB (China). The service serves as a channel for foreign investment.

Our ongoing efforts in offering quality and innovative RMB services have won us the *Excellent Brand of RMB Banking Service of the Hong Kong Leaders' Choice Brand Awards 2012* by Metro Finance.

## Access to Banking Services

BOCHK strives to provide elderly customers with a flexible financial solution and becomes a major bank offering the "Reverse Mortgage Programme" in Hong Kong. Under the Programme, the elderly can pledge their self-occupied residential property in Hong Kong as security for a mortgage loan to enjoy greater financial flexibility after retirement. The Group implemented a number of measures to assist eligible Hong Kong citizens in registering for "Scheme \$6,000" of the HKSAR Government via our branches or Internet Banking, and receiving the payment through bank transfer.

To cater for the banking needs of the public at large, the Group offers monthly fee waivers of our deposit accounts to senior citizens aged 65 or above, account holders aged below 18, recipients of Government Disability Allowances/Comprehensive Social Security Assistance. Senior citizens aged 65 or above can also enjoy an annual fee waiver of BOC Fast Cash Card. A handling fee waiver for purchasing gift cheque at counters is applicable to holders of Senior Citizen Card.

## Supporting Local Enterprises

The SME sector is an important pillar for the growth of Hong Kong economy. We have been lending tremendous support to the "SME Loan Guarantee Scheme" of the Hong Kong Mortgage Corporation to meet the financing and liquidity needs of SMEs.

As part of our efforts to reinforce support to commercial customers with small-sized enterprises in particular, we are transforming a

total of 33 branches into "integrated branches for commercial business". The first nine pilot branches were opened in 2012, while the rest of these integrated branches are expected to be in operation in the third quarter of 2012. The transformed branches offer our SME customers and their respective owners, shareholders and directors quality commercial banking services and all-rounded personal financial management solutions. In November 2011, the Kowloon East Flagship Commercial Centre was moved to Millennium City in Kwun Tong, covering an area of 25,000 square feet, to further meet the banking needs of corporate customers.

The Group received the *Best SME's Partner Award* for four successive years, in recognition of our full support to SMEs. Our service excellence received the seal of approval as the survey report by Synovate on Hong Kong Corporate Banking Services in April 2011 revealed that about 94% of corporate customers were satisfied with our service quality.

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The relocation celebration of NCB (China) marks its further development to provide more comprehensive and quality integrated service to customers

The Group organises a diverse range of customer activities, like investment and wealth management seminars, workshops and exchange meetings, to let customers keep abreast of market developments



## Enhancing Service Platforms

The Group continually enhances our service capability to provide greater convenience to local and cross-border customers. At the end of 2011, the Group had an extensive network of 266 branches across Hong Kong, Kowloon and the New Territories. Customers can enjoy 24-hour banking service through our 1,000 automated banking machines. The Group promotes wider use of electronic channels by organising educational workshops to teach the elderly how to use ATMs.

To encourage customers to switch to electronic banking services, the Group further upgraded its electronic banking and Mobile Banking platforms. Registration of e-Statement is available online.

The Group's Trade Service Centre took initiatives to implement ISO quality management system to continuously enhance its service and customer experience in 2011. The Centre was awarded the *ISO 9001:2008 Quality Management System Certification* in November 2011.

With the vision of "We Care", the Group has been employing different methods to gather information on customer satisfaction and strives to

improve our service. We conducted customer satisfaction surveys, organised seminars and visited our corporate customers to gain a better understanding of our customer needs. In recognition of our excellence in customer service and provision of a reliable service platform, the Group's Call Centre and BOC-CC received 20 awards by the Hong Kong Call Centre Association ("HKCCA"), including the *HKCCA Awards – Grand Award of the Year in 2011* for the Call Centre. BOC-CC has received the *ISO 10002 Certification* from Hong Kong Quality Assurance Agency since 2008, signifying our compliance with the international standard of customer complaint management.

## Conservation of Resources for Environmental Protection

We endeavour to minimise our environmental impact by reducing our carbon footprint, using resources more efficiently and effectively and promoting environmentally responsible business practices which contribute to the sustainable development of the environment.

## Building a Green Bank

During the year, the Group completed an energy-cum carbon audit in respect of Bank of China Tower ("BOC Tower"), Bank of China Building ("BOC Building"), Bank of China Centre ("BOC Centre") and the Group's IT Centre in Fo Tan, Shatin to have a comprehensive review of the current level of carbon emissions and energy consumption. This provides a foundation to set up indicators for further reduction of carbon emissions and conservation of energy.

Through implementation of energy-efficiency measures continuously at BOC Tower, BOC Building and BOC Centre in 2011, BOCHK's electricity consumption was reduced by about 1 million kWh, resulting in the reduction of carbon dioxide emissions by 690 tons and a saving of HK\$1.25 million in energy costs. In addition, the Group achieved an annual saving of water of 18,800 cubic metres and collected more than 76,000 kg of recycled paper, aluminium cans and plastic bottles. We continue to carry out recycling projects with regard to

# CORPORATE SOCIAL RESPONSIBILITY



We participated in the *Eco Expo Asia 2011* to exchange information with environmental experts and companies on air quality control and energy management

batteries, compact fluorescent lamps, fluorescent tubes, toner cartridges and used computers on our premises. To demonstrate our efforts to promote low-carbon living, BOCHK participated in the *Eco Expo Asia 2011* to exchange information with environmental experts and companies on air quality control and energy management.

Our sound environmental practices to reduce energy and water consumption have earned us recognition and environmental accreditations from a number of professional organisations for many years. In 2011, BOC Tower, BOC Building, BOC Centre and Bank of China Wanchai Commercial Centre attained the *ISO 14001 Certification* granted by UKAS and the *Certificate of the Quality Water Recognition Scheme for Building* by the Water Supplies Department of the HKSAR Government. Furthermore, BOC Tower and BOC Centre obtained the *Indoor Air Quality Certificate (Excellent Class)* from the Environmental Protection Department and the *Hygiene Control Management Systems Certificate* from SGS Hong Kong, while BOC Building received the *Carbon Reduction Label* awarded

by the Hong Kong Quality Assurance Agency. On top of the above awards, BOC Centre was awarded the *Carbon Less 4% Certificate* under the Hong Kong Awards for the Environmental Excellence and the *ISO 50001:2011 Energy Management System Certification* from the SGS Hong Kong. BOC Group Life Assurance Tower also received the *Indoor Air Quality Certificate (Good Class)* and *Certificate of the Quality Water Recognition Scheme for Building*.

The Group established a risk evaluation system which is designed to rate our suppliers annually according to their risk exposure. In addition, our "Centralised Procurement and Tender Policy" has been revised to further refine the criteria in the selection of suppliers. We also requested our major suppliers to complete and submit to us a "Supply Chain Code of Conduct Self-Assessment" to ensure

that the content and packaging of their products can be recycled and environmental certification has been obtained. Our brochures, promotional leaflets, Lunar New Year cards and posters have been printed on paper with environmental certification by the Forest Stewardship Council. Moreover, our company vehicles are economy models.

To reduce paper use, we encourage our customers to manage their finances via Internet Banking and Mobile Banking and switch to e-Statement and e-Card services. By the end of 2011, customers using our Internet Banking Service increased by 13% compared with a year earlier and those choosing to receive consolidated statements and investment statements in electronic forms were up 78% and 54% respectively. Working towards a paperless office, we reduced paper use by 4% in 2011, as compared to 2010. In addition, we have been awarded *Green Employer* by the Inland Revenue Department of the HKSAR Government for submission of our annual Employer's Tax Returns in the form of CD-ROMs.

Since 2009, we have participated in the global environmental initiative *Earth Hour* organised by WWF to raise public awareness of the global climate change. Shark's fin, endangered reef species and black mosses have no longer been served





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Our Dynamic Volunteer Team has more than 1,000 volunteers participating in various community and charitable activities, like *Hong Kong Geopark Charity Green Walk*, proactively spreading the message of caring for society



at corporate banquets since 2009. To pledge our support to conservation of sharks, the Group signed the “No Shark’s Fin Pledge” initiated by WWF Hong Kong in 2011, stopping to supply or serve shark’s fin or provide any promotions relating to shark’s fin.

BOCHK also supports the *Green Day* of the Hong Kong Community Chest (“the Chest”) to encourage staff to take greener forms of transportation to work. With our efforts, we received the *Second Highest Donation Award of the Green Day*.

### Promoting Green Credit Services

We have offered the “Green Equipment Financing Scheme” through collaboration with the Hong Kong Productivity Council (“HKPC”) for four consecutive years. The scheme encourages corporate customers to purchase environmentally friendly equipment. We also continue to offer the “Energy Efficiency Loan Scheme” launched jointly with the two electricity companies in Hong Kong to provide loans to commercial and industrial customers for the implementation of energy-saving initiatives.

### In Support of Bio-environmentalism

Environmental education is another key focus of our corporate responsibility initiative. BOCHK joined hands with the Association for Geoconservation, Hong Kong (“AGHK”), in establishing the first-ever *Hong Kong Global Geopark of China – Prehistoric Story Room*, featuring life on earth at the BOC Tower in October 2011. Various valuable fossils and models are displayed in an interactive way. More than 42,000 visitors and over 200 visiting organisations were recorded as at February 2012.

BOCHK also sponsors the *Global Geopark E-Classroom* jointly organised by the Agriculture, Fisheries and Conservation Department and the AGHK. The first-ever E-Classroom provides local and overseas students with an online platform to learn more about geo-conservation from world-class experts. This project has been well received by the education community, with eight participating schools in the first phase, and will

be gradually extended to all schools in Hong Kong.

In 2009 BOCHK spearheaded the *Hong Kong Geopark Charity Green Walk*, which brought together the important elements of environmental protection and charity. As at February 2012, 84 eco-tours were organised for more than 7,600 customers, citizens, staff members and their companions to better understand Hong Kong’s geo-conservation. In addition, more than 260 new immigrants, members from single-parent or low income families, youths and senior citizens were invited to take part in the *Hong Kong Global Geopark of China In-depth Tour* and explore the geological wonders.

To further promote the significance of environmental protection, the Group sponsored the *Power Plant*, a large-scale international outdoor sound and light exhibition presented by the 39th Hong Kong Arts Festival. A wide range of environmentally friendly materials were used in art installations, and over 23,000 visitors were recorded during the 21 days of exhibition.

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Hong Kong Global Geopark of China – Prehistoric Story Room has attracted more than 42,000 visitors and over 200 visiting organisations since October 2011

Embracing LOHAS (“Lifestyles for Health and Sustainability”) can help reduce the carbon footprint in our daily life. In 2011, BOCHK sponsored the *ECOLITY Global Youth Summit on Sustainability* held by the AIESEC, with the aim of encouraging over 120 global youth representatives to formulate creative green initiatives through *Business Plan Competition*. Meanwhile, the *LOHAS Atelier* set up in Chai Wan under the *LOHAS@BOCHK* integrated environmental education programme recorded nearly 9,000 visitors during the period from November 2010 to May 2011. More than 2,300 and 1,000 participants took part respectively in the 150 *LOHAS Workshops* and the *LOHAS Carnival* complemented by a waste recycling competition designed for the local secondary and primary school students.

## Caring for Community We Serve

Rooted in Hong Kong, BOCHK has been serving Hong Kong with a dedication to developing harmonious relationships with different sectors of the city. Over the years, by donating to and working closely with the

BOCHK Charitable Foundation (“The Foundation”), a charity organisation registered as an independent legal entity in Hong Kong, we actively participate in a diverse range of charitable activities, covering education and culture, sports and arts, environmental protection, social welfare and assistance to the needy in Hong Kong and the Mainland of China, to share our success with the communities we serve.

## Building a Harmonious Community

In 2009 we designated HK\$90 million of the net proceeds from the sale of the Olympic Commemorative Banknote to set up the *BOCHK’s Caring Hong Kong – A Heart Warming Campaign*, with the objectives to assist the disadvantaged groups and to build a harmonious community. Under the campaign, an aggregate of HK\$85 million was approved to subvent 78 large-scale projects of the member social welfare agencies of the Chest and HKCSS. Over 900,000 service attendants are expected. In recognition of our contribution to the sustainable development of the Hong Kong society, in 2011 we were presented the *Partner in Giving and*

*Sharing Award*, which was set up and presented for the first time by the Chest.

BOCHK fully supports various activities organised by the Chest. The funds raised have all been channelled to enhance the social welfare services provided by its member agencies. BOCHK was presented the Chest’s *Silver Award of the Corporate and Employee Contribution Programme* and the *President’s Award* in 2011.

With social responsibility being recognised as a key element for sustainable development of Hong Kong, BOCHK has sponsored the *Hong Kong Corporate Citizenship Programme* organised by the HKPC since 2010 for two consecutive years. Through a series of competitions, seminars and presentation of the *Hong Kong Outstanding Corporate Citizen Award*, the programme aims to encourage enterprises to adopt social responsibility principles in their business strategies and management measures. This year, a number of activities were designed to enhance the youths’ awareness of the responsibility of a company as a corporate citizen.

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We support the *Festival of Sport* to promote the "Sport for All" message in the community



In addition, the Group sponsored the *CSR CUMBA Conference 2011* organised by the Faculty of Business Administration of the Chinese University of Hong Kong ("CUMBA") under the theme of "Global Partnership for a Sustainable Future". More than 250 delegates from over 50 organisations of various business domains participated in the conference to share their experience and aspirations of CSR fulfillment.

### Spreading the Message of Caring

We organised a *Kids and Kiss – Pay Love Forward* jointly with the Boys' & Girls' Clubs Association of Hong Kong for two consecutive years to show our care to children from low income and "foster care" families. In addition, BOCHK and BOC Life continued to sponsor the "*Kiddie Sky*" *Green Kids Banking Programme* and *Kids Garden* set up by the Department of Child Education and Community Services of Hong Kong Institute of Vocational Education, teaching children the basic operation of banks. We also sponsored the Institute to conduct a survey research on the topic of "Influence of parents' spending behaviours on children's money concepts and attitudes", aiming to

raise the public awareness of the importance of financial management education for children.

Caring has no boundaries. Ours is spread far and wide to the Mainland of China. BOCHK has supported the *Sowers Action* for three consecutive years from 2009. In 2011, a team of 10 staff took part in the *Charity Expedition in Qinghai for Education* organised by the *Sowers Action* in 2011. Over HK\$250,000 was raised and donated to the children in the Mainland mountain regions.

As the wholly-owned subsidiary of BOCHK Group in the Mainland of China, NCB (China) has been committed to undertaking social responsibility in the Mainland communities it serves. In 2011, the Bank assisted an orphan school in the Liaoning Province and continued to support a local school called Yangpeng School with donations. NCB (China) also continued to take part in the *Caring Deposits Programme* jointly launched with the Red Cross Society of China. Through the programme, the Bank collected books for donation to the children stricken by disaster or living in poverty-stricken areas.

### Nurturing Future Talents

We spare no effort in nurturing our younger generation to build a better society. Since 1990, the Foundation has awarded HK\$14.43 million scholarships and bursaries to nine universities in Hong Kong, benefitting a total of 1,540 students. We organised the seventh *Internship Programme for Financial Professionals in the Mainland of China*, together with the *Summer Internship Programme for Tertiary Institution Students*, offering university and tertiary institution students the internship opportunities at the branches of BOC in the Mainland.

Meanwhile, BOC Life fully supports youth development by sponsoring the *Meet Challenge in Wudang*, a martial art training programme organised for the first time by the Hong Kong Federation of Youth Groups. 30 youths from 14 local tertiary institutions built up physical and mental strength during their 17-day stay at the Wudang Monastery in the Hubei Province, China. In addition, BOC Life and the Junior Achievement jointly organised the *JA Primary*

# CORPORATE SOCIAL RESPONSIBILITY

鋼琴巨星  
雲迪  
浪漫  
奏會



In celebration of the centenary of Bank of China, we specially presented the *Yundi Red Romance Recital*

BOCHK proactively supported the *Hong Kong Corporate Citizenship Programme* to encourage enterprises to adopt social responsibility principles in their business strategies and management measures



*Programme 2011* to give over 1,200 primary school children the basic knowledge about our society.

### Fostering a Culture of Sport for All

Participation in sports not only promotes good health, but also helps one develop a positive attitude towards life. We advocate the "Sport for All" message in the community through sponsorship of the *Festival of Sport* from 2007, with more than 500,000 participants over the past six years.

In recognition of the Hong Kong athletes for their achievements at large-scale sport games, we have been supporting the *Bank of China (Hong Kong) Sports Stars Awards* for six years in a row and set up the *Best of the Best Hong Kong Sports Stars Award*. In the online public voting of the *Hong Kong Sports Stars Awards 2011* held in 2012, we recorded a total of over 63,000 votes.

Badminton is the key sports initiative of the Foundation. A total of more than HK\$12 million was allocated for the development of the badminton in the past 13 years, benefitting over 920,000 participants. We continue our support with a donation of over HK\$4 million to the *Badminton Development & Training Scheme 2011-2014*. The Scheme includes competitions, fun days, training courses, reward programmes and demonstration sessions, in which over 80,000 people participated in 2011.

For 10 consecutive years, the Foundation has sponsored the *Hong Kong Island & Kowloon Regional Inter-school Sports Competition*, the largest school sports competition of its kind in Hong Kong. The competition's top honours, *BOCHK Bauhinia Bowls Award* and *BOCHK Rising Star Award*, have been set up to foster the young talented athletes.



BOCHK Charitable Foundation sponsored the *Hong Kong International Conducting Competition for Chinese Music* to help promote the development of Chinese orchestral music

In 2011, we recorded over 79,000 athlete enrolments from 274 schools, which participated in more than 8,400 matches of this competition.

### Promoting Art and Culture

Dunhuang is home to the world-renowned grottoes. In 2011, BOCHK fully supported the *Dunhuang Culture and Preservation Study Series* organised by the University of Hong Kong. Led by scholars and experts, university students visited Dunhuang on a study tour to have a deeper understanding of the Chinese cultural heritage. Two public seminars, students' reporting sessions and exhibitions were organised with over 2,600 participants from the public.

Art and culture enrich our life and enhance creativity. In 2011, BOCHK sponsored the *Hong Kong International Conducting Competition for Chinese Music* to help identify conducting talents and promote the development of Chinese orchestral music. In addition, nearly 1,500 people participated in the *Conductor Demystified Workshops*, the *Art of Management with a Baton Sharing Sessions* and *Final Competition*. At the end of 2011, BOCHK specially presented *Yundi Red Romance Recital*. At the concert, Yundi played unique traditional Chinese music on top of Chopin's classical pieces.

# CORPORATE SOCIAL RESPONSIBILITY



We organise a diverse range of staff recreational activities locally and in the Mainland to advocate work-life balance while enhancing staff communications and relations



## Serving Our Shareholders with a Solid Foundation

The Group is committed to maximising shareholders' value and safeguarding shareholders' interests by enhancing corporate governance and ensuring a higher degree of transparency. For details, please refer to "Corporate Governance", "Investor Relations" and "Management's Discussion and Analysis".

With prudent operations and solid foundation, the Group continues to enhance our core competences amid an ever-changing economic environment. We also keep moving forward and seize every opportunity to grow our business and maximise our shareholders' value.

## People-oriented with Team Spirit

We understand that people are the foundation to our success. We are dedicated to nurturing talents and fostering promising careers so that our staff can grow along with the Group.

## Staff Training and Development

The Group has a staff team of over 14,000, including talented professionals from different backgrounds with versatile experience and expertise. We recruited well-qualified management and business professionals, as well as university graduates through the *Management Trainee Programme*, *Officer Trainee Programme* and *Summer Internship Programme* for new ideas and inspiration.

The Group has been devising customised schemes that cover career development, performance appraisal, remuneration, training and career advancement plans for different managerial, professional and operational positions. Job rotation, cross-posting programmes, secondment and mentor programmes are available to promote continuous professional development of staff and prepare them for career advancement.

Talent development is one of our priorities. We invest heavily in staff training and development every year through diverse and multi-faceted training programmes. In 2011, the Group organised about 3,200 courses for approximately 188,000 participants. The programmes include a series of courses and workshops related to risk management, legal and compliance, business knowledge, sales and service, leadership development and corporate culture. Evaluation and monitoring systems are in place to ensure effectiveness of the training programmes.

We also work with internationally renowned universities, such as Peking University, Tsinghua University, Columbia University, Oxford University and Richard Ivey School of Business, to enhance the leadership and strategic thinking capabilities of our management staff.

## Competitive Incentive Schemes

We are committed to providing our staff with competitive remuneration

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A different variety of staff training, be they active or static, held locally or abroad, are suitable for all levels of staff to join

## Caring Our Staff

"Respect our staff" is a core value of the Group. We put great emphasis on having two-way communication between the Group and our staff. A dedicated staff hotline is in place to gather staff feedback and opinions. To ensure a fair and reasonable treatment for staff, the Group's Human Resources Policy states clearly the mechanism of addressing our staff concerns. In 2011, we conducted an online staff engagement survey to understand opinions and suggestions of our staff in an effort to enhance our policies and measures.

Provision of a safe and congenial workplace is crucial to achieving good performance. The Group has been providing free body check-ups, medical insurance and counselling services to our staff.

We established the Dynamic Volunteer Team in 2006, with more than 1,000 registered volunteers now. The team proactively spreads the message of caring by participating in various community and volunteer activities organised by the Group jointly with a number of charitable organisations. In 2011, these included visiting the elderly and the mildly mentally handicapped persons, as well as outings with children and the elderly. Our staff also volunteered to

offer assistance to the *LOHAS Atelier*, *Hong Kong Geopark Charity Green Walk*, the *Power Plant* presented by Hong Kong Arts Festival, a counselling programme for those who have suffered a bereavement, and a special movie day for the visually impaired and their families to enjoy a movie with audio description.

To promote a harmonious relationship and enhance cohesion among staff, we organised a fun day for staff at Hong Kong Disneyland at the end of 2011, in which about 99% of our staff had enrolled. It eventually attracted nearly 30,000 staff members and their companions to participate. Educational workshops by financial professionals were organised to teach our employees' children the important financial concepts. We raised our staff's health awareness by arranging a series of health seminars. During Chinese New Year and Mid-autumn Festival, we also share the joy with our staff by giving them special festive gifts.

Corporate social responsibility has a positive impact on staff morale and creates long-term value for the Group. It is a priority for the Group in the year ahead. We will therefore continue to uphold our corporate social responsibility in order to build a harmonious society and contribute to the sustainable development of society.

package. We continue to review and refine our remuneration and benefits policy in line with market practices. Our staff is rewarded according to a performance-linked annual bonus scheme in relation to the performance of the Group, its respective business units as well as individual staff. We also have sales incentive schemes linked to business performance.

The Group attaches great importance to recognition of outstanding staff performance. We pay tribute to distinguished individuals and teams in our annual award presentation.

