

Sustainable Development Report 2017



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About This Report

This Sustainable Development Report is about our commitment to reducing our environmental impact, enhancing our health and safety performance, caring for our employees, and engaging with our business partners and the wider community. It describes our initiatives in the calendar year 2017 and outlines our targets for 2018. We refer to the G4 Sustainability Reporting Guidelines of the internationally recognised Global Reporting Initiative (GRI) [1] for a coherent style of reporting.

Managing Director's Message

At Swire Resources, sustainable development is recognised as crucial to long-term value creation and is an integral part of our business development strategy. Despite the economic uncertainties and challenges of 2017, our company did not compromise on our sustainable development strategies and we continued to achieve our sustainability goals set for the year.

Environmental conservation is an important part of our company's sustainability strategy. In 2017, we continued our efforts to minimise our carbon footprint by enhancing our energy efficiency and renewing our focus on reducing, as well as recycling waste in our retail operations. We participated in the Municipal Solid Waste (MSW) Charging Trial Project organised by Swire Properties and the Hong Kong Productivity Council (HKPC). This exercise provided us with a detailed breakdown of the waste produced by the participating retail operations, thus allowing us to develop an effective management plan to further reduce our retail waste.

Health and Safety in our daily operations continued to be at the top of our agenda. In 2017, overall safety performance improved from the previous year. To promote a healthy lifestyle to our employees, we encourage daily physical exercises in the workplace. For our new joiners, we introduced the "We CARE On-boarding" programme, where each newcomer was assigned an internal and an external buddy to help ease their transition into their new roles, and foster a culture of caring within our company.

Our company places great emphasis on giving back to society. Our staff volunteer team grew by 14.8% from 452 members in 2016 to 519 members in 2017 and successfully collaborated with 14 NGOs supporting a variety of social and environmental causes. In recognition of our company's continued dedication to corporate social responsibility, Swire Resources was nominated as a Caring Company for the 11th consecutive year.

Sustainable development is essential to the ongoing success of our business, therefore Swire Resources remains fully committed to operating in a sustainable and socially responsible manner. By integrating economic, social and environmental strategies into our core business model, we remain a strong and competitive retail operator, and will be better prepared to face any challenges in the years to come.

Janis Tam
Managing Director

About Swire Resources

Swire Resources is an industry leader in the distribution and retailing of sports and lifestyle brands in Hong Kong and Mainland China. At the end of 2017, we were operating 187 retail stores in Hong Kong and China. We are the dominant retailer in the sports and outdoor segment with 5 multi-brand retail chains: Marathon Sports, GigaSports, Catalog, d2r and Go Wild, as well as single-brand sports concept for Nike, Adidas, New Balance, Vans and Converse. The Company also distributes a comprehensive portfolio of international brands inclusive of Columbia, Rockport footwear, Cath Kidston, Chevignon, Teva, Jockey, Repetto, Rebecca Minkoff, The Kooples, Arena, Speedo and Aldo through our wholesale network and respective concept store.

GigaSports
EL PROFESIONAL

MARATHON
SPORTS 馬拉松

Columbia

THE KOOPLES
PARIS

ROCKPORT

Repetto
PARIS

speedo

arena



SWIRE RESOURCES

SOLUDOS

UGG

CHEVIGNON
FRANCE

CATALOG

d2r
dream to reality

Cath Kidston

JOCKEY

GO WILD

ALDO

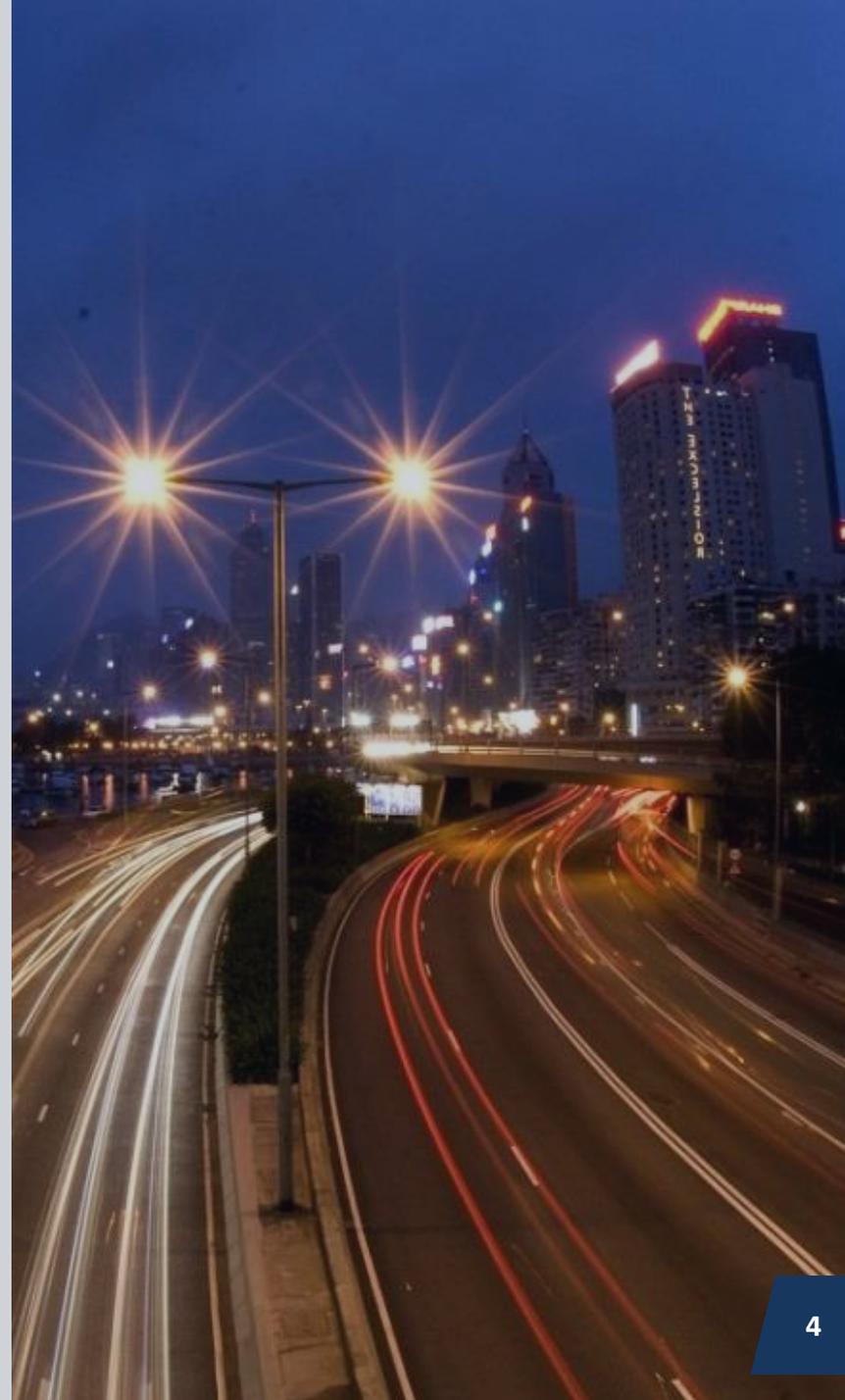
EMU Australia.

Teva

REBECCAMINKOFF

Governance

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



Environment

Retail Stores

At Swire Resources, we are focused on redefining our business around long-term sustainability and environmental conservation. As such, we place significant emphasis on reducing and recycling waste in all of our operations when possible.

In preparation for the implementation of the Environmental Protection Department's (EPD) planned solid waste charging scheme, all of our retail stores at Cityplaza shopping mall were enrolled in the Municipal Solid Waste (MSW) Charging Trial Project organised by Swire Properties and the Hong Kong Productivity Council (HKPC).

This initiative not only provided an opportunity to educate our retail staff in waste reduction and separation, but also enabled us to audit the type, volume and weight of waste produced by our retail operations. The data collected helped us to better understand the impact the waste charging scheme may have on our retail stores, and also assisted us to develop an effective waste management plan to reduce our overall waste to landfill.

Office & Warehouse

In 2017, we continued to educate our office and warehouse staff about responsible energy usage. In order to enhance energy efficiency in the workplace, all staff were regularly reminded to turn off the lights and air-conditioning upon leaving the office at the end of the day. Additionally, at the warehouse, the practice of turning on the air-conditioning only after reaching a predetermined temperature or humidity level, to minimise energy usage, resulted in notable cost savings. All new vehicles purchased by the company have been Euro V certified.

We remain conscious of the environmental impact of staff air travel. Our participation in Cathay Pacific's Fly Greener programme is part of our agenda to reduce our carbon footprint. Since our initial engagement with this programme in 2009, we have offset a total of 5,362 tonnes of carbon dioxide emissions.

All of these initiatives demonstrate our dedication to responsibly managing energy consumption, reducing carbon emissions and minimising our impact on the environment.

Raising Staff Awareness

Environmental awareness and conservation are important values that we continue to instil amongst our staff through various environmental initiatives and activities held over the year.

Green Monday

Following the success of the Green Monday initiative in previous years, this year's programme was extended to eight consecutive Mondays over the months of August and September.

On Green Mondays, participating staff were encouraged to go "meat-free" a simple but effective way of reducing an individual's carbon footprint, while simultaneously promoting healthy eating and the adoption of a healthier, greener lifestyle.

The company continues to follow Swire Group's policy on Sustainable Food, committed not to consume the unsustainably produced food items as listed in the guideline in all our company functions.



Eco-Tours

Our popular eco-tours made a welcome return in 2017, with the purpose of promoting environmental consciousness amongst our staff, cultivating their interest in the natural world and encouraging them to embrace a healthier lifestyle.

These educational and fun-filled weekend excursions gave staff and their families the chance to learn more about conservation, as well as the environmental benefits of organic farming, in an exciting, hands-on way.





Eco-Workshops

In addition to the weekend eco-tours, in-house eco-workshops were organised with the aim of engaging office staff with an interest in environmental conservation.

Staff learned how to create eco-friendly products, including mosquito repellent made out of purely natural ingredients, and how to transform a plastic bottle into a practical container for growing small house plants and organic herbs at home.

These eco-workshops encouraged our staff to think of creative ways to recycle and reduce waste and to adopt a greener lifestyle.

Internal Recycling Programmes

We are committed to minimising our waste to landfill, and we continued our tradition of organising internal recycling programmes throughout the year, particularly around festive seasons, when a lot of unnecessary waste is generated. Recycling facilities for red packets, mooncake boxes and used clothes were set up in the communal areas of our offices and warehouse. We also supported Swire Properties and ALBA IWS' electrical appliance recycling programme for the third consecutive year. All of the items collected are redistributed to underprivileged people and low-income families around Hong Kong.



2017 Objectives and Targets

Hong Kong

To maintain operational efficiency (i.e. 32% reduction vs. 2008) in kWh/sqm.



Achieved 10.09% reduction compared to 2016 and maintained 32% reduction compared to the baseline.

To explore opportunities to reduce energy usage in the warehouse.

Ongoing

Aim to replace existing T5 fluorescent tubes with LED tubes in the warehouse. It is proposed to carry out this work during 2018.

To explore opportunities to reduce waste and promote staff awareness in this respect.



Communicated with various plastic recyclers. Negotiations in progress.

To organise sustainability workshops to encourage staff to adopt a sustainable lifestyle.



Organised eco-tours and various environmental programmes in Hong Kong and Mainland China to encourage staff to adopt a greener lifestyle, save energy and to re-enforce the 3R (reduce, reuse, recycle) concept.

Mainland China

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



Eco-tour was organised for Guangzhou office staff.

Continue to explore opportunities to reduce energy in retail outlets.



Monitored the electricity consumption of office and retail stores to identify ways to improve energy efficiency.

2018 Targets

Hong Kong

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

To explore opportunities to reduce waste in the warehouse.

To organise sustainability workshops to encourage staff to adopt a sustainable lifestyle.

Mainland China

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

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



Health & Safety

We take pride in ensuring the best and safest working conditions for our staff, by implementing effective preventative measures. In 2017, our overall Lost Time Injury Rate (LTIR) and Lost Day Rate (LDR) both decreased compared to 2016, showing that our current workplace safety strategies are effective.

Our LTIR decreased by 18.64% in Hong Kong and we achieved zero work injuries for Mainland China, while our Lost Day Rate (LDR) decreased by 5.75% and 52.57% in Hong Kong and Mainland China respectively. We aim to achieve further reductions in our LITR and LDR in the coming year.

To remind staff of the importance of work safety and to refresh their safety knowledge, we have continued our established practice of sending monthly safety notes to our retail stores in Hong Kong and Mainland China.

To ensure that safety standards and awareness were reinforced across all our stores, we implemented an intra/inter-brand safety cross-checking programme, whereby the manager of each brand carries out safety checks in their peers', as well as their own stores. To motivate retail staff to maintain high safety standards, we also continued with our annual safety competition for our retail stores in Hong Kong.



This year saw the introduction of an exercise programme for retail staff that includes a set of stretching motions for different parts of the body, as a fun way of improving their overall health and wellbeing.

These exercises were incorporated into everyday retail operations, ranging from an individual store's regular morning briefing session, to office training for retail staff. Each morning's briefing session also included a Daily Safety Slogan, as a reminder to staff to pay more attention to their own health and safety.

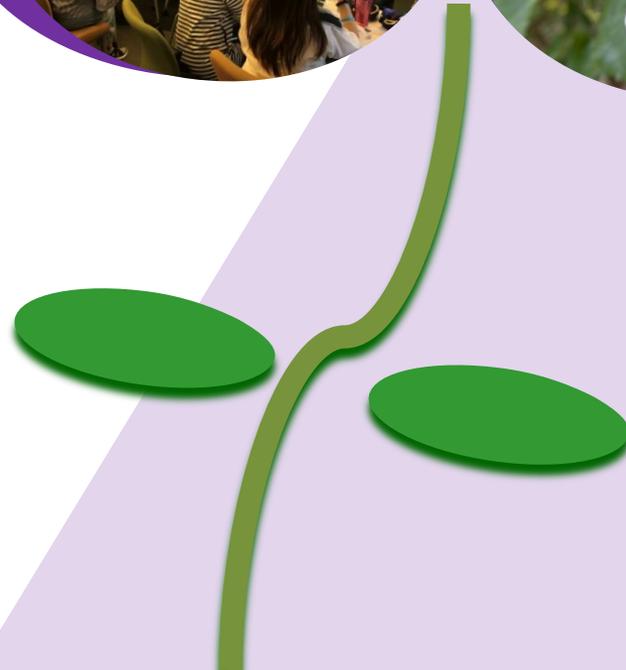


Because the safety of our staff is paramount, we continued to implement risk mitigation strategies to avert workplace injuries.

We conducted internal audits on new and renovated retail stores to ensure they complied with our latest fit-out guideline standards in providing a safe working environment for frontline retail staff and minimising potential hazards in the workplace.

An important part of our safety awareness programme is the Hong Kong Office & Warehouse Health & Safety Campaign. In 2017, quarterly information sessions were put together to educate staff on different topics relating to personal wellness. The topics discussed ranged from “Food Labels”, which taught staff how to read the detailed nutritional information printed on food items and identify which foods are healthier, to “Diabetes Mellitus & Hypertension”, which detailed symptoms and complications of these chronic conditions.

Through these educational talks, our staff learned more about their own wellness and potential vulnerabilities, and gained insight into how to care for their wellbeing in the workplace and to improve their overall health.



2017 Objectives and Targets

Hong Kong

To achieve 3% reduction in Lost Time Injury Rate and Lost Day Rate vs. 2016. ✓

Achieved reduction in Lost Time Injury Rate of 18.64% and reduction in Lost Day Rate of 5.75% compared with 2016.

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

Health & Safety campaign was organised for office/warehouse staff and a Safety Competition for retail staff.

Mainland China

To drive for zero work injuries. ✓

Achieved zero injuries.

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

A Business Continuity Plan (BCP) drill was conducted in our Shanghai office.

2018 Targets

Hong Kong

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

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

To maintain safe workplaces.

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

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

Establish Safety Management System (SMS) for the warehouse.

Mainland China

To drive for zero work injuries.

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



Employees

We believe that the success of our ongoing corporate development hinges on the quality of our employees. Through engagement and development programmes, our employees receive guidance, support and the opportunity to develop their full potential, as they grow together with the company.

In 2017, we launched the “We CARE On-boarding” programme for our newly employed office staff. With the aim of fostering a company-wide caring culture, every new joiner is assigned an internal buddy (i-buddy) and an external buddy (e-buddy) to assist him/her in adapting to the new working environment through the four key CARE components: Communication, Assistance, Relationship and Engagement. A similar initiative “I Care” Caring Call Program for New Frontline Staff was also implemented. Every new frontline staff will be greeted by HR ambassadors twice during their probationary period to offer prompt work related and mental support to assist their quick settling-in. By listening and sharing, the buddies / ambassadors provide peer support and care to help us engage more rapidly and successfully with our new joiners.



We have received positive feedback and appreciation from new employees and buddies alike about this new initiative to assist them in building cross-function networks and mutual understanding, nurtured by a supportive, caring company culture. Compared to new office employee feedback recorded in 2016, we received 24 more employee compliments after the programme was launched. More than 90% of the frontline new employees appreciated the cares and support from the ambassadors. In addition to the new caring initiatives for new employees, we continued to organize town hall meeting for more than 400 office employees and staff commitment days for more than 1700 retail employees to enhance direct and two-way communications between management and the employees. We also arranged ten tailor-made outdoor experiential team-building events for the retail team to cultivate one team one goal spirit.



We care about our employees' professional growth and are committed to providing them with a lifelong learning environment in the workplace. To recognise and engage our frontline retail staff, we assist and sponsor them in obtaining community-recognised qualifications through the Qualification Framework (QF) experience recognition programme. This programme aims to enable practitioners from different sectors to achieve formal recognition of their knowledge, skills and experience. In 2017, all of our 77 applicants successfully achieved Level-3 (DSE/diploma level equivalent) certificates.



We are keen to identify opportunities to provide a competitive and yet affordable remuneration package to our employees. We introduced a new special discount benefit program which offers 50% discount coupons to celebrate the birthday of each of our employees. During the birthday month, our employees will enjoy buying at our shops with the very big discount by presenting their birthday coupons. From healthcare perspective, we also improved the group medical insurance benefits in both outpatient and hospitalization coverage to protect the wellbeing of our employees and their eligible family dependents.

In 2017, our various people-oriented initiatives were successful in assisting us to cultivate understanding and trust across our teams, improve employee engagement levels and enhance staff competencies and performance. We will continue our efforts to deliver better working conditions to our employees in 2018.

2017 Objectives and Targets

To continue to uphold and promote our priorities of transparent communication, people engagement and enhancing employee experience from day one. ✓

We launched the “We CARE On-boarding” programme and “I CARE” Caring Call Program to help our new office and retail joiners respectively to settle in.

We organized town hall meeting for more than 400 office employees, launched four Commitment Days for 1,700 frontline retail staff and 10 tailor-made outdoor experiential team-building events for 380 frontline and warehouse employees.

We introduced enhanced benefits including birthday discount coupons and improved medical benefits to our employees.

To develop and carry out Employee Engagement Survey follow-up action plans. ✓

We followed up results and employee feedback received from the Employee Engagement Survey through action at both company and departmental levels.

To recognise and engage our employees by assisting and sponsoring retail staff to participate in the Qualification Framework (QF) experience recognition programme. ✓

We recognised and engaged our employees by assisting and sponsoring retail employees to obtain qualifications through the Qualification Framework (QF) experience recognition programme.

2018 Targets

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

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



Business Partners

We favour suppliers and contractors who share our commitment to Sustainable Development. Currently, around 87% of our stock purchases come from international brands such as Nike, Adidas, Reebok, Columbia, New Balance, Under Armour, Repetto and Puma, all of whom comply with international manufacturing practice standards.

To ensure all our suppliers meet Swire Resources Limited's standards, all 59 factories from which we source products have signed up to our code of conduct.

2017 Objectives and Targets

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



Remarks
20 factories have performed self-audits.



2018 Targets

The 20 factories will continue performing self-audits in 2018 to monitor their compliance with the SRL code of conduct. Third-party audits will be considered at a future date. Those factories found to be non-compliant will be given a three-month grace period for rectification. If they have any areas of non-compliance after the grace period, we will invite them to participate in an improvement programme to ensure that they comply with the SRL code of conduct.



Community

We firmly believe in giving back to the community whenever we can. In 2017, 20 staff volunteer activities were organised throughout the year in support of a variety of social and environmental causes.

In order to accommodate our retail staff members' work schedules, five weekday volunteer activities were organised, allowing them to participate in volunteering during working hours.

As a company, we are always striving to make a positive impact on different areas of the local community by assisting a wide range of NGOs. In this regard, we are constantly widening our portfolio of NGO partners. This year, Swire Resources partnered with 14 different NGOs, including St. James' Settlement, Hong Kong Sheng Kung Hui Lady MacLehose Centre and the Hong Kong Federation of Youth Groups Jockey Club Ping Shek Youth S.P.O.T.

Working with NGOs that differ in both scope and focus allows us to offer a more diverse selection of volunteering activities to our staff. More importantly, it gives us the chance to learn more about the varying issues local communities are facing and what we can do to help them overcome these challenges.



Our growing volunteer team consists of both retail and office staff, who generously contribute their time and effort towards helping the community.

This year, 126 of our active staff volunteers completed a commendable 1,413 hours of service. A number of staff joined the volunteer team for the first time, with the membership increasing by 14.8% from 452 in 2016 to 519 in 2017.

In recognition of our commitment to integrating corporate social responsibility to our community, the environment and our employees into our business strategy, we are proud to announce that Swire Resources has been nominated as a Caring Company for the 11th consecutive year.



2017 Objectives and Targets

Hong Kong

To organise 19 community service events.



A total of 19 community service events were organised.

To increase participation rate by 5% compared with 2016.



Participation rate increased by 14.8%.

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

Continued to involve retail and office staff in organising and coordinating community service events.

Mainland China

Continue to explore opportunities for developing CSR programmes in Mainland China. **Ongoing**

Explored opportunities for developing CSR programmes.

2018 Targets

Hong Kong

To organise 19 community service events.

To increase participation rate by 5% compared with 2017.

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

Mainland China

Continue to explore opportunities for developing CSR programmes in Mainland China.



Contact Us

If you have any comments or questions, please contact:

Cathy Cheng

Email: cathyc@swire-resources.com

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Appendix 1

Sustainable Development Policy

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

Our policy:

Industry leadership:

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

In our operation:

We will meet or exceed all legal requirements and:

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

Appendix 2

Summary of Statistics (Hong Kong)

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

Notes:

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

Appendix 3

Summary of Statistics (China)

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

Notes:

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

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

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

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

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

(6) SH warehouse closed in mid-2016.