

A wireframe globe graphic is centered on the page, rendered in a light green color. The globe consists of a grid of latitude and longitude lines. The background of the entire page is a gradient of green, transitioning from a lighter yellow-green at the top to a darker green at the bottom. There are several large, semi-transparent, curved shapes in various shades of green and yellow that overlap the globe and the background, creating a layered, abstract effect.

BOC AVIATION

ESG REPORT
2020

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LEADERSHIP STATEMENT

BOC Aviation is a world-class aircraft operating lessor and is listed on the Hong Kong Stock Exchange (HKEX code: 2588). We are committed to achieving a more sustainable business model, contributing to a more sustainable environment, having a positive impact on our communities and achieving excellence in corporate governance.

We operate with a low direct carbon footprint which we are actively working to reduce. We are pleased to report that for 2020 we are 100% carbon neutral for our direct emissions through carbon offset. As the aviation industry works to minimise its share of global carbon emissions, currently at around 2%¹ of total emissions, BOC Aviation is contributing to the effort through our portfolio management strategy. In 2020 we invested US\$3.9 billion in the latest technology aircraft, with average fuel efficiency improvements of more than 20% over previous generation models², and our forward orderbook comprises these latest technology, fuel efficient aircraft.

BOC Aviation has a diverse workforce and we are focused on creating an inclusive and equal opportunity environment. The health and safety of our employees continues to be of paramount importance. We actively develop our employees as we recognise that this is the key to sustainable growth.

We believe that a company with a healthy corporate culture, robust governance framework and agile leadership is fundamental to responsible management of the business, which promotes and safeguards the interests of our stakeholders.

We will continue to actively engage our stakeholders on this topic, and we welcome your feedback.

The Board of BOC Aviation

All information reported in this ESG Report are as at 31 December 2020, unless otherwise indicated.

¹ Based on 2018 figures. Information sourced from Aviation Benefits Beyond Borders website.

² Airbus and Boeing corporate websites.

BOC AVIATION'S COMMITMENT TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

BOC Aviation is committed to supporting the United Nations (**UN**) Sustainable Development Goals (**Goals**), which constitute a universal call by the UN to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere by the target date of 2030. The 17 Goals were adopted by all UN Member States in 2015, as part of the UN's 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve the Goals.

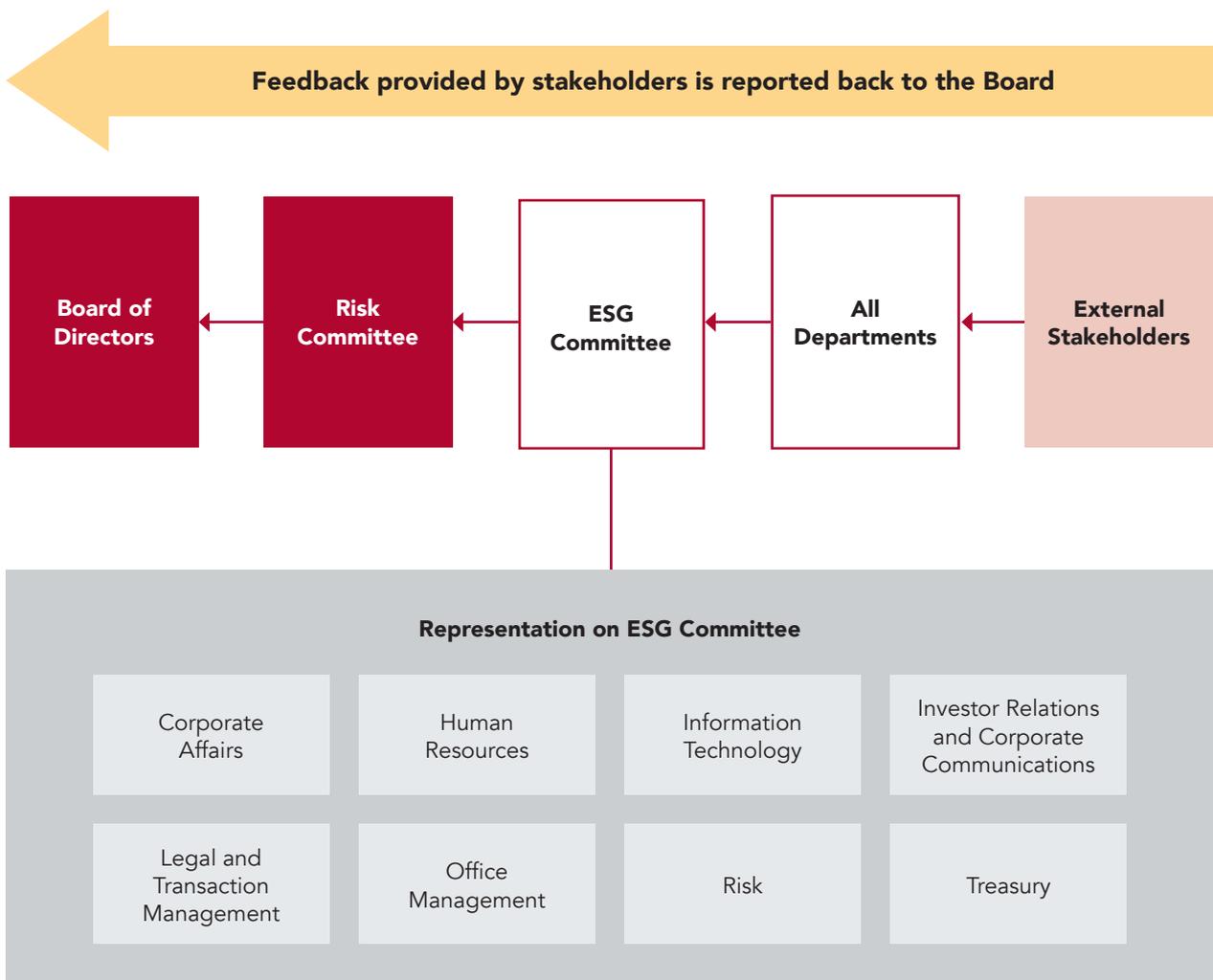


In particular, we are focused on the following Goals:



ESG GOVERNANCE STRUCTURE

Our Board of Directors has overall responsibility and accountability for our Environmental, Social and Governance (ESG) strategy. The Risk Committee of the Board of Directors provides oversight of ESG matters including evaluating the Company's ESG risk management and making recommendations to the Board of Directors. At the management level, the Company's ESG Committee develops day-to-day ESG initiatives to execute the Company's ESG strategy and ensure compliance with the Stock Exchange rules as they relate to ESG matters. The ESG Committee also regularly gathers feedback from employees, investors and other stakeholders on ESG matters to inform the Company's policies and activities.



ESG GOVERNANCE STRUCTURE

OUR APPROACH TO ESG



ENVIRONMENT

- Reduce impact on the environment as a result of our direct business operations
- 100% carbon neutral for direct emissions
- Upscale IT infrastructure for more efficient operations
- Maintain a young and efficient fleet
- Focus orderbook on latest technology aircraft



SOCIAL

- An employer of choice
- Workforce diversity
- Provide a healthy and safe working environment
- Alignment with industry best practices on health and safety
- Have a positive impact on the communities around us
- Volunteering and donations for global and local organisations



GOVERNANCE

- Robust governance framework
- Board diversity and experience
- Strong senior management team
- Strong risk management and internal controls
- A culture of transparency and compliance
- Supply chain management and responsibility
- Data security and protection

2020 ESG HIGHLIGHTS

ENVIRONMENT



SOCIAL



GOVERNANCE



OUR RESPONSE TO COVID-19

EMPLOYEE HEALTH AND SAFETY

- Provided IT platform for employees to work efficiently from home during the Covid-19 lockdown period
- Distributed care packs to all employees during Covid-19

ENSURING BUSINESS CONTINUITY

- Frequent company-wide virtual town-hall sessions led by Senior Management to maintain employee communication
- Regular virtual educational sessions to keep employees engaged
- Daily departmental virtual meetings
- Upscaled office IT infrastructure to ensure employees adequately equipped to work from home

SUPPORT FOR AIRLINE CUSTOMERS

- Proactively engaged our airline customers to provide assistance during the difficult environment
- Supported airline customers including through purchase and leaseback transactions

DELIVERING RESULTS TO OUR SHAREHOLDERS

- Recorded 27th consecutive year of profitability with cumulative net profit after tax of US\$4.9 billion from inception to end 2020
- 2020 NPAT of US\$510 million, representing earnings per share of US\$0.73
- The Board recommended total dividends of US\$0.2571 per share in 2020, equivalent to 35% of 2020 NPAT
- Net assets per share rose 4% to US\$6.88

PROACTIVE INVESTOR ENGAGEMENT

- Participated in more than 1,350 investor and analyst calls and meetings to engage the investment community
- Seamless transition to virtual platforms
- Conducted our first ever virtual AGM

MAINTAINING STRONG SUPPLIER PARTNERSHIPS

- Worked closely with aircraft and engine manufacturers for timely delivery of new aircraft
- Resculed orderbook and adjusted delivery timeframes to match manufacturer production and aircraft demand

OFFERING SUPPORT FOR OUR COMMUNITIES

- Supported Airlink, a global rapid-response humanitarian relief organization, for its relief efforts towards Covid-19
- Raised funds in support of Food From The Heart, a food distribution charity in Singapore
- More than US\$80,000 in corporate and employee donations
- Resumed corporate social responsibility activities in Singapore post-lockdown

STAKEHOLDER ENGAGEMENT

BOC Aviation recognises that ongoing stakeholder engagement is essential in driving ESG progress. The following table summarises the Company's work in engaging our stakeholders in 2020:

Stakeholder	Platforms	Activities in 2020
Investors	<ul style="list-style-type: none"> • Semi-annual post-results conference calls and non-deal roadshows • Annual General Meeting • Investor conferences • Analyst briefings • Stock commentators • ESG issues actively discussed with investors • Day-to-day investor communication 	<ul style="list-style-type: none"> • Held virtual AGM on 27 May 2020 • Participated in more than 1,350 investor and analyst calls and meetings including three major group briefings • Participated in 13 investor conferences attended by equity, fixed income and ABS investors and analysts • Virtual meeting with stock commentators
Customers	<ul style="list-style-type: none"> • Latest technology aircraft leased to global airline customer base 	<ul style="list-style-type: none"> • Delivered 54 latest technology aircraft • Customer base of 87 airlines in 39 countries and regions • Provided liquidity to airlines by committing to acquire 77 latest technology aircraft in purchase and leaseback transactions
OEMs & supply chain	<ul style="list-style-type: none"> • Procurement and Technical departments are responsible for manufacturer and supplier relationship management • Develop understanding of the ESG practices of the supply chain 	<ul style="list-style-type: none"> • Committed to acquire 97 latest technology aircraft which are on average 20% more fuel efficient than previous technology models¹ • Surveyed top suppliers on their ESG practices
Regulatory authorities	<ul style="list-style-type: none"> • Procedures for compliance with relevant rules and regulations, and for staying up to date with regulatory developments 	<ul style="list-style-type: none"> • No material breach of the Listing Rules and other corporate regulatory requirements applicable to the Group • Maintain regular dialogue with regulatory authorities

¹ Airbus and Boeing corporate websites.

STAKEHOLDER ENGAGEMENT

Stakeholder	Platforms	Activities in 2020
Banks	<ul style="list-style-type: none"> Strong lending group of more than 70 banks 	<ul style="list-style-type: none"> More than 190 meetings and calls with bankers ESG issues actively discussed with bankers and investors US\$5 billion in liquidity to invest in latest technology aircraft and provide liquidity to airlines
Credit rating agencies	<ul style="list-style-type: none"> Investment grade credit ratings 	<ul style="list-style-type: none"> More than 20 meetings and calls with the rating agencies Industry leading credit ratings reaffirmed (A- by both Fitch Ratings and S&P Global Ratings) Ongoing dialogue about ESG criteria and qualitative factors for credit ratings reports
Media	<ul style="list-style-type: none"> Day-to-day media communication 	<ul style="list-style-type: none"> More than 120 contacts with the media
Community	<ul style="list-style-type: none"> Positive influence on our communities 	<ul style="list-style-type: none"> Supported Airlink, Aoibhneas, Food From The Heart, Orbis and Waterways Watch Society Singapore
Employees	<ul style="list-style-type: none"> Regular business updates to employees throughout the year Training and development Focus on employee health and safety 	<ul style="list-style-type: none"> 31 company-wide virtual townhall and training sessions to update employees on Company developments Daily departmental virtual check-ins More than 1300 hours of training
Board of Directors	<ul style="list-style-type: none"> Comprehensive monthly report from management to the Board Quarterly Board meetings 	<ul style="list-style-type: none"> Held four Board meetings and 15 Board Committee meetings Trained Directors, Company Secretary and Senior Management members on Hong Kong and Singapore regulatory changes, including enhanced ESG reporting requirements Annual Board evaluation conducted by the Nomination Committee Implemented digital board portal



CORPORATE GOVERNANCE

AT BOC AVIATION

CORPORATE GOVERNANCE AT BOC AVIATION

We believe that a strong corporate culture, governance and leadership is fundamental to responsible management of the Company and to promoting and safeguarding the interests of our stakeholders.



CORPORATE GOVERNANCE AT BOC AVIATION

GOVERNANCE FRAMEWORK

BOC Aviation is governed by its Board of Directors. The Board is responsible for setting strategy, providing high-level guidance and effective oversight of management. The Board has five Board Committees.

Management is responsible for the day-to-day operations of the Company and reports to the Board. The Company's Management Committee has clear delegated authority from the Board to approve new transactions that meet certain criteria, and the Company has a well-established and developed committee and internal governance framework for managing its day-to-day business.



BOARD DIVERSITY AND EXPERIENCE

The Company has adopted a Board diversity policy. The Board considers a number of factors when deciding on appointments to the Board and the continuation of those appointments, including gender, age, ethnicity, and professional experience.

The Company has also adopted a Board nomination policy which sets out the criteria and process in the nomination and appointment of Directors to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the Company's business, all appointments are fair, considered and transparent, there is a formal procedure for appointments so that succession to the Board is orderly.

<p>56 YEARS</p> <p>Average age of the Board of Directors</p>	<p>STRONG BOARD DIVERSITY</p> <p>from three nationalities</p>	<p>6.5 YEARS</p> <p>Average tenure of Directors on the Company's Board</p>
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As at 31 December 2020

Please refer to "Corporate Governance Report" on pages 42 to 64 of the Annual Report for more information about our Board of Directors.

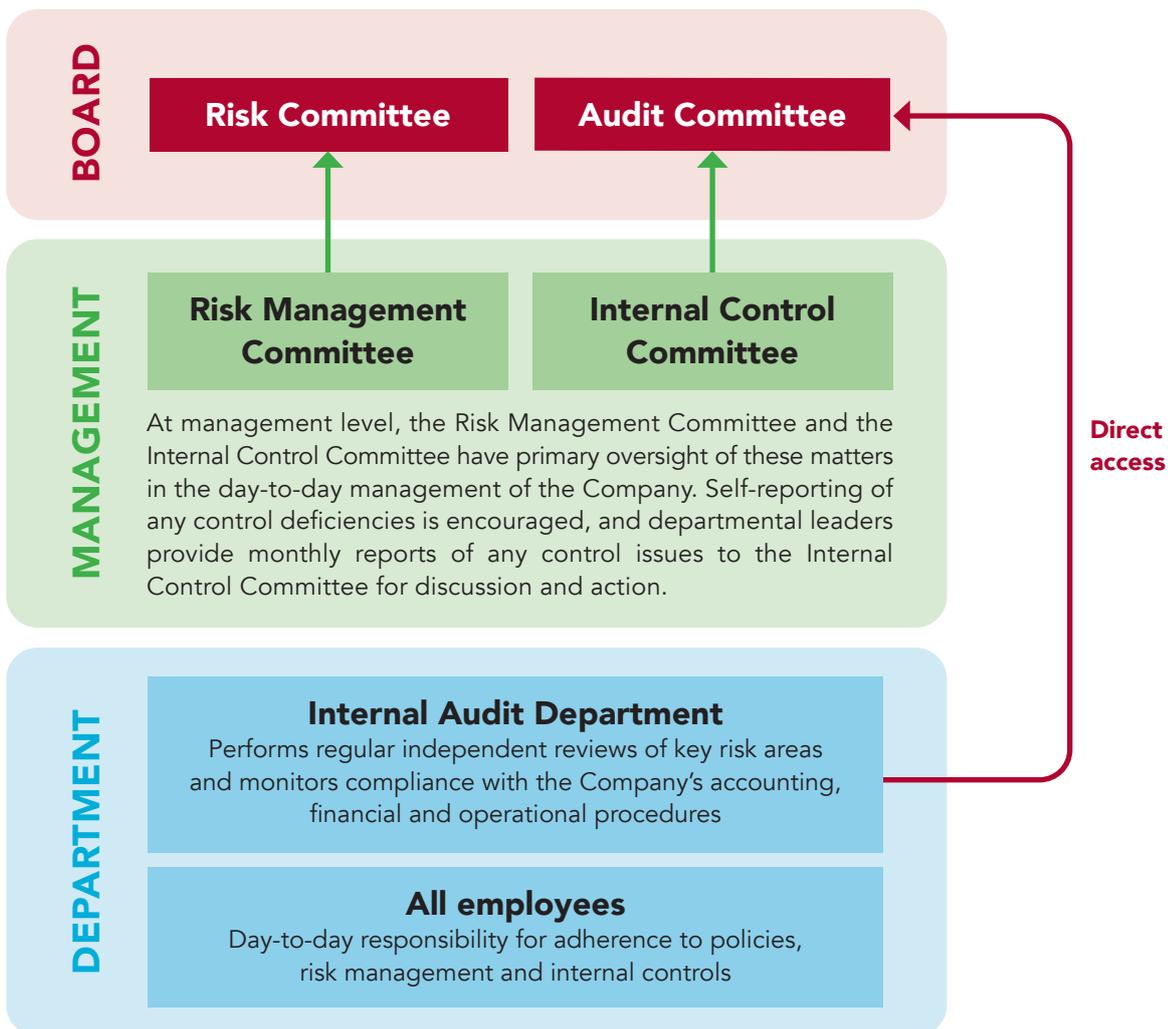
CORPORATE GOVERNANCE AT BOC AVIATION

RISK MANAGEMENT AND INTERNAL CONTROL

BOC Aviation strives to always act ethically and with integrity. This culture begins with the Board and Senior Management and is consistently communicated to all employees, customers, suppliers and other business partners.

The Board is responsible for establishing, maintaining and reviewing the effectiveness of its risk management and internal controls systems. The Risk Committee assesses new and emerging risk factors in the Company's business and provides guidance on measures to be taken to mitigate current and potential future risks. The Audit Committee oversees the establishment and maintenance and review the effectiveness of risk management and internal control systems on behalf of the Board.

The Board and management each has responsibility to identify and analyse risks underlying the achievement of business objectives and to determine how such risks should be monitored, evaluated, managed and mitigated.



CORPORATE GOVERNANCE AT BOC AVIATION

A CULTURE OF TRANSPARENCY AND COMPLIANCE

BOC Aviation is firmly committed to a culture of transparency and compliance. One of our core values is our reputation for integrity and professionalism. We have policies and procedures against illegal and unethical behaviour including corruption, bribery, fraud and money laundering.



CORPORATE GOVERNANCE AT BOC AVIATION

A HOLISTIC APPROACH TO COMPLIANCE

Layers	What does it cover	Status
Anti-bribery Policy	<p>Provides guidance in conducting our business legally and ethically</p> <p>No Director or employee may offer or promise gifts, gratuities or anything of value to a third party with the intent to influence or reward that person in connection with any business or transaction</p> <p>No Director or employee may accept gifts or other benefits from anyone if this could reasonably be perceived as affecting his or her business judgment or decision</p>	No legal cases regarding corrupt practices brought against the Company or its employees
Anti-corruption Statement	Provides guidance on the high standards of ethics in the conduct of all duties and responsibilities and to comply with all applicable laws and regulations	Available publicly on the Company's website
Whistleblowing Policy	<p>24-hour whistleblower hotline and web portal managed by a third-party independent provider, to encourage and enable the reporting of any improper, illegal or criminal activities by our employees or external parties</p> <p>Whistleblowers acting in good faith can raise concerns about activity for investigation and appropriate action</p>	<p>Policy includes a "no reprisal" provision to the effect that no person who, in good faith, reports a concern shall be subject to reprisal</p> <p>Whistleblower hotline and web portal available on the Company's website and communicated to all employees</p>

CORPORATE GOVERNANCE AT BOC AVIATION

Layers	What does it cover	Status
Anti-money laundering (AML) Policy	<p>Prohibits money laundering and any activity that facilitates money laundering or the funding of terrorist, criminal or other illegal activities</p> <p>All AML investigations are reported to the Internal Control Committee</p> <p>We are committed to AML compliance in accordance with applicable laws and require our employees to adhere to these standards and be vigilant and their business dealings. All employees receive annual training on AML matters</p>	<p>All employees completed training on AML risks and compliance</p> <p>No AML investigations</p>
Counterparty risk assessments	<p>“Know your customer” (KYC) assessments conducted by Risk Managers on potential counterparties to identify potential risks related to money-laundering, fraud, corruption, terrorist financing and breach of international sanctions</p>	<p>Conducted KYC on all potential counterparties</p> <p>Full counterparty review conducted as part of Covid-19 response</p> <p>Monitoring of existing lessees as part of regular process</p>
Compliance with trade sanctions	<p>We have policies and procedures in place to monitor and ensure compliance with international sanctions and other applicable restrictions</p> <p>We will not enter into any transactions that are prohibited by sanctions law</p>	<p>No material violation of sanctions related laws or regulations</p>
Policies and procedures	<p>Departmental policies and procedures that set out operational procedures</p>	<p>Available to all employees on the Company Intranet</p>

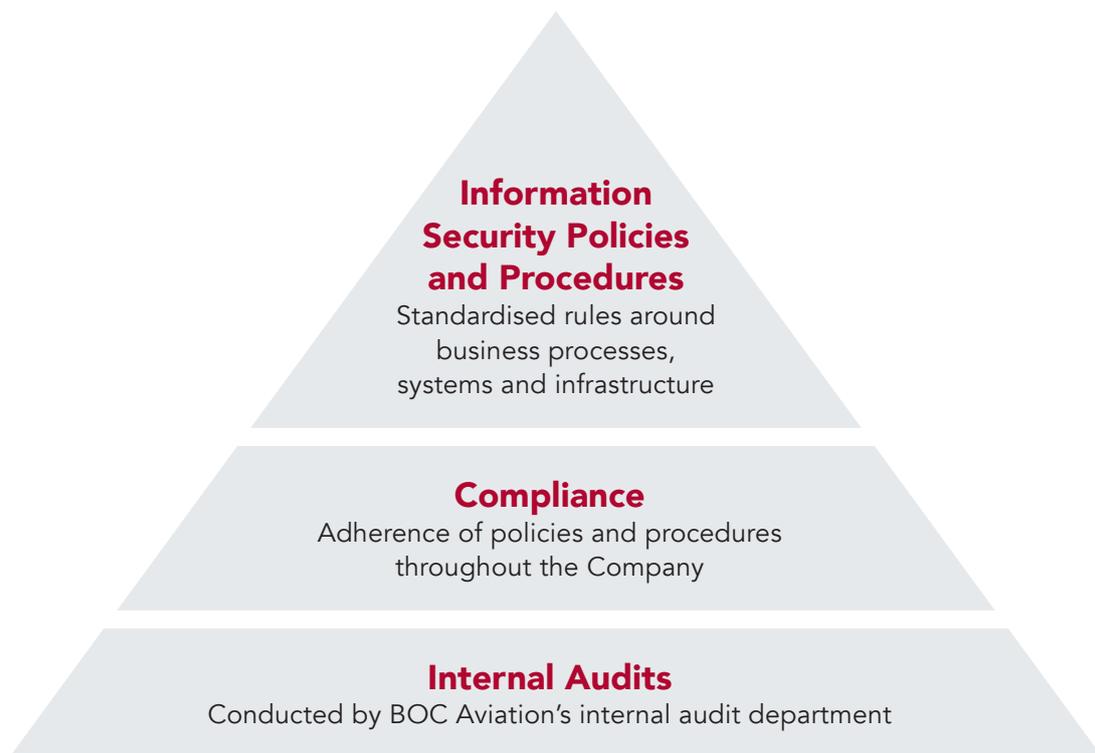
CORPORATE GOVERNANCE AT BOC AVIATION

Layers	What does it cover	Status
Onboarding of new Directors and employees	Induction and onboarding sessions for all new Directors and employees	All new Directors and employees received induction and onboarding
Code of Professional Conduct	Sets important guidelines to ensure that all employees understand the rules regarding transparent, ethical, professional behaviour	All employees certify annually that they have read and understand that they will abide by the Company's Code of Professional Conduct
Deed of Undertaking	Identification and notification of any potential conflict of interest between employees and the Company	Signed annually by all employees
Staff Handbook	Sets out the Company's overall policies and procedures	Available to all employees on the Company Intranet
Annual compliance training	Covers topics including fraud and ethics awareness, anti-corruption, anti-bribery, data protection	100% compliance training completed by all employees

CORPORATE GOVERNANCE AT BOC AVIATION

INFORMATION SECURITY

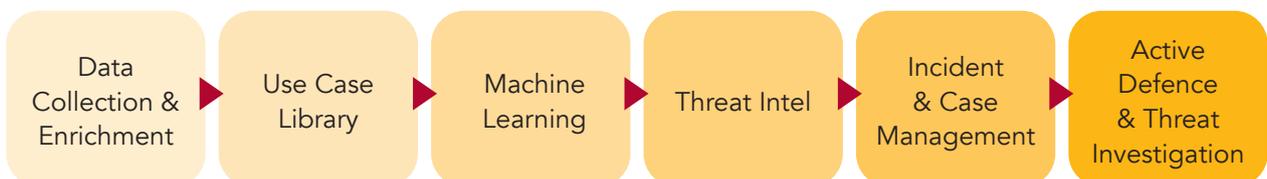
To protect our intellectual property and confidential business information, and to remain a trusted partner to our customers and other business partners, BOC Aviation treats information security as a key part of our corporate culture. In order to safeguard the confidentiality, integrity and availability of information, the Company executes appropriate controls based on the following governance framework:



Information security is managed according to policies and procedures, legal regulations and contractual obligations. BOC Aviation promotes appropriate information security controls through enforcing, testing, checking and improvement, and conducts risk assessment across its business to avoid risks and to ensure mitigation measures are being executed, as well as to raise employee awareness and preparedness with training programmes.

INDEPENDENT SECURITY OPERATIONS CENTRE RESPONSE FLOW

An independent Security Operations Centre provides round-the-clock monitoring, alerting and responding to cyber security issues.



CORPORATE GOVERNANCE AT BOC AVIATION

INFORMATION SECURITY IS A PRIORITY



PERSONAL DATA PROTECTION

We comply with the Personal Data Protection Act in Singapore and the other applicable personal data protection legislation in jurisdictions where we operate.

No fines, penalties or complaints associated with the breach of any personal data privacy laws or regulations.

CORPORATE GOVERNANCE AT BOC AVIATION

INFORMATION SECURITY HIGHLIGHTS IN 2020

SECURITY & DATA PROTECTION

600,000+

grey mails processed and tagged

4.8 MILLION

threat emails blocked

100%

deployment of latest Data Loss Protection and endpoint protection systems on all computers and mobile devices

PRIVILEGED IDENTITY MANAGEMENT

Just-in-time management of administrative access to key systems and applications

AUTOMATED PHISHING SECURITY

Security Orchestration, Automation and Response for managing threat response and malicious emails



ZERO high or critical risk findings in annual Vulnerability Assessment and Penetration Testing

CONNECTIVITY & RESILIENCY

NEXT GENERATION DIGITAL WORKPLACE

A secure and reliable platform for all employees to connect and collaborate anytime and anywhere

100%

Successful full scale disaster recovery exercise

NETWORK SECURITY

Secure Access Service Edge framework to provide secure and reliable connections to cloud and on-premise applications

EMPLOYEE AWARENESS & EDUCATION

100%

All employees completed Phishing Security Tests

CYBER SECURITY AWARENESS

through phishing exercises, e-learning, gamification and simulation activities

LEARNING MANAGEMENT SYSTEM

Self-paced e-learning and certification courses available on all devices

CORPORATE GOVERNANCE AT BOC AVIATION

SUPPLY CHAIN MANAGEMENT

The Company has a global network of suppliers to support its business and to diversify risks.

As a global aircraft operating leasing company, BOC Aviation relies on a small number of original equipment manufacturers and aerospace support services providers. The Company also has an extensive global network of third-party suppliers on an as-required basis including maintenance, repair and overhaul services providers, parts suppliers and specialist service suppliers such as engineering design and ferry flight operation providers.

During the year, BOC Aviation surveyed our top suppliers regarding their ESG practices. The survey covered key areas such as:

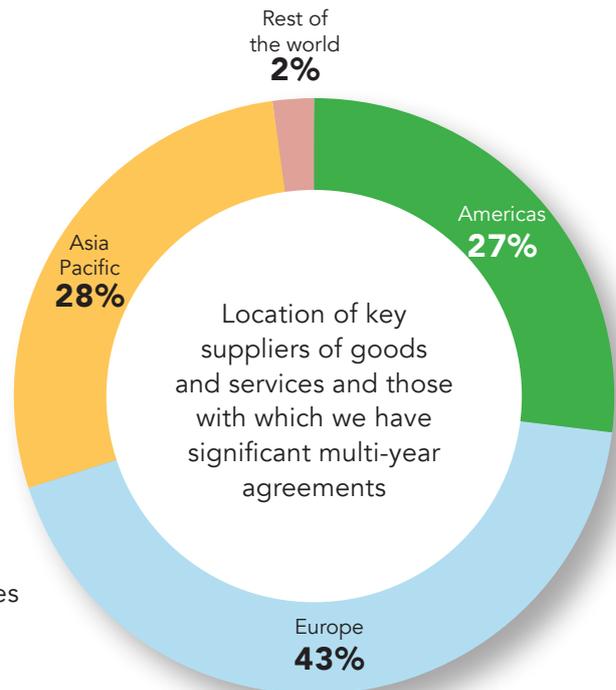
- Board oversight of ESG issues in their companies
- Monitoring and management of environmental issues from production
- Workplace safety and health
- Forced or child labour
- Support of charity organisations

This annual exercise will be used to assess future selection of and agreements with our suppliers.

PRODUCT RESPONSIBILITY

We observe and comply with relevant laws and regulatory requirements relating to health and safety, advertising labelling and privacy matters relating to services provided. The Group has not been assessed any material fines or penalties, or received complaints associated with the breach of any products or services related laws or regulations.

GEOGRAPHIC LOCATION OF OUR KEY SUPPLIERS IN 2020 BY NUMBER OF SUPPLIERS



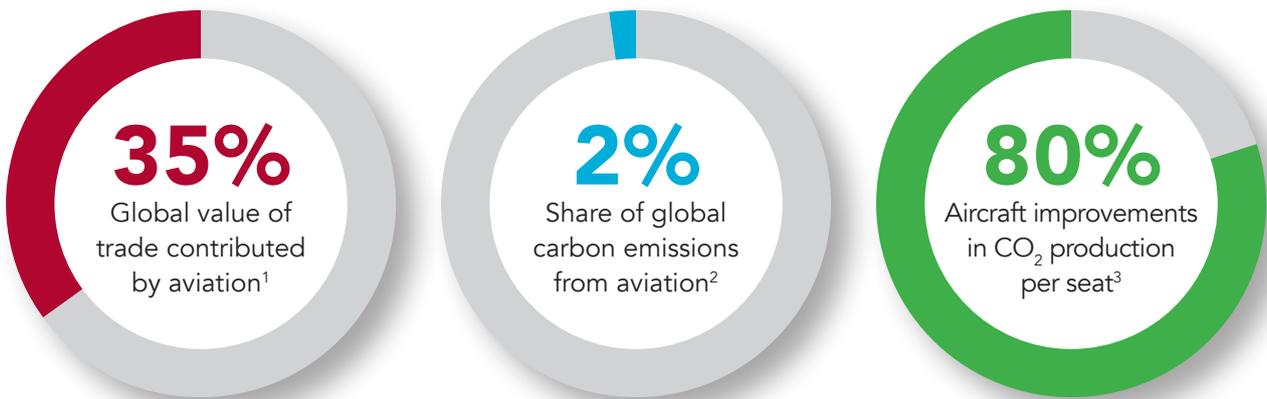


BOC AVIATION AND
THE ENVIRONMENT

BOC AVIATION AND THE ENVIRONMENT

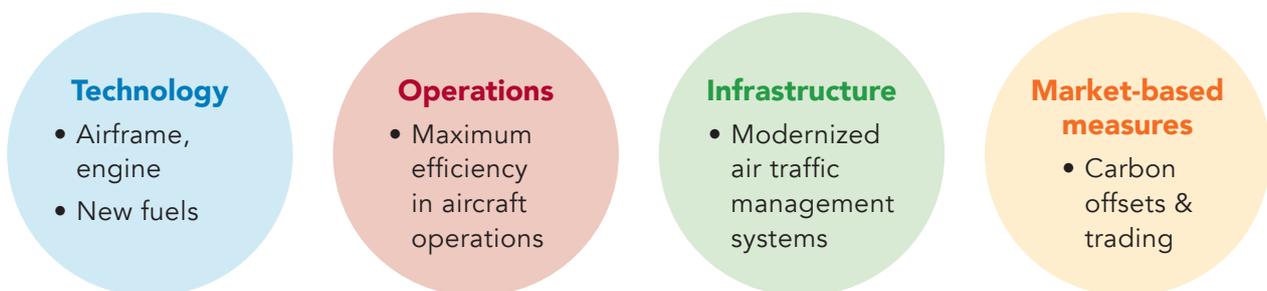
THE AVIATION INDUSTRY AND OUR ENVIRONMENT

Aviation is a key enabler and driver of globalisation, and plays a major role in connecting people and businesses. While aviation contributes only 2% of global carbon emissions, we recognise that the aviation industry must do its part.



In 2009, the International Air Transport Association (**IATA**), of which the Company is a Strategic Partner, put in place an ambitious and robust carbon emissions strategy, with targets and a four-pillar action plan.

IATA FOUR-PILLAR CLIMATE STRATEGY



To reduce aviation's net CO₂ emissions to half of what they were in 2005, by 2050

The International Civil Aviation Organisation (**ICAO**) implemented the Carbon Offsetting and Reduction Scheme for International Aviation (**CORSIA**) in 2016, which is supported by IATA and its member airlines and is expected to stabilise net CO₂ emissions from international aviation at around about 600 million tonnes of CO₂. More airline customers are likely to transition their fleets to more fuel-efficient latest technology aircraft.

BOC Aviation is also an active member of the Aviation Working Group (**AWG**), which is developing the AWG carbon calculator in order to assist portfolio owners, investors and financiers in assessing portfolio emissions. The AWG carbon calculator will calculate the emissions of aircraft and portfolios based on data from manufacturers. Please visit <http://www.awg.aero/project/environmental/> for more details.

¹ Based on 2019 figures. Information taken from "Blueprint for a Green Recovery" report (Air Transport Action Group, September 2020), sourced from Aviation Benefits Beyond Borders website.

² Based on 2018 figures. Information sourced from Aviation Benefits Beyond Borders website.

³ As compared to the aircraft produced in the 1950s. Information sourced from Aviation Benefits Beyond Borders website.

BOC AVIATION AND THE ENVIRONMENT

THE BOC AVIATION FLEET

BOC Aviation is committed to supporting the airline industry to reduce global carbon emissions by building a more efficient fleet. The Group does not own or use any corporate aircraft and our employees travel only on commercial flights.

**US\$3.9
BILLION**

Latest technology aircraft added to our balance sheet in 2020

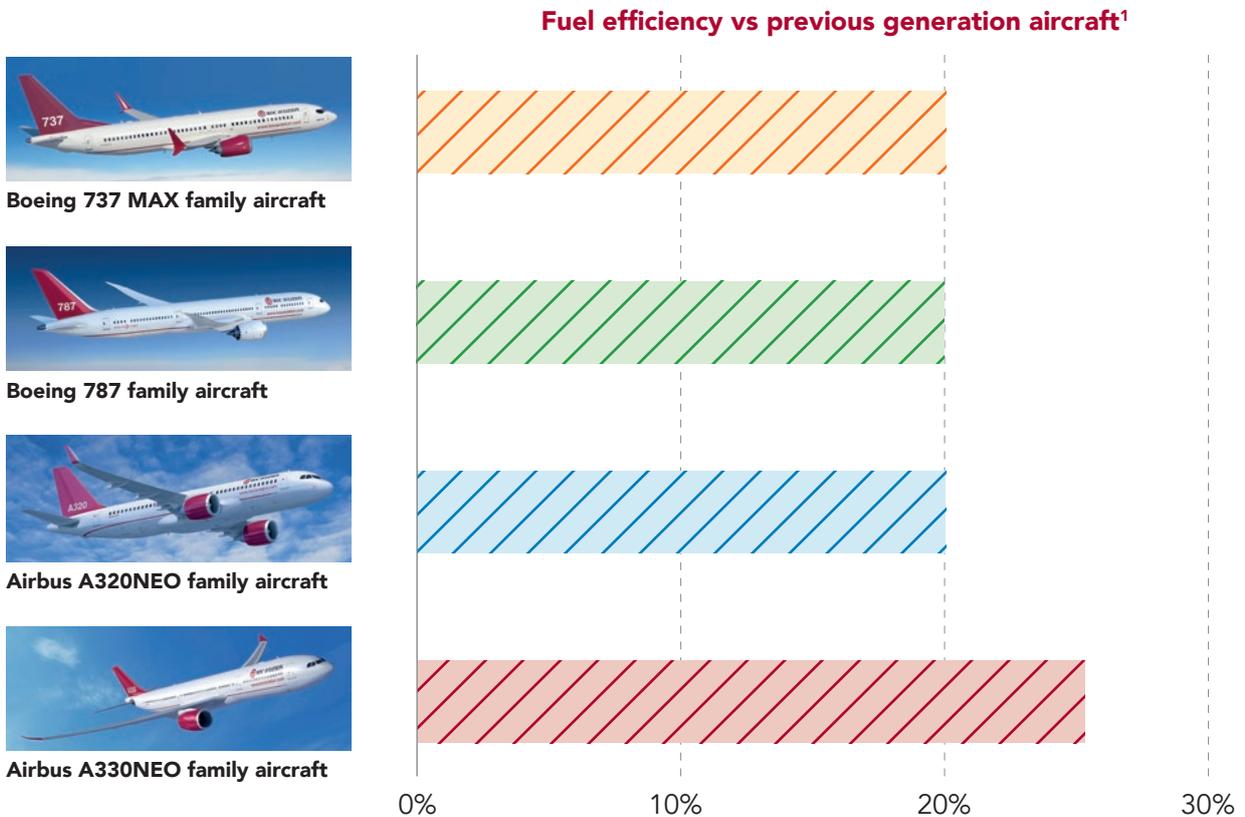
100%

All aircraft in BOC Aviation's orderbook are latest technology aircraft available for delivery

3.5 YEARS

BOC Aviation's owned fleet is one of the youngest in the aircraft operating lease industry

OUR ORDERBOOK



¹ Airbus and Boeing corporate websites.

BOC AVIATION AND THE ENVIRONMENT

REDUCING OUR DIRECT CARBON IMPACT IN 2020

Active efforts to reduce our carbon footprint in 2020

20%

Reduction in total electricity consumed per average employee

50%

Reduction in paper used per average employee

74%

Reduction in carbon emissions per average employee

Carbon offset projects to offset and encourage action to limit our carbon footprint

We purchased carbon credits from two accredited projects to offset our direct carbon emissions and to contribute to sustainable development.

Yuxian Baiyantuo 49.3 MW Wind Power Project in China



Southern Cardamom REDD+ Project in Cambodia



BOC AVIATION IS 100% CARBON NEUTRAL FOR DIRECT EMISSIONS IN 2020

BOC AVIATION AND THE ENVIRONMENT

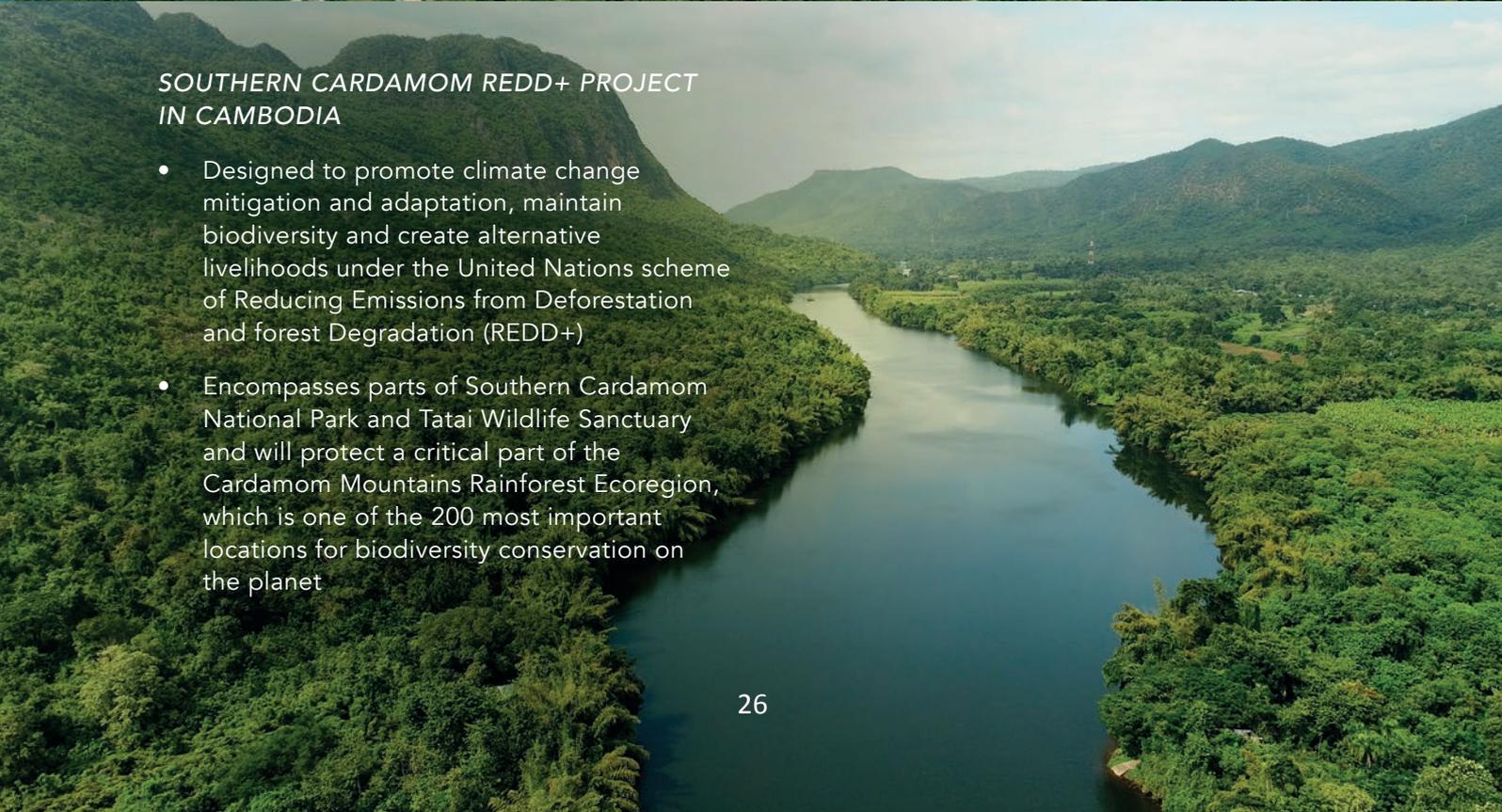
CARBON OFFSET PROJECTS

We purchased carbon credits from two accredited projects to offset our direct carbon emissions. Besides supplying renewable energy and conserving wildlife and biodiversity, the projects will also contribute to the sustainable development of the local community and the host countries.



YUXIAN BAIYANTUO 49.3 MW WIND POWER PROJECT IN CHINA

- Renewable energy project certified by Verified Carbon Standard
- Equipped with 58 sets of wind turbines with a unit installed capacity of 850kW
- Estimated to supply net electricity of 104,713.2 MWh per year to the North China Grid via a 110 kV transmission line



SOUTHERN CARDAMOM REDD+ PROJECT IN CAMBODIA

- Designed to promote climate change mitigation and adaptation, maintain biodiversity and create alternative livelihoods under the United Nations scheme of Reducing Emissions from Deforestation and forest Degradation (REDD+)
- Encompasses parts of Southern Cardamom National Park and Tatai Wildlife Sanctuary and will protect a critical part of the Cardamom Mountains Rainforest Ecoregion, which is one of the 200 most important locations for biodiversity conservation on the planet

BOC AVIATION AND THE ENVIRONMENT

LOW RESOURCE CONSUMPTION

BOC Aviation is committed to promoting low resource consumption by focusing on workflow process improvement and digitisation. We have a low carbon footprint across our five offices globally. Due to the nature of our business and industry, the only Environmental Key Performance Indicators proposed by the Stock Exchange that apply to us are energy efficiency, paper consumption and direct CO₂ emissions. In 2020, we established environmental targets that we are confident that we will be able to achieve by the end of 2022:

- ✓ To reduce CO₂ emissions (tonnes) per average employee by 5% from 2019 levels
- ✓ To reduce paper used (tonnes) per average employee by 10% from 2019 levels
- ✓ To reduce electricity consumed (kWh) per average employee by 5% from 2019 levels

In 2020, our electricity consumption was 624,444 kWh, increased by only 2% even as we included overseas offices' consumption in the count from this year. Paper consumption reduced by 37% to 1.9 tonnes as a large part of our paper-based processes have been replaced with digital workflows, which saw the volume of paper recycled decline 67%. Notably, Board and Board Committee approval papers and meeting packs are now on a digital board portal, reducing the need to print and improving the security of our documents.

Category	Unit	2020 (Group)	2019 (Singapore)	Change (YoY)
ELECTRICITY				
Total electricity consumed	kWh	624,444	611,990	2%
Total electricity consumed per average employee	kWh	3,489	4,340 ¹	-20%
PAPER				
Office paper	tonnes	1.9	3.0	-37%
Paper used per average employee	tonnes	0.011	0.021 ¹	-50%
Paper recycled	120L bins	23	69	-67%
HEADCOUNT				
Total average headcount	Number of employees	179	141 (Singapore) 173 (Group)	6 (Group)

Resources efficiency metrics have improved significantly when measured against headcount. Electricity consumption per average employee fell 20% year-on-year while papers used per average employee declined by 50%. We encourage our employees to use e-distribution and presentation wherever possible and any draft versions of internal documents are printed in black and white only. In 2020, we introduced lower weight printing paper.

¹ Average Headcount in Singapore, and not Group, was used in the denominator as total resources consumed in 2019 were recorded for the Singapore office only.

All information as at 31 December of the respective year.

BOC AVIATION AND THE ENVIRONMENT

Carbon emissions in 2020 were significantly lower than 2019 at 497 tonnes or 2.77 tonnes per average employee, largely due to much lower air travel due to Covid-19. That said, we remain committed to reducing carbon emissions and are pleased to report that the Company is 100% carbon neutral in 2020 for our direct emissions through offset.

Category	Unit	2020 (Group)	2019 (Group, unless indicated otherwise)	Change (YoY, %)
CO₂ EMISSIONS FROM:				
Office premises	tonnes	190	192 (Singapore office only)	-1%
IT data centre	tonnes	58	56	3%
Air travel	tonnes	248	1,626	-85%
Total CO₂ emissions	tonnes	497¹	1,874	-74%
Total CO₂ emissions per average employee	tonnes	2.77	10.87	-74%

PROGRESS REPORT ON KEY PERFORMANCE INDICATORS FOR 2020

By end 2022, to reduce CO₂ emissions per average employee by 5% compared to 2019



By end 2022, to reduce papers used (tonnes) per average employee by 10% compared to 2019



By end 2022, to reduce electricity consumed (kWh) per average employee by 5% compared to 2019



¹ Due to rounding, numbers presented may not add up precisely to the totals provided.

All information as at 31 December of the respective year.

BOC AVIATION AND THE ENVIRONMENT

DIGITAL WORKPLACE TRANSFORMATION

BOC Aviation invests in digital transformation in order to reduce our impact to the environment as well as to improve productivity and reduce costs.

During the year, we invested nearly US\$2.5 million in new technology and digital initiatives, which included the acceleration of our Digital Workplace Transformation programme.

We promote a sustainable environment by using electronic communication to distribute corporate communications to our shareholders who have consented not to receive printed materials. We have used electronic communication for all interim and annual reports and all other shareholder communications since the Listing Date.

In addition to saving costs, reducing waste and increasing efficiency, using electronic communication is also a way to reduce deforestation and carbon emissions. We intend to continue our electronic communication in the future. Our employees also regularly use video conferencing facilities, including in our discussions with investors, to avoid unnecessary travel.

RECYCLING OF USED IT EQUIPMENT

BOC Aviation is committed to recycling our electronic equipment such as laptops and mobile devices, to reduce environmental pollution and conserve our earth's natural resources.

During the year, we launched a new initiative to recycle used, data-scrubbed mobile phones, donating 42 phones to three charitable organisations. Details of the charitable organisations we support are set out on pages 36 to 38 of this report.



100%
Recycled all used
IT equipment

We are proud to have achieved a 100% recycling rate for our used IT equipment in 2020. BOC Aviation is committed to recycling 100% of used laptops by the end of 2022.

A pair of hands is shown from the bottom, cupping a glowing, semi-transparent globe. The globe is overlaid with a white network of lines and nodes, resembling a digital or aviation network. The background is a soft, out-of-focus blue and white gradient. The text is centered on the globe.

BOC AVIATION AS A
**GLOBAL
CORPORATE
CITIZEN**

BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

AN EMPLOYER OF CHOICE

As a global organisation, we attract a diverse workforce and provide our global talent pool with opportunities to leverage a cross-cultural working environment. We offer competitive salaries and provide benefits to our employees including retirement, health, life, disability and accident insurance coverage.

PERFORMANCE ASSESSMENT

We set targets for employees based on their position and periodically assess their performance. The results of such assessments are used in their salary reviews, bonus awards and promotion appraisals. The employee remuneration package generally comprises a basic salary and a discretionary bonus element.

Performance assessments are based on the achievement of certain key performance targets including the Group's return on equity, net profit after tax, collection rate and average fleet age at the end of a pre-determined period.

LABOUR STANDARDS

In line with the provisions of the United Nations Framework and Guiding Principles on Business and Human Rights, we prohibit the employment of child, forced or compulsory labour. In 2020, we have not identified any operation or major supplier as having significant risks of child labour, young workers exposed to hazardous works, or forced or compulsory labour.

BOC Aviation is committed to UN Goal 8, which aims to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of child labour. UN Goal 8 also features the protection of labour rights and to promoting a safe and secure working environment for all employees.

None of our employees are represented by a union or collective bargaining agreement. We believe that we have good employment relationships with our employees.

DELIVERING A WORLD CLASS EXPERIENCE

- ✓ Workforce diversity
- ✓ Cross-cultural working environment
- ✓ Competitive salaries
- ✓ Remuneration package
- ✓ Employee benefits
- ✓ Insurance coverage
- ✓ Career development and training
- ✓ Integrated Talent Strategy
- ✓ Graduate Management Associate Programme

BOC AVIATION IS AN EQUAL OPPORTUNITY EMPLOYER

BOC Aviation works on the principle of meritocracy and does not practice discrimination. The Company is committed to providing equal employment opportunities to all individuals without regard to race, colour, religion, gender, national origin, age, disability, marital status, or sexual orientation.

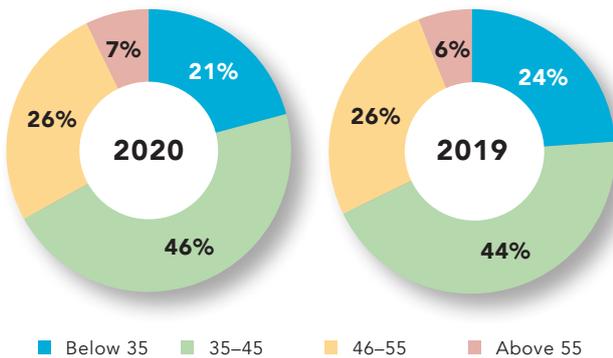
BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

WORKFORCE DIVERSITY

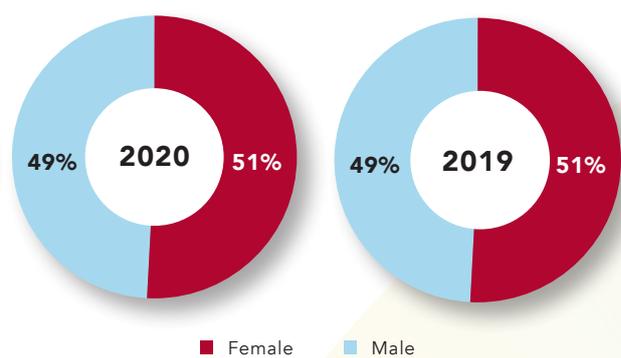
We are proud to have a diverse workforce with an almost equal balance of male and female employees that has remained relatively consistent in 2020. Women accounted for 24% of the management team, including senior management and heads of department, and 51% of the total workforce at 31 December 2020.



TOTAL WORKFORCE BY AGE GROUP AT YEAR END



TOTAL WORKFORCE BY GENDER AT YEAR END



	2020	2019
	% of workforce	
TOTAL WORKFORCE, BY GEOGRAPHY		
Singapore (Headquarters)	81	82
China	3	3
Ireland	6	6
UK	7	7
USA	3	2
TOTAL WORKFORCE, BY EMPLOYMENT (FULL TIME VS PART TIME)		
Full time	100	100
Part time	0	0
TOTAL WORKFORCE, BY EMPLOYMENT TYPE (PERMANENT VS TEMPORARY)		
Permanent	98	99
Temporary	2	1

All information as at 31 December of the respective year.

BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

TALENT DEVELOPMENT

We have a robust Integrated Talent Strategy, which begins from the recruitment of candidates through competency-based assessments, identifying talent through meaningful and differentiated indicators by recognising performance and potential, developing and retaining talent, and planning the succession of defined leadership and key roles within the Company.

Our employee-centric training programme is focused on training quality and effectiveness. There was equal opportunity for training between male and female employees. Substantial training hours were committed to developing employees who are not in management roles. The Company also held online townhall sessions to communicate our business strategy to all employees, alongside “Lunch & Learn” sessions to inspire free exchange of ideas, knowledge-sharing on an informal platform, and to promote greater interaction amongst employees from various departments.

Performance coaching continues to be a key focus, with the training and development of Leader-Coaches to ensure future development and sustained improvement in employee job performance.

We also introduced on-the-job training programmes in 2020, which heavily emphasised mentoring at all levels of employment, including succession planning at senior management levels. As an example, the outgoing Deputy Managing Director and Chief Financial Officer, Mr. Phang Thim Fatt, mentored his successor, Mr. Steven Townend, for six months, from January to June 2020.

1300+

Total training hours completed in 2020

8+

Average hours of training per employee in 2020

20

Online townhall sessions conducted in 2020

11

“Lunch & Learn” online sessions conducted in 2020

40

Employees trained as Leader-Coaches

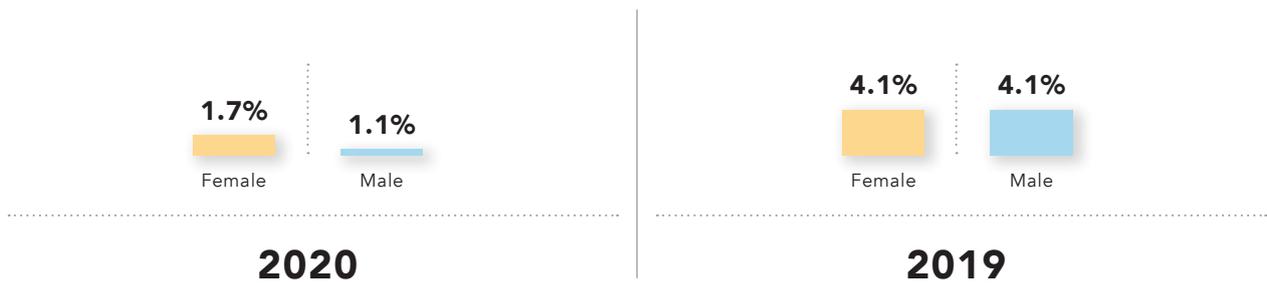
	Number of employees who received training	Average training hours per employee	Total number of training sessions	% of total training hours
Total	160	8.1	500	100
AVERAGE TRAINING HOURS BY GENDER				
Female	83	7.1	250	45
Male	77	9.3	250	55
AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY				
Management	22	34.1	66	16
Other employees	138	6.4	434	84

BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

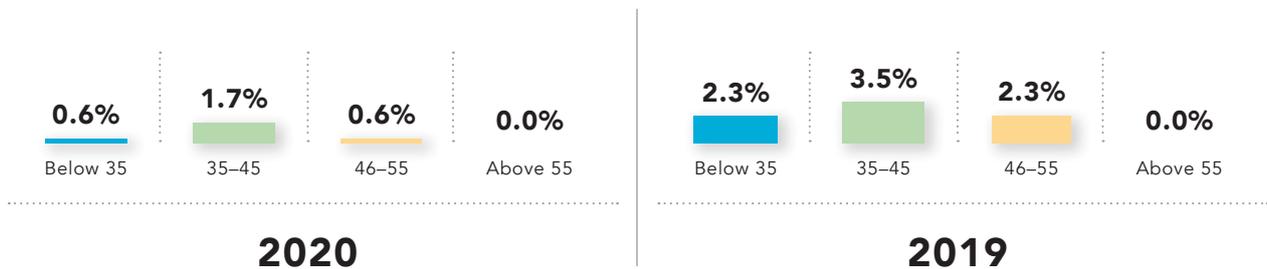
OUR EMPLOYEES

The Group's average employee turnover rate was 2.8% in 2020, significantly lower than in 2019.

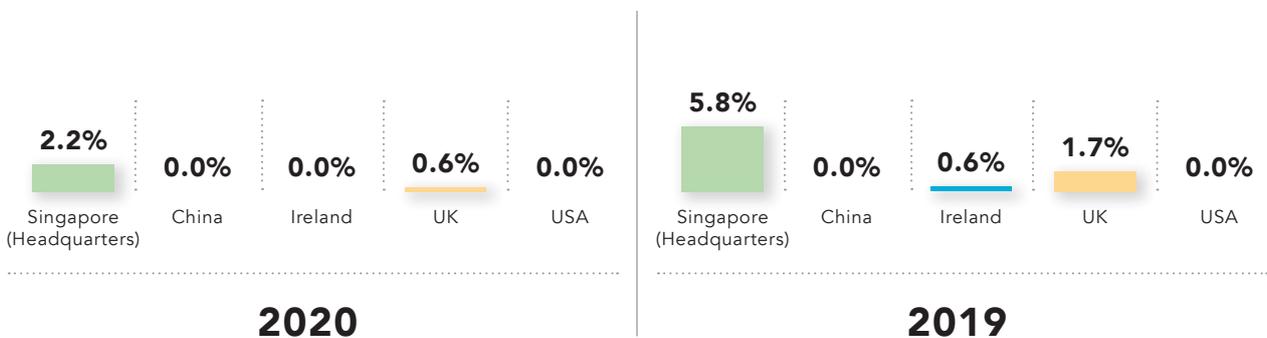
AVERAGE TURNOVER RATE (%), BY GENDER AT YEAR END



AVERAGE TURNOVER RATE (%), BY AGE GROUP AT YEAR END



AVERAGE TURNOVER RATE (%), BY REGION AT YEAR END



All information as at 31 December of the respective year. Due to rounding, numbers presented may not add up precisely to the totals provided.

BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

A HEALTHY AND SAFE WORKPLACE

We are committed to continuously improve the health and safety awareness of all our employees and to create a culture where everyone shares responsibility for the safety and well-being of their fellow workers and the community. We have dedicated resources to implement workplace safety measures as well as to monitor and report incidents. We recognise that having a robust health and safety culture is also the key to building sustainable growth for the Company that will benefit all stakeholders.

Comprehensive policies and procedures surrounding employees' health and safety have been established and have been communicated to all our employees. We comply with government regulations and are aligned with industry best practices on health and safety. We also take appropriate actions to foster long-term employee safety and wellness by providing proper and conducive work conditions for our employees including work ergonomics and required training. Besides having emergency evacuation procedures in place for all our offices, we also have employees in our Singapore, London and Dublin offices who are trained in first aid.

100% COMPLIANCE WITH EMPLOYMENT REGULATORY REQUIREMENTS

The Directors believe that in the year ended 31 December 2020, the Group has complied with all general employment related requirements, and all local health and safety requirements.

In 2020, there were no material violations of employment-related law or health and safety laws, and we received no complaints of any such violations and there were no material accidents relating to health and work safety in the course of our business operations.

A CLEANER AND GREENER WORKPLACE

We launched two new initiatives in 2020:

- Launched cycle-to-work subsidy scheme to encourage employees to adopt greener modes of transport
- Installed recycling bins in multiple locations in the Singapore office to encourage recycling



BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

INVESTMENT IN THE COMMUNITY

We participate in various trade, business and industry associations to contribute to the growth and governance of the aviation leasing industry. We support aviation-based organisations that provide humanitarian services. We also made donations to various non-profit organisations for humanitarian and charitable purposes. We do not provide any donation of a political nature.

Our contributions supported Airlink's relief efforts in response to Covid-19 (notably, they were one of the first responding charities to the initial outbreak of Covid-19) and an explosion in Beirut:

- US\$50,000 contribution from BOC Aviation and its senior management
- US\$4,000 raised through public calls to our internal and external networks to support Airlink's efforts

Please visit the homepage of Airlink at <https://www.airlinkflight.org> for more information.



We support the Arab Air Carriers' Organisation through the sponsorship of seven scholarships per year for its member airlines. Airlines use these scholarships to support participants that enroll at the AACO Regional Training Centre to learn the skills and knowledge needed to specialise in their desired field.

Please visit the homepage of the Arab Air Carriers' Organisation at <https://aaco.org/home> for more information.



We contributed S\$5,000 as a donation to ORBIS, an international non-profit organisation that works to eliminate avoidable blindness around the world. Our donations contributed to bringing medical eye care directly to communities through ORBIS' Flying Eye Hospital.

Please visit the homepage of ORBIS at <https://sgp.orbis.org/en> for more information.



BOC AVIATION AS A GLOBAL CORPORATE CITIZEN

HAVING A DIRECT IMPACT ON OUR COMMUNITIES

BOC Aviation continued our Corporate Social Responsibility activities in 2020 so that we could have a direct and positive impact on each of the communities in which our offices are based.

The Singapore team ran an internal donation drive in May and June 2020 in support of Food From The Heart, an independent non-profit organisation in Singapore devoted to alleviating hunger through its food distribution programmes. We raised a total of S\$35,339 which was the equivalent of distributing 785 food packs to beneficiaries in Singapore.

Once the lockdown period in Singapore ended, the Singapore team returned to the Food From The Heart warehouse for the second year running to complete 185 food packs.

The Singapore team partnered again with Waterways Singapore for the third year running to help clean up the waterways along the Kallang and Singapore River. In total, the team picked up 82 kg of waste from the waterways in one afternoon.

The Dublin team organised an internal donation drive for Aoibhneas, Dublin, a refuge from domestic violence for women and children, in place of a physical volunteering activity planned for 2020. The Company matched the final amount raised by the BOC Aviation Dublin team in a corporate contribution to Aoibhneas.



The BOC Aviation Singapore team packed 185 food packs for beneficiaries of Food From The Heart.



The BOC Aviation Singapore team cleaned up the waters along the Kallang and Singapore River, picking up 82kg of waste.

BOC AVIATION AS A GLOBAL CORPORATE CITIZEN



RECYCLING TECHNOLOGY WITH A CAUSE

During 2020, BOC Aviation also embarked on a new technology recycling programme with a purpose to help the less fortunate in Singapore. We donated data-scrubbed, used IT equipment to three charitable organisations approved under the Charities Act with Institution of Public Character:

- Singapore Children's Society, a charitable organisation that protects and nurtures children and youth of all races & religions. Please visit the homepage of Singapore Children's Society at <https://www.childrensociety.org.sg/> for more information.
- Beyond Social Services, a charity dedicated to helping children and youths from less privileged backgrounds break away from the poverty cycle. Please visit the homepage of Beyond Social Services at <https://www.beyond.org.sg/> for more information.
- PERTAPIS, a charitable organisation that aims to provide a safe and compassionate environment for the holistic development of children. Please visit the homepage of PERTAPIS at <https://www.pertapis.org.sg/> for more information.

OUR INDUSTRY PARTNERS



ESG PERFORMANCE OVERVIEW

	2020	2019
ENVIRONMENT		
Total electricity consumption (kWh)	624,444	611,990
Electricity consumption (kWh) per average employee	3,489	4,340 ¹
Total paper consumption (tonnes)	1.9	3.0
Paper consumption per average employee (tonnes)	0.011	0.021 ¹
Total CO ₂ emissions (tonnes)	497	1,874
CO ₂ emissions per average employee (tonnes)	2.77	10.87
Recycling rate of all used IT equipment (%)	100%	100%
PEOPLE		
Average training per employee (hours)	8	16
Group's employee turnover rate (%)	2.8	8.1
Number of employees represented by a union or collective bargaining agreement	0	0
DIVERSITY & EQUAL OPPORTUNITY		
Proportion of females in the workforce (%)	51	51
Proportion of females in the management team (%)	24	20
Number of nationalities	20	20
COMPLIANCE		
Number of violation of applicable laws	0	0
Number of workplace accidents	0	0
SOCIAL/COMMUNITY		
Organisations supported		
Airlink	√	√
Aoibhneas Dublin	√	√
Beyond Social Services	√	
Food From The Heart	√	√
International Society of Transport Aircraft Trading (ISTAT)		√
Orbis	√	
PERTAPIS	√	
RNOH Stanmore Hospital NHS Trust		√
Singapore Children's Society	√	
Singapore Community Chest		√
Waterways Watch Society Singapore	√	√

¹ Average Headcount in Singapore, and not Group, was used in the denominator as total resources consumed in 2019 were recorded for the Singapore office only.

ABOUT THIS REPORT

This ESG Report for the year ended 31 December 2020 reports to shareholders and other stakeholders the steps we are taking to achieve a more sustainable business model, contribute to a more sustainable environment and continue to build our strong governance culture. We prepare this ESG Report annually as required under the Listing Rules.

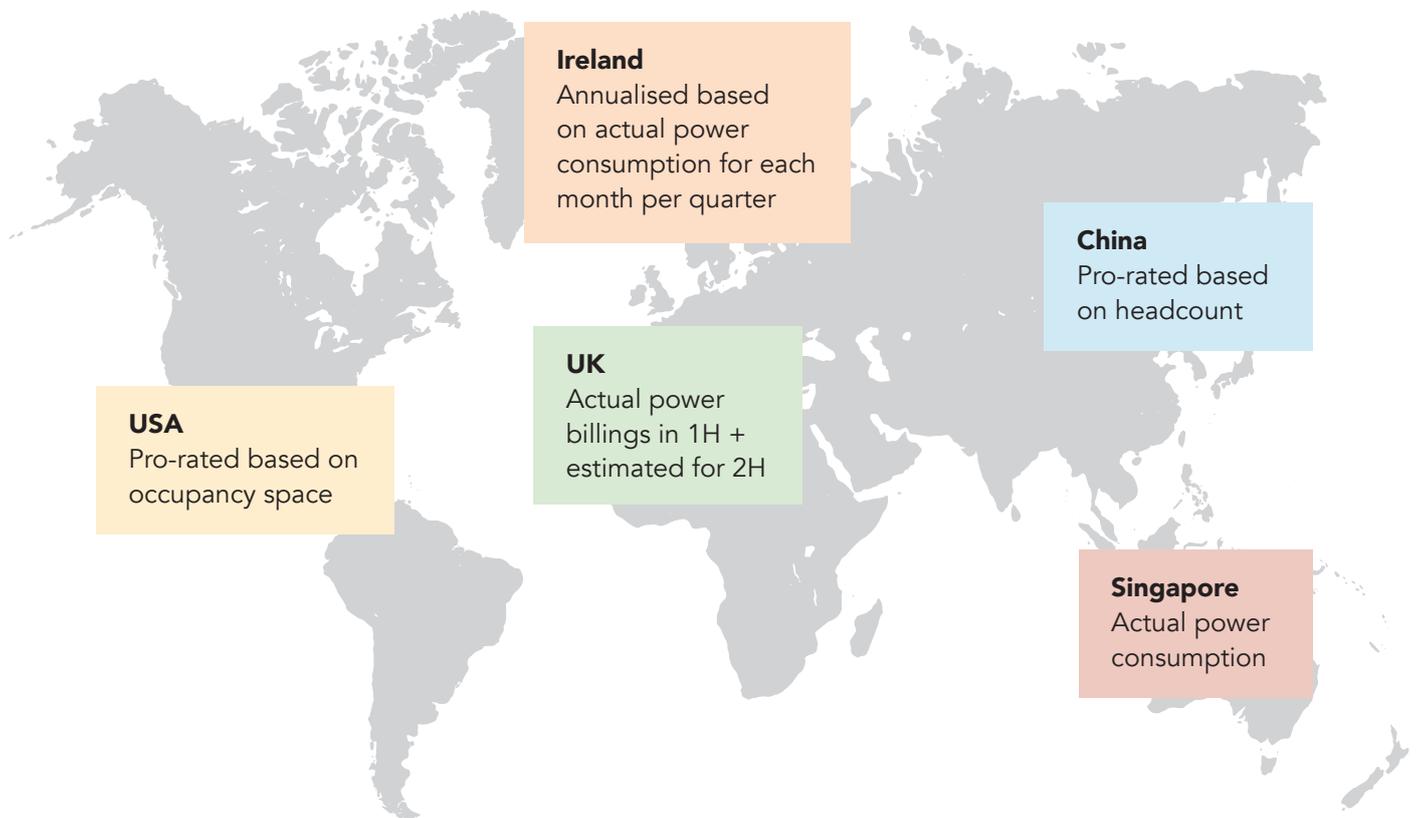
REPORTING GUIDELINES

This ESG Report is prepared in accordance with the guidelines in The Environmental, Social and Governance Reporting Guide in Appendix 27 of the Listing Rules. All numbers reported are as at 31 December 2020, unless otherwise indicated.

SCOPE AND REPORTING BOUNDARIES

This ESG Report features our ESG efforts across the Group's offices in Singapore (Head Office), Tianjin, London, Dublin and New York for the year ended 31 December 2020. Unless indicated otherwise below that estimates are used, the data presented in this report represent the actual data for 2020.

Estimates and assumptions used in the calculation of power consumption are set out as below:



ABOUT THIS REPORT

REPORTING PRINCIPLES

Where relevant, we obtain the actual power consumption for the year from office building managements and/or utilities bills (refer to “Scope and Reporting Boundaries” above) and apply the latest carbon conversion factor to convert power consumed into estimated carbon dioxide (CO₂) emissions.

Below is the list of conversion factors as at 31 December 2020 used in this ESG report:

Country	Latest carbon conversion factor ¹ as at 31 December 2020	Source
Singapore	0.4085	Energy Market Authority
China	0.556	Climate Transparency Report 2020
Ireland	0.3245	Sustainable Energy Authority of Ireland
UK	0.23314	gov.uk
USA	0.383	Climate Transparency Report 2020

The carbon emissions from air travel are obtained from our appointed travel agent(s) directly.

We are not reporting the carbon emissions of our aircraft as we do not have control over the airlines' use of the aircraft. We are also not reporting water consumption as we operated from leased offices where water consumption is not tracked under the rental agreements.

¹ This is a coefficient that is used to convert power consumption into greenhouse gas emissions.

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)¹

	Disclosure/Key performance indicators	Relevant section/page number/remarks where applicable
A. ENVIRONMENTAL		
Aspect A1: Emissions	<p>General disclosure:</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste</p> <p>Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations</p>	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29
	KPI A1.1 The types of emissions and respective emission data	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29
	KPI A1.2 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29 • ESG performance overview p.40
	KPI A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	<ul style="list-style-type: none"> • Not applicable to our business as we do not manufacture any product
	KPI A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	<ul style="list-style-type: none"> • Not applicable to our business as we do not manufacture any product
	KPI A1.5 Description of measures to mitigate emissions and results achieved	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29
	KPI A1.6 Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved	<ul style="list-style-type: none"> • Not applicable to our business as we do not manufacture any product

¹ Source: Hong Kong Stock Exchange (https://en-rules.hkex.com.hk/sites/default/files/net_file_store/new_rulebooks/h/k/HKEX4476_3841_VER10.pdf)

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)

	Disclosure/Key performance indicators	Relevant section/ page number/remarks where applicable
Aspect A2: Use of Resources	<p>General disclosure:</p> <p>Policies on the efficient use of resources, including energy, water and other raw materials</p> <p>Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment etc.</p>	<ul style="list-style-type: none"> • Our policies on low resource consumption p.27
	KPI A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in ' 000s) and intensity (e.g. per unit of production volume, per facility)	<ul style="list-style-type: none"> • Low resource consumption p.27-p.28 • ESG performance overview p.40
	KPI A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)	<ul style="list-style-type: none"> • Not applicable to our business as we do not manufacture any product
	KPI A2.3 Description of energy use efficiency initiatives and results achieved	<ul style="list-style-type: none"> • Low resource consumption p.27-p.28 • ESG performance overview p.40 • Progress report on key performance indicators for 2020 p.28
	KPI A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	<ul style="list-style-type: none"> • Not applicable as we operate from rented office space where most resource consumption is low and not tracked as part of our rental agreements
	KPI A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	<ul style="list-style-type: none"> • Not applicable to our business as we do not manufacture any product
Aspect A3: The Environment and Natural Resources	<p>General disclosure:</p> <p>Policies on minimising the issuer's significant impact on the environment and natural resources</p>	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29
	KPI A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	<ul style="list-style-type: none"> • BOC Aviation and the environment p.23-p.29

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)

	Disclosure/Key performance indicators	Relevant section/page number/remarks where applicable		
B. SOCIAL				
Aspect B1: Employment	General disclosure:	<ul style="list-style-type: none"> • An employer of choice p.31 • Performance assessment p.31 • Labour standards p.31 • Workforce diversity p.32 • Talent development p.33 • Our employees p.34 		
	Information on:			
	(a) the policies; and			
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer			
	relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare			
	Recommended disclosure:	<ul style="list-style-type: none"> • Workforce diversity p.32 		
	KPI B1.1 Total workforce by gender, employment type, age group and geographical region			
	Recommended disclosure:	<ul style="list-style-type: none"> • Our employees p.34 		
	KPI B1.2 Employee turnover rate by gender, age group and geographical region			
Aspect B2: Health and Safety	General disclosure:	<ul style="list-style-type: none"> • A healthy and safe workplace p.35 • A cleaner and greener workplace p.35 		
	Information on:			
	(a) the policies; and			
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer			
			relating to providing a safe working environment and protecting employees from occupational hazards	
			Recommended disclosure:	<ul style="list-style-type: none"> • ESG performance overview p.40
	KPI B2.1 Number and rate of work-related fatalities			
	Recommended disclosure:	<ul style="list-style-type: none"> • ESG performance overview p.40 		
	KPI B2.2 Lost days due to work injury			
	Recommended disclosure:	<ul style="list-style-type: none"> • A healthy and safe workplace p.35 		
	KPI B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored			

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)

	Disclosure/Key performance indicators	Relevant section/page number/remarks where applicable
Aspect B3: Development and Training	General disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities Note: Training refers to vocational training. It may include internal and external courses paid by the employer	<ul style="list-style-type: none"> Talent development p.33
	Recommended disclosure: KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	<ul style="list-style-type: none"> Talent development p.33
	Recommended disclosure: KPI B3.2 The average training hours completed per employee by gender and employee category	<ul style="list-style-type: none"> Talent development p.33
Aspect B4: Labour Standards	General disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	<ul style="list-style-type: none"> Labour standards p.31
	Recommended disclosure: KPI B4.1 Description of measures to review employment practices to avoid child and forced labour	<ul style="list-style-type: none"> Disclosure is not mandatory
	Recommended disclosure: KPI B4.2 Description of steps taken to eliminate such practices when discovered	<ul style="list-style-type: none"> Disclosure is not mandatory
	OPERATING PRACTICES	
Aspect B5: Supply Chain Management	General disclosure: Policies on managing environmental and social risks of the supply chain	<ul style="list-style-type: none"> Supply chain management p.21
	Recommended disclosure: KPI B5.1 Number of suppliers by geographical region	<ul style="list-style-type: none"> Supply chain management p.21

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)

	Disclosure/Key performance indicators	Relevant section/ page number/remarks where applicable
	<p>Recommended disclosure:</p> <p>KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored</p>	<ul style="list-style-type: none"> Supply chain management p.21
Aspect B6: Product Responsibility	<p>General disclosure:</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress</p>	<ul style="list-style-type: none"> Not applicable to our business as we do not manufacture any product
	<p>Recommended disclosure:</p> <p>KPI B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons</p>	<ul style="list-style-type: none"> Not applicable to our business as we do not manufacture any product
	<p>Recommended disclosure:</p> <p>KPI B6.2 Number of products and service related complaints received and how they are dealt with</p>	<ul style="list-style-type: none"> Not applicable to our business as we do not manufacture any product
	<p>Recommended disclosure:</p> <p>KPI B6.3 Description of practices relating to observing and protecting intellectual property rights</p>	<ul style="list-style-type: none"> Not applicable to our business as we do not manufacture any product
	<p>Recommended disclosure:</p> <p>KPI B6.4 Description of quality assurance process and recall procedures</p>	<ul style="list-style-type: none"> Not applicable to our business as we do not manufacture any product
	<p>Recommended disclosure:</p> <p>KPI B6.5 Description of consumer data protection and privacy policies, how they are implemented and monitored</p>	<ul style="list-style-type: none"> Personal data protection p.19

COMPLIANCE WITH THE HKEX ESG REPORTING GUIDE (APPENDIX 27 OF THE HKEX LISTING RULES)

	Disclosure/Key performance indicators	Relevant section/page number/remarks where applicable
Aspect B7: Anti-corruption	General disclosure: Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering	<ul style="list-style-type: none"> A holistic approach to compliance p.15-p.17
	Recommended disclosure: KPI B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	<ul style="list-style-type: none"> Anti-bribery policy p.15
	Recommended disclosure: KPI B7.2 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	<ul style="list-style-type: none"> Whistleblowing policy p.15
COMMUNITY		
Aspect B8: Community Investment	General disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests	<ul style="list-style-type: none"> Investment in the community p.36-p.38
	Recommended disclosure: KPI B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	<ul style="list-style-type: none"> Investment in the community p.36-p.38 ESG performance overview p.40
	Recommended disclosure: KPI B8.2 Resources contributed (e.g. money or time) to the focus area	<ul style="list-style-type: none"> Investment in the community p.36-p.38

DEFINITIONS

In this ESG report, the following expressions have the meanings set out below unless the context requires otherwise:

TERMS

MEANINGS

"AGM"	The annual general meeting of the Company to be held for the purpose of, among others, approving the audited financial statements for the financial year ended 31 December 2020. The meeting will be held on 3 June 2021
"Airbus"	Airbus S.A.S., a societe par actions simplifiee duly created and existing under French law
"Annual Report"	The annual report of the Company for the financial year ended 31 December 2020 which contains, among others, the audited financial statements for the financial year ended 31 December 2020 and the Directors' Statement
"Board"	The board of Directors of the Company
"Board Committees"	The five sub-committees of the Board comprising the Audit Committee, the Remuneration Committee, the Nomination Committee, the Strategy and Budget Committee and the Risk Committee
"BOC" or "Bank of China"	Bank of China Limited (中國銀行股份有限公司), a joint stock limited company incorporated in the PRC on 26 August 2004, the H-share and A-shares of which are listed on the Stock Exchange and the Shanghai Stock Exchange, respectively, the ultimate controlling shareholder of the Company and a connected person of the Company under the Listing Rules
"Boeing"	The Boeing Company, a corporation organised and existing under the General Corporation Law of the State of Delaware, U.S.A., and its affiliates
"Company" or "BOC Aviation"	BOC Aviation Limited, a company incorporated under the laws of Singapore with limited liability and listed on the Stock Exchange which, together with its subsidiaries, is engaged in aircraft leasing, aircraft purchase and sale and related business

DEFINITIONS

“Director(s)”	The director(s) of the Company
“Group”	The Company together with its subsidiaries
“Listing Date”	1 June 2016, being the date on which the Shares of the Company are first listed for trading on the Stock Exchange
“Listing Rules”	The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
“Senior Management”	Managing Director and Chief Executive Officer, Vice Chairman and Deputy Managing Director, Deputy Managing Director and Chief Financial Officer, Deputy Managing Director and Chief Operating Officer, Chief Commercial Officer (Asia Pacific and the Middle East) and Chief Commercial Officer (Europe, Americas and Africa)
“Shareholder”	A holder of Shares
“Shares”	Ordinary shares in the share capital of the Company
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“USD”, “US\$” or “US Dollar”	The lawful currency of the United States of America

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