



Chayora 朝亞

# CHAYORA ESG REPORT 2022

## Environmental, Social and Corporate Governance

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[www.chayora.com](http://www.chayora.com) | [www.chayora.com.cn](http://www.chayora.com.cn)

Chayora 朝亞

# Message from Founders

Dear Chayora Friends, Partners and Stakeholders,

Welcome to Chayora's first Sustainability Report. You will see from this Report that since our formation in 2011, sustainability has been at the heart of everything we do.

The Chayora Founders, Oliver Jones, Jonathan Berney and Steven Cao, set out to create a business with an uncompromising Vision that would be sustainable for all our stakeholders and that would make the greatest possible contribution to our Shareholders, Customers, Communities, our People and their Families, our Government Partners and our Supply Partners. This report provides a synopsis of what we have done to contribute so far and sets out our road map for the future. We hope it comes as no surprise to readers who are familiar with Chayora that we have done a lot and that you will enjoy reading about it as much as our team and we have enjoyed delivering it.

There is no doubt that the last two years have put significant pressure on all our stakeholders and the combination of a global pandemic and widespread political unrest have presented challenges. We are delighted to tell you that despite this, Chayora has continued to thrive and develop and this is in no small measure thanks to our sustainable strategy and core values. The culture we have as a business has meant that our people, many of whom have never met face to face, have steadfastly delivered the Chayora Vision, Values and the Sustainable business that we have today.

In December 2021, Chayora received a significant new investment from EdgeConneX, which whilst increasing our financial resources has also created a much stronger connection with a Global Platform with a strong and compelling customer base, all of whom are driving to work with Sustainable businesses. The alignment has been astonishing and with ultimate backing from EQT, now sitting alongside our existing shareholders and institutional shareholder Actis, we can safely say that we are fully committed in all corners of our business to Sustainable business and outcomes.

## Our vision is



*"To be the trusted digital infrastructure partner, delivering large, scalable high performance data centre campuses in China supporting efficient, high value access to the Chinese digital economy."*

All our customers are uncompromising in their Sustainability requirements, whether this means that we need to be a business that meets our customers' requirements; or that we are a business with values that accord and align with Sustainable aims; or whether we are a business that is in itself Sustainable – all of these needs are at the centre of our culture, not as tasks but as how we are as a business.

As we continue to develop Digital Infrastructure that enables our customers and supports their increasing participation in the Chinese Digital Economy, our values mean that our business and culture continue to be at the centre of all we do:



## Mission

To enable access for large global and domestic cloud, technology, and colo companies to the world's largest online market in China.

Always show great JUDGEMENT

ACCOUNTABILITY counts more than opinion

DO WHAT YOU PROMISE without exception

Translate EXPERTISE into OUTCOMES

Be BOLD and make the impossible a reality

Act with PASSION and make an IMPACT

COLLABORATE and play as a team

Everyone stay SAFE and well

Our culture, our actions and our plans for the future mean that we are a Sustainable business and we hope to show you this through this report and share our plans to progress further in the future.

The Chayora Founders

Oliver Jones / Jonathan Berney / Steven Cao



Oliver Jones  
CEO, Chayora



Jonathan Berney  
COO, Chayora



Steven Cao  
Chairman, Chayora China

# Chayora Introduction

Chayora is a world-class infrastructure developer and operator of hyperscale data centre campuses with a primary focus on customers who need Data Centre platforms in China. Chayora enables cloud and online enterprises to access the vast and rapidly developing Chinese market. We provide the fastest, most reliable and assured route to your business engagement in China.

Chayora has a series of hyperscale data centre campuses in key locations across China: with lowest total cost of operations with complete transparency in Tianjin to serve the greater Beijing and northern provinces; and in Shanghai to serve the eastern provinces.

## Our focus:

- Our customers
- Lowest Total Cost of Ownership in China
- Transparency and Compliance
- High Performance High Density
- Hyperscale and Scalability



## Ambition

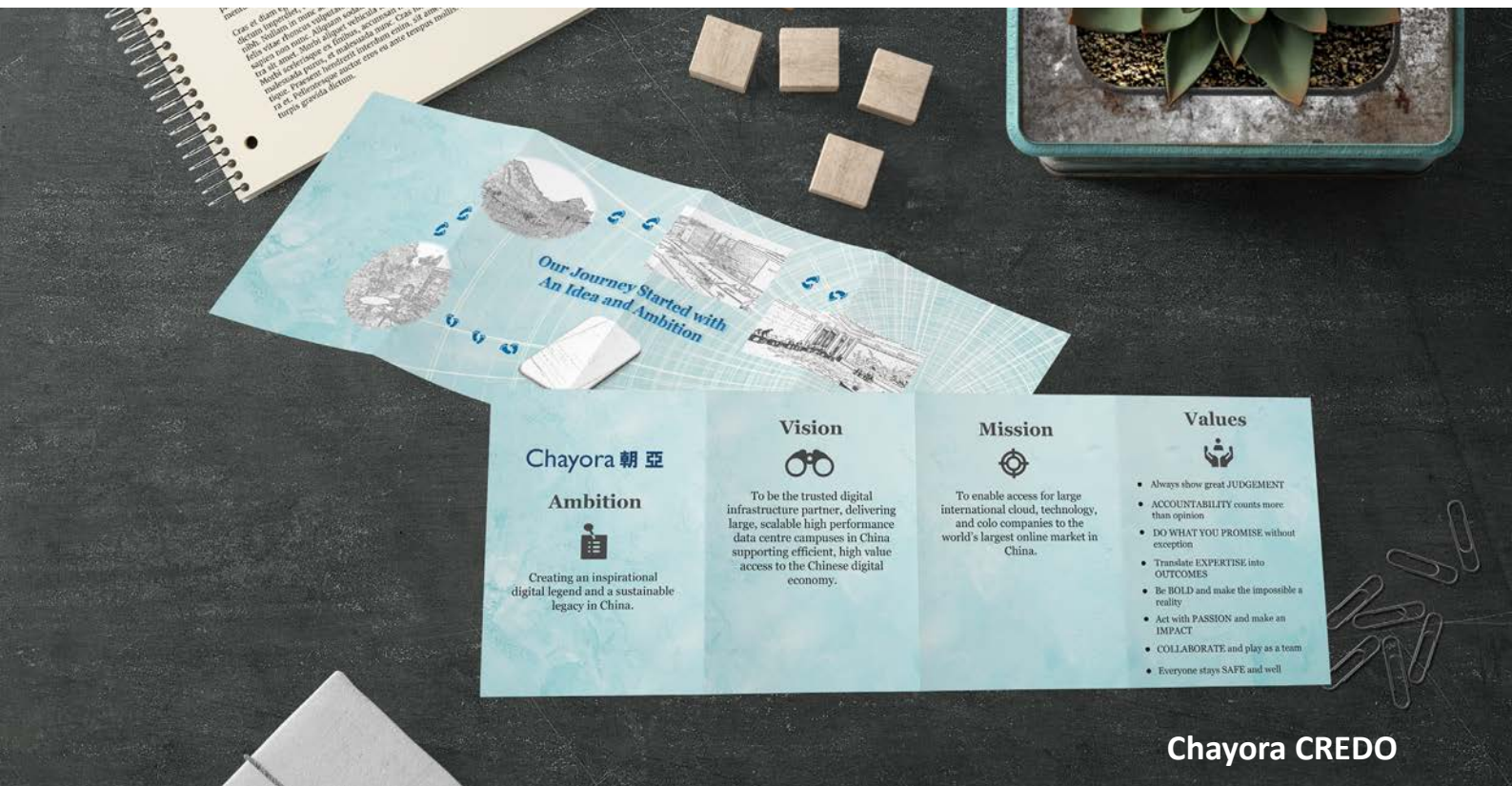
Creating an inspirational digital legend and a sustainable legacy in China.



## Vision

To be the trusted digital infrastructure partner, delivering large, scalable high performance data centre campuses in China supporting efficient, high value access to the Chinese digital economy.





**Chayora 朝亞**

**Our Journey Started with An Idea and Ambition**

**Ambition**  
 Creating an inspirational digital legend and a sustainable legacy in China.

**Vision**  
 To be the trusted digital infrastructure partner, delivering large, scalable high performance data centre campuses in China supporting efficient, high value access to the Chinese digital economy.

**Mission**  
 To enable access for large international cloud, technology, and colo companies to the world's largest online market in China.

**Values**

- Always show great JUDGEMENT
- ACCOUNTABILITY counts more than opinion
- DO WHAT YOU PROMISE without exception
- Translate EXPERTISE into OUTCOMES
- Be BOLD and make the impossible a reality
- Act with PASSION and make an IMPACT
- COLLABORATE and play as a team
- Everyone stays SAFE and well

## Chayora CREDO



### Mission

To enable access for large global and domestic cloud, technology, and colo companies to the world's largest online market in China.



### Values

Our Company Values drive behaviours and are core to how we operate:

- Always show great JUDGEMENT
- ACCOUNTABILITY counts more than opinion
- DO WHAT YOU PROMISE without exception
- Translate EXPERTISE into OUTCOMES
- Be BOLD and make the impossible a reality
- Act with PASSION and make an IMPACT
- COLLABORATE and play as a team
- Everyone stays SAFE and well

# ESG Roadmap



## UN SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)



<p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<p><b>4</b> QUALITY EDUCATION</p>
<p><b>5</b> GENDER EQUALITY</p>	<p><b>6</b> CLEAN WATER AND SANITATION</p>
<p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>
<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><b>10</b> REDUCED INEQUALITIES</p>
<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p><b>13</b> CLIMATE ACTION</p>	<p><b>15</b> LIFE ON LAND</p>
<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>	



# Our Strategy

Our strategy is to focus our business growth on the area that our three groups of stakeholders are complimentary – specifically:

1. Customers and their demand for rapid, high performance sustainable scalable data centre solutions to enable participation in the Chinese Digital Economy
2. Shareholders who demand a risk adjusted return on equity as we create shareholder value from profitable long term operating revenues
3. Government who set the regulatory and policy agenda which we support and comply with on a transparent basis in order to deliver long term sustainability for the Chinese Digital Economy.

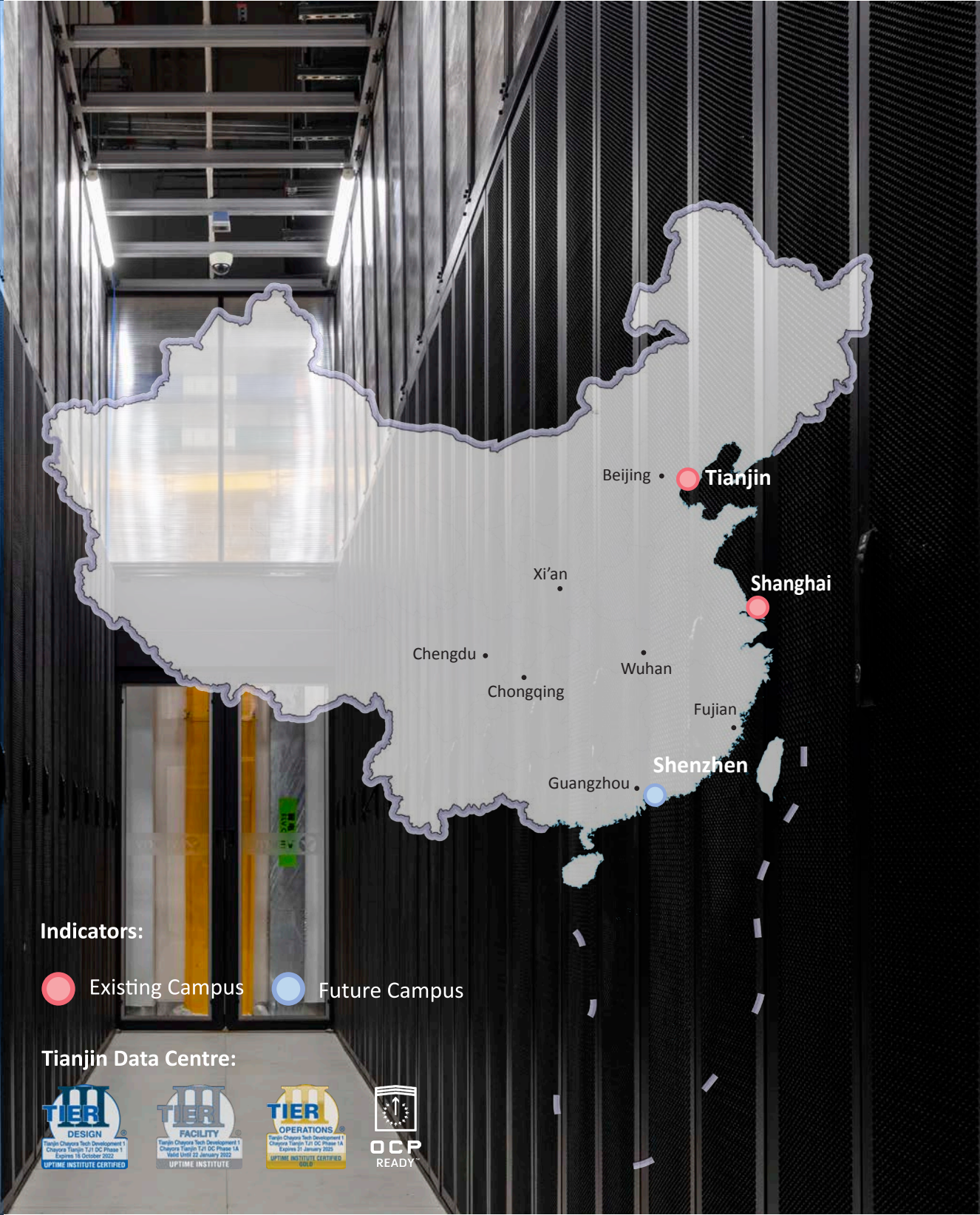
We aim to have high performance data centre capacity where, when and to a specification that our customers need in China. We deliver this by taking positions on campus sites in key strategic locations serving Beijing, Shanghai and the Pearl River Delta, ensuring that each is able to deliver with full connectivity, power, support and regulatory compliance. This is reviewed on a continual basis to ensure that we can respond. We ensure that in each location we have at least one powered shell in planning or under construction and are able to accelerate other facilities due to our campus position, our standardised MEP design already briefed to achieve both world class and China National standards and a supply chain that is aligned with our objectives. Our operations team focuses on sustainable optimised performance to achieve customer operational excellence and agreed financial returns.

Our aim for our customers is to deliver optimised total cost of ownership and enabling them to receive the performance from their digital infrastructure that means they can continue to fulfil the requirements of their customers within the Chinese Digital Economy. We support them in being transparent in respect of compliance and without exception ensure that we meet all ethical and regulatory standards- it's part of our culture. We have created a business infrastructure that means that we deliver on a repeatable basis. Most importantly we have created a high-performance culture with a carefully selected team who are passionate about what we do, the way we do it and how we do it.

Creating a sustainable business is at the centre of our strategy which means that we focus on efficient use of resources, financial sustainability throughout our business lifecycle, development of people and our culture, development of a sustainable business infrastructure and supply chain and the reuse and development of knowledge within our business which means that we continually innovate.







**Indicators:**

-  Existing Campus
-  Future Campus

**Tianjin Data Centre:**

 <p>TIER DESIGN Tianjin Chayora Tech Development 1 Chayora Tianjin T21 DC Phase 1 Expires 15 October 2022 UPTIME INSTITUTE CERTIFIED</p>	 <p>TIER FACILITY Tianjin Chayora Tech Development 1 Chayora Tianjin T21 DC Phase 1A Valid Until 23 January 2022 UPTIME INSTITUTE</p>	 <p>TIER OPERATIONS Tianjin Chayora Tech Development 1 Chayora Tianjin T21 DC Phase 1A Expires 31 January 2022 UPTIME INSTITUTE CERTIFIED GOLD</p>	 <p>OCP READY</p>
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# Organisation Structure



## Co-Founders



**Oliver Jones**  
CEO



**Jonathan Berney**  
COO



**Steven Cao**  
Chairman, Chayora China

## Management Executives



**Teresa Shi**  
CFO



**Kevin Sun**  
GM Chayora Shanghai



**Yali Liu**  
EVP - Network & Strategy



**Leo Zhao**  
EVP Sales, China



**James McCartney**  
EVP Sales, International



**Tiger Zhao**  
Operations Director



















**Mark Froelich**  
Programme Director



**Harry Shen**  
Deputy Technical Director



# Key Achievements

ESG	Target	UN SDGs alignment	Achievements
Environmental	Energy Savings	 	Partnership with a leading domestic green energy provider (LOI) for 100% renewable energy supply for TJ DC Campus Energy Savings Assessment (ESA) - 60MW (Shanghai DC) & 33MW (TJ 1 DC)
	Achieving Lower PUE		Current TJ Campus Power Usage Effectiveness (PUE) Report & Shanghai Campus Design Intent on PUE Specs
	Responsible Greenhouse Gas Emission Management	 	Chayora Roadmap to reduce the Scope 2 and 3 greenhouse gas (GHG) emission through continuous innovation on solutions and data centre products
	Sustainable Design Features	 	Lower WUE, water recycling
	Biodiversity/ Site Selection		Sourcing inside China only - Supply Chain / Miles Travelled
Social	HR Policy		Intern & Fast Track Management Programmes Established
	Health and Safety		Safety Training Programme Operational Safety / Hours of Incident-Free / Zero Lost Time Incidents
	Charity & Community Engagement	 	Educational Outreach Programme
Governance	Business Ethics		Anti-Bribery Corruption & Anti-Money Laundering Policy
	Compliance - Global		iMasons Climate Accord Signatory
			Uptime / OCP Ready™ Certification
	Supply Chain		Vendor Selection Criteria / Quarterly Review Vendor Background Checks
COVID-19 Era Policy & Management System		Policy on COVID-19 Prevention / Safeguard / Site Management	



# GHG Emission Reduction Focus

United Nations Sustainable Development Goals (UN SDGs) alignment



## 100% Renewable Green Energy

- Through our partnership with a leading domestic green energy provider

## Power Usage Effectiveness <1.2

- Design innovations e.g. Chayora's standard cooling system design

## Better Design Choices to Reduce Embodied Carbon

- Increased IT density of 8kW up to 25kW
- High density liquid cooled racks
- Optimized M&E Architecture: Distributed Redundant (DR) configuration requiring less electrical equipment and innovative design features such as pre-conditioning coil allows a reduction of the chiller capacity by c.20% and reduces the amount of material used for cooling equipment

## Space Efficiency

Use of pre-fabrication enables manufacturing and assembly of the equipment in a more controlled environment and hence optimises the quality and lead time, and reduces the footprint of M&E equipment and hence the structure required to house this equipment.

## OCP Ready™

Chayora's Tianjin data centre was the first data centre to achieve OCP Ready™ certificate in China. Our OCP Ready™ facility not only requires less equipment and material by removing unnecessary redundancy, it also optimises space efficiency with a more accurate design of the layout customized for Open Compute Racks.

# Governance

United Nations Sustainable Development Goals (UN SDGs) alignment

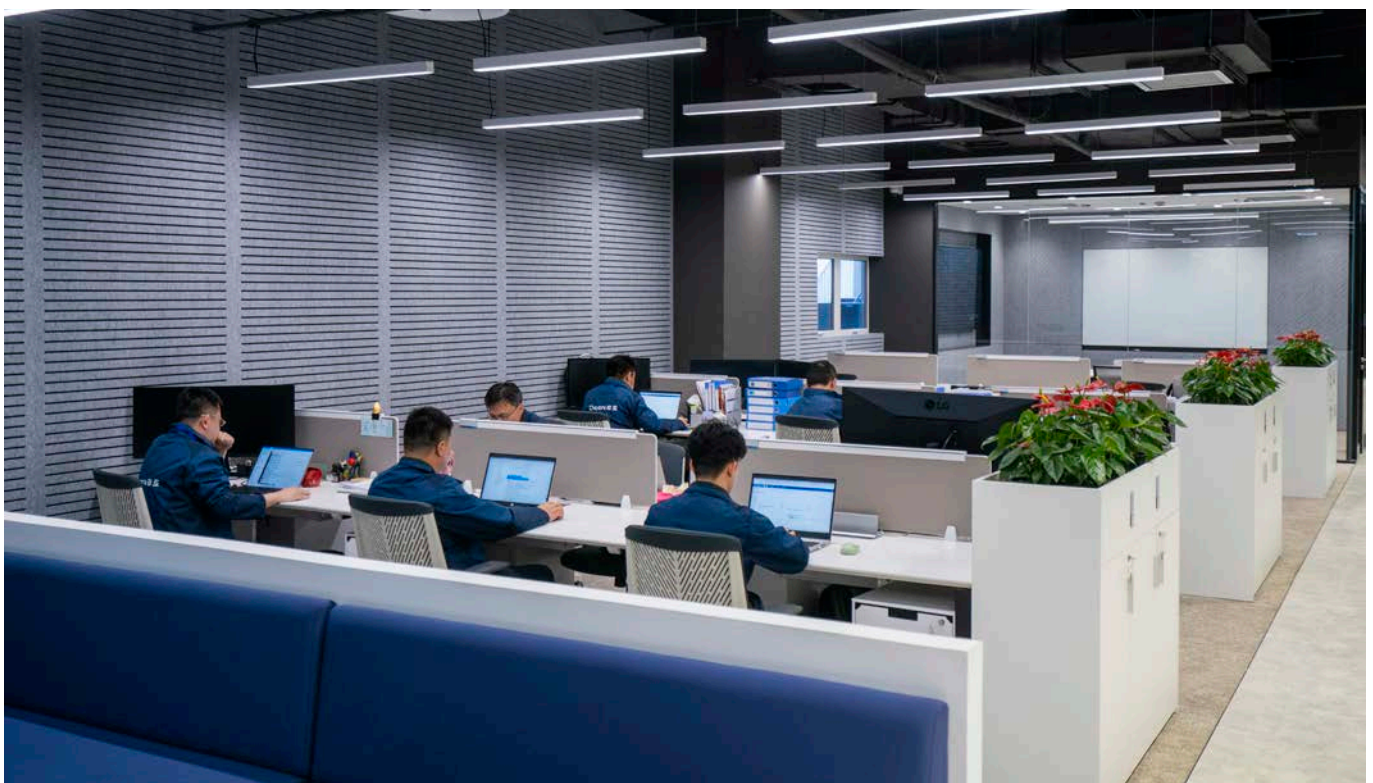


Chayora has strict policies in place to ensure that the business is governed effectively, meeting our high standards of information security, safety, wellbeing and positive behaviour by our workforce, suppliers and subcontractors. These are critical to Chayora delivering a reliable, low risk and compliant working environment.

These policies must be read, understood and signed by every member of staff and upheld within our disciplinary procedures.

Key Policies:

- **Anti-bribery and Corruption (ABC)**
- **Gifts and Entertainment**
- **Expenses**
- **Corporate Confidentiality**
- **IT Security**
- **Policy on COVID-19 Prevention / Safeguard / Site Management**
- **Work From Home Policy**
- **Declaration of Compliance with Chayora Policies**





# CHAYORA:

Fully Aligned  
With China's 14th  
Five-Year Plan





Chayora’s ESG Strategy is developed in line with China’s National Five Year Plan, which was revised in 2021.

	China’s 14th Five Year Plan	Chayora Strategy
2022	To build new internet computing hubs in BJ-TJ-HB, Yang-zi Delta, Greater Bay Area, Chongqing-Chengdu Business Zone, Guizhou, Inner Mongolia, Gan-su and Ning-xia.	Consolidate Chayora’s position within TJ/BJ/ Hebei strategic digital hub
	Shanghai digital industry development plan for next five years: Green IDC: PUE under 1.3	Chayora SH1 Data Centre Campus PUE <1.25 (annualised average)
2023	To build new internet computing hubs in BJ-TJ-HB, Yang-zi Delta, Greater Bay Area, Chongqing-Chengdu Business Zone, Guizhou, Inner Mongolia, Gan-su and Ning-xia.	Launch second campus in Taicang, Jiangsu province, within another strategic national infrastructure hub in the Yang-zi Delta
2024	To change DCs into green and high efficacy.	Re-energise Chayora’s green energy solutions and launch new data centres in high growth areas



## 中华人民共和国国民经济和社会发展第十四个五年规划和2035年远景目标纲要

- 第一篇 开启全面建设社会主义现代化国家新征程
- 第二篇 坚持创新驱动发展 全面塑造发展新优势
- 第三篇 加快发展现代产业体系 巩固壮大实体经济根基
- 第四篇 形成强大国内市场 构建新发展格局
- 第五篇 加快数字化发展 建设数字中国
- 第六篇 全面深化改革 构建高水平社会主义市场经济体制
- 第七篇 坚持农业农村优先发展 全面推进乡村振兴
- 第八篇 完善新型城镇化战略 提升城镇化发展质量
- 第九篇 优化区域经济布局 促进区域协调发展
- 第十篇 发展社会主义先进文化 提升国家文化软实力
- 第十一篇 推动绿色发展 促进人与自然和谐共生
- 第十二篇 实行高水平对外开放 开拓合作共赢新局面
- 第十三篇 提升国民素质 促进人的全面发展
- 第十三篇 增进民生福祉 提升共建共治共享水平
- 第十五篇 统筹发展和安全 建设更高水平的平安中国
- 第十六篇 加快国防和军队现代化 实现富国和强军相统一
- 第十七篇 加强社会主义民主法治建设 健全党和国家监督制度
- 第十八篇 坚持“一国两制” 推进祖国统一
- 第十九篇 加强规划实施保障

Outline of the 14th Five-Year Plan (2021-2025) for National Economic and Social Development and Vision 2035 of the People’s Republic of China

# WE COMPLY WITH GOVERNMENT ENERGY ASSESSMENT

## Energy Saving Assessment (ESA) and Carbon Quota

In accordance with the laws and regulations of China, for all data centre projects, an energy saving assessment report should be submitted to and approved by relevant government departments with sufficient amount of carbon quota granted supportable for operation of the data centre under designed IT load.

Chayora has acquired and is in possession of sufficient and effective carbon quota for all its data centre facilities and we are in full compliance with government regulation.









# Employment and Labour Practice

United Nations Sustainable Development Goals (UN SDGs) alignment



We want to be known as a company that people want to work for.

That means:

- offering interesting roles
- supporting career ambitions
- enabling personal growth

We believe we should reward people for their achievements irrespective of their gender or culture and are supportive where personal circumstances require it.

We subscribe to the Good Employer Charter and promote Equality and Diversity, training and development, Health and Safety and flexible Work-From-Home policies to support our staff.

**Award**  
Good Employer Charter



Chayora has strict policies in place to ensure the safety, wellbeing and positive behaviours of our workforce, suppliers and subcontractors.

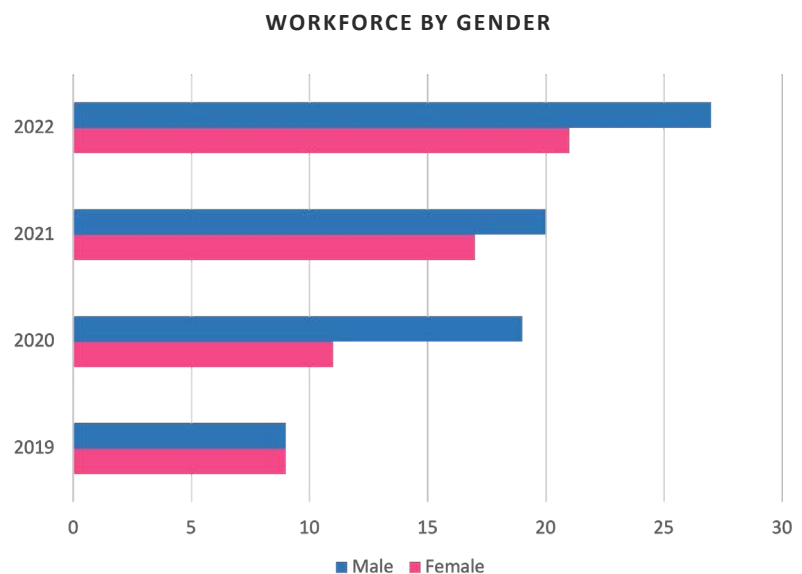
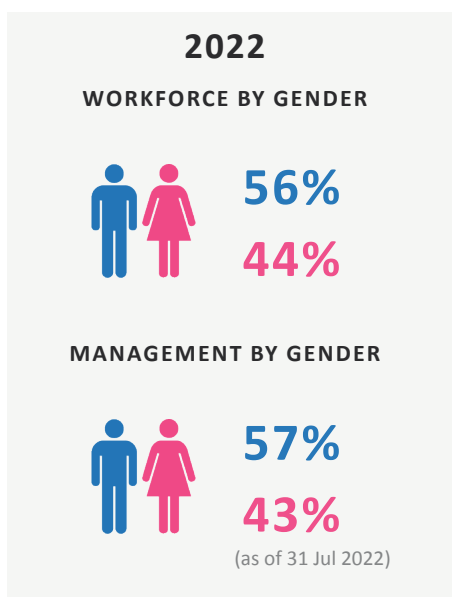
These are critical to Chayora delivering a safe, supportive and compliant working environment.

Our policies include:

- Detailed background checks
- Desirable recruitment packages including a range of staff benefits
- Extensive Induction Training including 1:1s with all Senior Management within the first week of joining



## Equality and Diversity





# Social Responsibility

United Nations Sustainable Development Goals (UN SDGs) alignment



## iMasons Climate Accord

In 2022 Chayora signalled its commitment to reducing carbon by becoming a signatory to the iMasons Climate Accord.

Chayora is one of 150 companies signing up to this global commitment to driving data centre sustainability. Together we aim to reduce carbon in data centre infrastructure materials, products and power.

Chayora's CEO, Oliver Jones, has been a founding board member of iMasons since its inception and continues to champion change to influence the future of data centres globally.

For more information, please visit <https://imasons.org/climateaccord>



## Charity Initiatives

Every Summer one of our Senior Managers visits a rural area of China with either a donation of IT or other materials and equipment and to help with children's education.



We support and encourage Chayora staff to support their own charities and initiatives across the world whenever possible.



PTC 2022 5k run: Jonathan Berney, COO, with Yali Liu, EVP Network & Strategy

## Chayora Academy links with Tianjin Vocational Institute

The Chayora Academy, as Chayora’s internal training programme, plans to deepen formal links with the Tianjin Vocational Institute to maximise the benefit to our operational teams and recruitment possibilities with the aim of ensuring that all operational personnel involved in delivering services at our Tianjin Campus in Beichen – whether directly employed by Chayora or customers, or employed through outsourced service partners, are fully inducted, trained and regularly retrained to achieve world-class service standards.

Tianjin Vocational Institute was first established in 1978, with a campus of over 766,000 sqm and 27 advanced laboratories. With 17,000 students it is one of the leading higher educational establishments in Tianjin with over 2,000 students enrolled on its telecommunications and data centre programme.

## Intern and Management Training Programmes

Chayora operates an intern to full-time 2-3 year fast track programme for new graduates, offering job rotation, job placement and orientation training according to the interns’ potential and learning background.

For our excellent middle level managers we provide a “Young Manager’s Promotion Learning Programme”, which mainly takes MBA/EMBA courses as the learning standard for career promotion.

## Women’s Empowerment Council

Chayora’s workforce is highly skilled and diverse because we appoint experienced business leaders based on experience, commitment and ability with no distinction drawn on gender. This approach naturally encourages the most flexible approach to diversity.

- Chayora’s diversity ranks favourably against the national average in China where, according to the World Economic Forum’s [Global Gender Gap Index 2020](#), Board members of Chinese public companies: are 9.4% female, compared with a global average of 33%

In 2022 Chayora showed its commitment to WEC by appointing two ambassadors, Steven Cao and Michelle Wang.





# Supply Chain Management

United Nations Sustainable Development Goals (UN SDGs) alignment

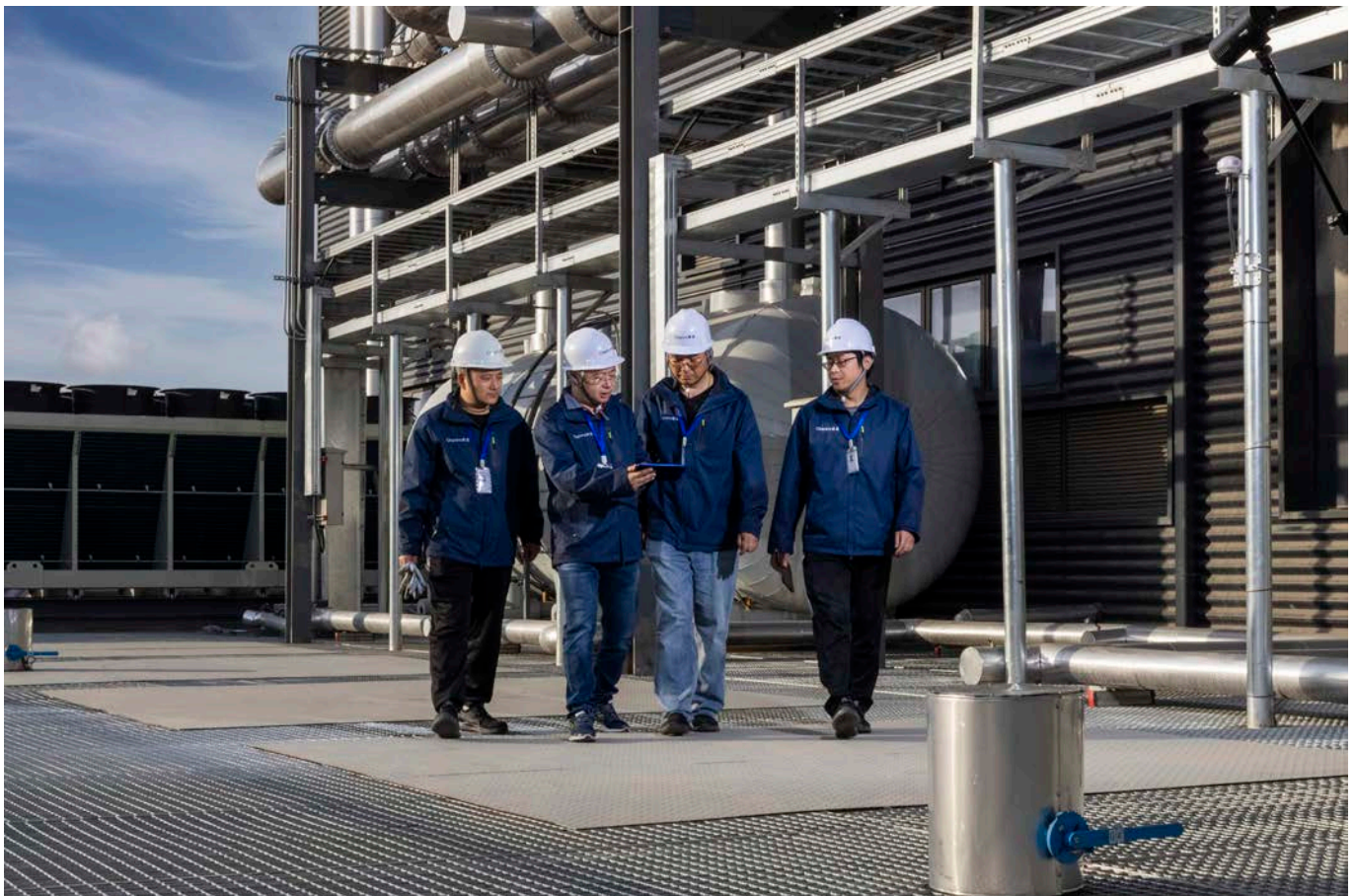


Chayora has strict policies in place to ensure the safety, wellbeing and positive behaviours of our workforce, suppliers and subcontractors.

In many cases these mirror those of our direct employees and this is critical in delivering a safe, supportive and compliant working environment.

These include:

- Requiring our suppliers to conduct detailed background checks of their staff and contractors
- Promoting the use of suppliers that match our values and promote Equality and Diversity, training and development
- Meeting strict Health and Safety requirements and targets
- Having a supplier sourcing strategy that minimises transport miles – this means that we source our products and services from inside China only whenever possible



At Chayora, the basis of partnership with our partners are:

- Contributing to our Vision of becoming the “Trusted Digital Infrastructure Partner” for our customers
- Referring Customers
- Innovation and Performance Improvement
- Core Service Provision



We ensure that our Health & Safety Standards are effectively monitored and enforced with our Supply Chain.

We have a comprehensive Environmental, Health & Safety Plan, covering

- Safety Laws
- Preparation Procedures
- Risk Identification

- Assessment & Control
- Management of our Contractors
- Training & Induction
- Permit To Work System
- Environmental Management
- Monitoring & Reporting
- Operating Standards for all areas.

Proof of these standards being effective are at our Shanghai site, currently under construction, where we have:

**Zero Lost Time Incidents: 196,572 Hours**  
(as of 25th July 2022)

## Chayora 朝亞

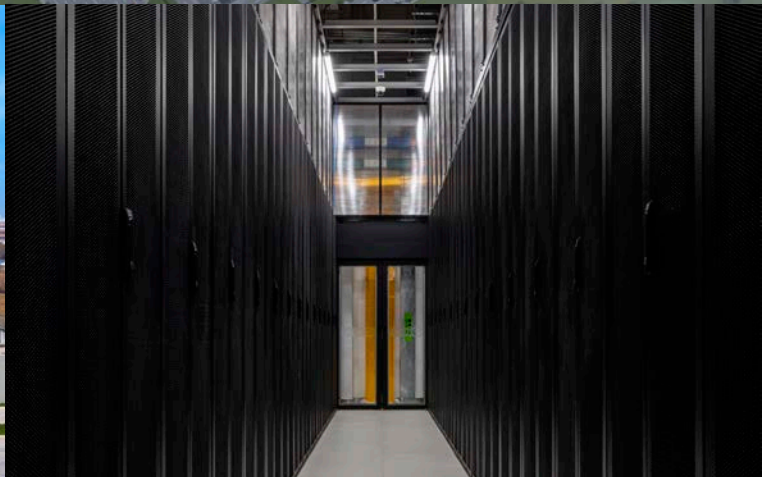
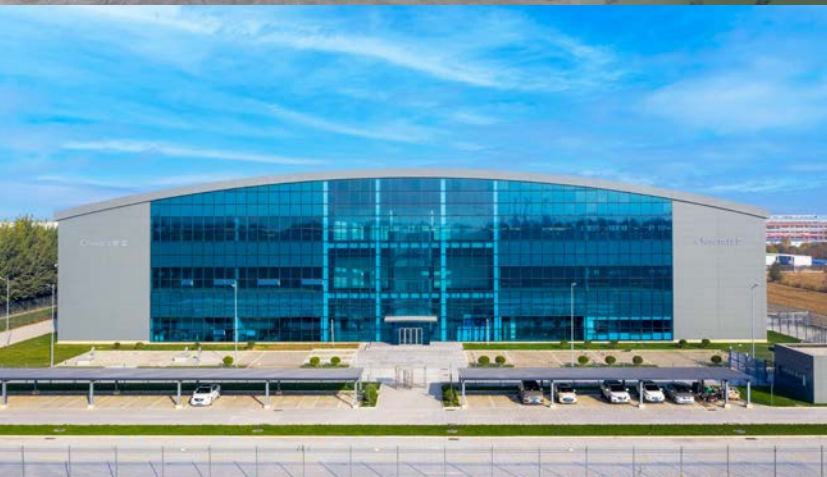
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# Chayora Solutions

## Tianjin Campus

- Chayora Tianjin data centre campus consists of 9 data centre buildings
- First OCP Ready™ Data Centre in China
- Uptime Tier III Design, Constructed Facility and Gold Certification of Operational Sustainability
- Carrier Neutral
- Over 300MVA gross power secured
- Campus scalability up to 25,000 racks
- Less than 1.5 m/s round trip from the Beijing CBD
- Meeting international needs with tax incentives and government support





## Shanghai Campus

- Located c.80km from the Shanghai Pudong CBD
- The campus has an area of c.50mu / 8.5 acres / 3.33 hectares
- 120MVA / 60MVA of dual feed gross power sufficient to support 48MW+ IT load on a 2N supply
- Dual routed, independent connection power supply through separate dedicated sub-stations
- Carrier neutral
- Full renewable energy option available
- Ready for service Q1 2023



The background of the cover is a photograph of a modern building at dusk. The building has a prominent glass facade with a blue spiral staircase visible inside. The Chayora logo is visible on the upper part of the building. The sky is a mix of blue and orange from the setting or rising sun. In the foreground, there are some trees and a few people walking.

# CHAYORA ESG REPORT 2022

## CONTACT US:

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Whilst every effort has been made to ensure the accuracy of this ESG report, it is for general guidance only and should not be treated as a substitute for specific advice. If you would like advice on any of the issues raised, please contact us.

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