



遠東發展有限公司

Far East Consortium International Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 035

Shaping a Brighter Future

ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT 2023







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1. Introduction

1.1 ABOUT FEC

Far East Consortium International Limited ("FEC", "Far East Consortium", or "the Company", together with its subsidiaries, the "Group" or "We" or "Our", HKSE: 35) is a leading regional conglomerate with property development, property investment, hotel operations and management, car park operations and facilities management, gaming and related operations, securities and financial product investments and provision of mortgage services in Mainland China, Hong Kong, Malaysia, Singapore, Australia, New Zealand, the United Kingdom ("UK") and Continental Europe.

The Group was publicly listed on the main board of the Hong Kong Stock Exchange in 1972. Established for over half a century, it has been recognised as one of the Asia Pacific region's leading land and property developers.

FEC's regional knowledge and local expertise enables it to develop and deliver residences and communities that target Asia's rapidly expanding and affluent middle class while advancing its position as a premier hospitality group with a broad array of interests.

1.2 OUR DIVERSIFIED AND BALANCED PORTFOLIO OF BUSINESSES

Our business portfolio spans more than 30 cities in 10 countries, which provides us with opportunities to contribute to advancements in environmental, social and governance ("ESG") in communities across the globe.



1. Introduction

1.3 CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

2023 marks a crucial year for restoration and growth as the COVID-19 pandemic recedes and global businesses seek the new normal. The Group has overcome the unprecedented challenges brought about by the pandemic and identified valuable opportunities to achieve our ambitious ESG goals during this period of change. As a responsible business, we remain committed to operating and evolving responsibly for the benefit of all stakeholders and making positive impacts on society as a whole.

We are taking a proactive approach to achieve our sustainability goals and bolster our ESG agenda. In March 2023, we have arranged our first sustainability-linked loan ("SLL") facility, amounting to HK\$700 million. Upon meeting sustainability KPIs including the specified energy consumption and employee training criteria, the Group will be able to reinvest the interest savings to implement additional sustainability initiatives and projects throughout our operations. This significant milestone strengthens our credit capability and our full commitment to sustainable development. The Group also expanded the workforce of our UK's Sustainability Team to strengthen our capacity to advance ESG objectives and foster innovation.

Operating as a sustainable corporate, we are committed to mitigating adverse environmental impacts arising from our activities and processes and reviewing regularly our approaches to achieve this goal. To this end, we have engaged a third-party consultant to conduct a comprehensive calculation of our greenhouse gas ("GHG") emissions. This exercise will identify areas of high GHG emissions and explore opportunities to reduce our carbon footprint. It will also contribute to developing our future decarbonisation plan by highlighting areas for operational improvements and possible implementation of innovative low-carbon technologies.

Currently, we are proactively trialling and implementing environmental initiatives within our operations to reduce our ecological footprint, particularly by adopting clean and renewable energy sources. Our UK hotels and gaming operations in the Czech Republic are expected to have on-site solar panel systems in operation by the end of 2023, while our Kai Tak Development project employs a District Cooling System to provide chilled water. These efforts not only promote the conservation of valuable natural resources but also alleviate the burden of the local electricity grid.

Safeguarding the well-being of our employees is a top priority for the Group, as our people are instrumental in fortifying our long-term prosperity. To promote a safe and secure work environment, Health and Safety Committees are established across our operations, and we conduct regular training and assessments to raise safety awareness among our employees. The Group is readily available for any feedback from our staff as various communication channels are established for open discussion and to encourage employee engagement. To attract and retain talents, we support our people's continuous learning and development by offering practical training courses complemented by succession planning and talent review processes.

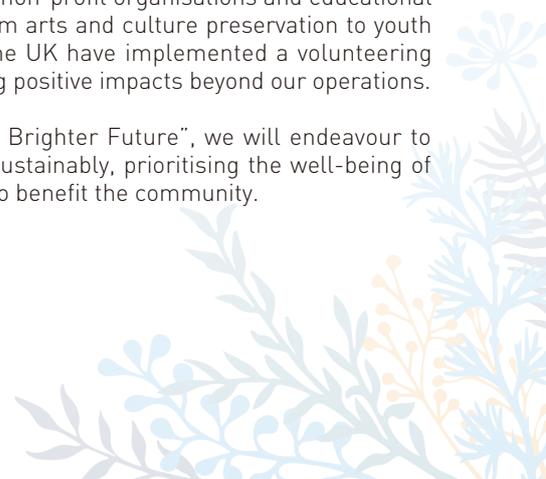
We endeavour to implement sustainable practices without compromising the quality of products and services for our customers. Hence, our hotels are actively seeking responsible suppliers in local communities who can provide fresh, ethical, and eco-friendly products for our guests. Meanwhile, our property development division engages considerate constructors who prioritise community wellness, environmental conservation, and workforce safety at their project sites. No matter the scope of our business operations, our unwavering focus remains on ensuring customer satisfaction and maintaining high-quality standards.

We will continue to leverage our social power to connect with the communities where we operate, cultivating lasting relationships through proactive engagement. By partnering with non-profit organisations and educational institutes, we support various impactful community events, ranging from arts and culture preservation to youth education and development. In FY2023, our offices in Australia and the UK have implemented a volunteering policy encouraging employees to participate in volunteer events, creating positive impacts beyond our operations.

As emphasised by the theme of this year's annual report, "Shaping a Brighter Future", we will endeavour to overcome various obstacles while enhancing our capacity to operate sustainably, prioritising the well-being of our employees, and fostering collaborations with various stakeholders to benefit the community.

David CHIU

Chairman and Chief Executive Officer



1. Introduction

1.4 FY2023 SUSTAINABILITY HIGHLIGHTS

Sustainability highlights of FY2023 include:



Sustainability Strategy and Governance

- Commissioned an independent net-zero consultant to conduct **total GHG emissions calculation for the Group**, enabling our future development of a decarbonisation action plan.
- Arranged our first **sustainability-linked loan facility** for five years amounting to **HK\$700 million**, with sustainability key performance indicators including reducing energy consumption and increasing employees' average training hours.



Managing Environmental Footprint

- Incentivised guests to reduce the use of plastic amenities through **Green Award Card** through vending machines in the lobby to redeem bathroom amenities or snacks.
- Incorporated chilled water supplied from the government's **District Cooling System** in Kai Tak Development for air-conditioning, estimated to **increase energy efficiency by 30%** compared to a conventional air-cooling system.



Employer of Choice

- Each employee received an average of **14.1 hours** of training and development.
- Achieved gender equality beyond industry standards in our hotel corporate office with **53.8%** of the executive-level team being female.



Cultivating Community

- Donated **HK\$1.5 million** and a **40,000ft² farmland** to the **Technological and Higher Education Institute of Hong Kong (THEi)** for a **Chinese Medicinal Research Centre**, promoting the modernised use of Chinese Medicine for cultural preservation.
- Collaborated with **YMCA** to introduce basic **interview skills** and **service job sharing** to over 15 students interested in the hospitality industry.



Placemaking

- Appointed third-party **annual inspections** for the **centralised ventilation system** to provide a healthy indoor environment for our guests.
- Created a **plant library** for our guests to promote personal connection to nature and habits of, improve our guest's cognitive well-being and air quality in their rooms.

1. Introduction

1.5 ABOUT THIS REPORT

1.5.1 Reporting period

In line with our commitment to transparency and disclosure, we are pleased to share the Group's seventh annual ESG Report, which follows our last ESG Report published in August 2022. This report covers the Group's ESG strategies, management approach, progress and highlights for the financial year starting from 1 April 2022 and ended 31 March 2023 ("FY2023"), unless otherwise specified.

1.5.2 Reporting boundary

This report provides an overview of our sustainability performance for FY2023 and primarily focuses on the activities of our directly controlled operations across our business segments, namely Property Development¹ ("Property Development"), Hotel Operations and Management² ("Hotel"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming") and our Corporate and Regional Offices ("Office").

FY2023 Reporting boundary³

Property Development	Hong Kong	Kai Tak Commercial Plot Sai Ying Pun*	Under construction Planning stage
	Mainland China	Royal Riverside, Guangzhou	Completed
		King's Manor, Shanghai	Completed
		Royal Crest, Shanghai	Completed
		Underground Car park (District 8), Shanghai	Completed
		Underground Car park (District 16), Shanghai	Completed
	UK	Land Parcel no, E1B-01, Shanghai*	Under construction
		Hornsey Town Hall – Block A, London	Completed
		Hornsey Town Hall – Block B, London	Under construction
		Aspen at Consort Place, London	Under construction
		New Cross Central, Manchester	Completed
	Australia	Victoria Riverside, Manchester	Under construction
		West Side Place Stage 1, Melbourne	Completed
		West Side Place Stage 2, Melbourne	Under construction
		Perth Hub, Perth	Under construction
	Singapore	640 Bourke Street, Melbourne	Planning and design
Hyll on Holland ⁴		Under construction	

¹ Included projects with over 50% shareholdings and excludes joint venture projects, leasing projects, raw land and projects for which the selling stage was completed before FY2023. Environmental data includes properties under development with over 50% shareholdings.

² Included our hotels located in Mainland China, Hong Kong, Australia, Malaysia, the UK and Singapore.

³ We expanded the reporting scope this year to provide a more comprehensive view of the performance of our Group. The "*" denotes operations that are newly included in FY2023.

⁴ FEC holds 80% shareholdings.

1. Introduction

Hotel Operations and Management⁵	Hong Kong	Cosmo Hotel Dorsett Kwun Tong Dorsett Mongkok Dorsett Tsuen Wan Dorsett Wanchai Lan Kwai Fong Hotel @ Kau U Fong Silka Far East Silka Seaview Silka Tsuen Wan
	Mainland China	Dorsett Grand Chengdu Lushan Resort Dorsett Shanghai Dorsett Wuhan
	UK	Dorsett Shepherds Bush Dao by Dorsett West London*
	Singapore	Dorsett Singapore
	Malaysia	Dorsett Kuala Lumpur* Dorsett Grand Subang* Dorsett Grand Labuan* Silka Maytower Kuala Lumpur* J-Hotel by Dorsett*
	Australia	The Ritz-Carlton, Perth*
Car Park Operations and Facilities Management	Australia	All car park sites
	UK	All car park sites
	Malaysia	All car park sites
Gaming Operations	Czech Republic	Hotel Savannah Ceska Kubice Dolni Dvoriste Hate Casino
Corporate and Regional Offices	Hong Kong Mainland China UK Australia Singapore Czech Republic	

⁵ Included completed hotel properties with over 50% shareholdings.

1. Introduction

1.5.3 Reporting framework

This report is prepared in accordance with the “comply or explain” provisions as well as some selected key performance indicators (“KPIs”) of the “recommended disclosures” of the Environmental, Social and Governance Reporting Guide (“ESG Guide”) contained in Appendix 27 to The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The ESG Guide Content Index set out on pages 68 to 72 contains information about the extent to which the Company has applied the ESG Guide and cross-references the relevant section in this report.

This report is recommended to be read in conjunction with our Annual Report 2023 for further information on our business highlights, financial performance, and corporate governance practices. For the purposes of this report, “Hong Kong” shall mean Hong Kong Special Administrative Region of the People’s Republic of China and “Mainland China” shall mean the People’s Republic of China, excluding Hong Kong Special Administrative Region, Macau Special Administrative Region and Taiwan.

1.5.4 Reporting principles

The content of this report follows the ESG Guide reporting principles:



We have focused on material ESG topics that impact business growth and are important to stakeholders. For more information, please refer to the section titled “Our Approach to ESG” (page 12).



We have stated information regarding the standards, methodologies, assumptions and/or calculation references and sources of key conversion factors used for KPIs wherever appropriate.



We have disclosed information on an impartial basis to provide stakeholders with an objective picture of our overall ESG performance.



Quantitative KPIs are calculated according to consistent methodologies unless otherwise specified, to allow for a meaningful comparison of ESG performance over time. Reasons will be provided for any restating of information published in the Report.

1.5.5 Feedback

The views and opinions of our stakeholders are crucial for the continuous improvement of our ESG performance and our business. Please contact us by visiting our website at www.fecil.com.hk.

2. Awards and Accolades



Far East Consortium International

- **Caring Company Logo 2022/2023 by Hong Kong Council of Social Service**



- **Titanium Award at “The Asset ESG Corporate Awards 2022”**



- **Gold ESG Corporate Governance Award at “Pacific Basin Economic Council – Environment Social & Governance Awards 2022-2023”**



- **Bronze Award in “Traditional Annual Report - Property Development: Various & Multi-Use” at the 2022 International ARC Awards**



- **Best use of Multimedia for IR (small to mid-cap) at “IR Magazine Awards 2022”**



- **Two awards at “Mercury Excellence Awards 2022-2023”**

- Bronze Awards: Annual Reports Interior Design Category (Traditional Format/ Asia Pacific)
- Bronze Awards: Special Events Deeply Rooted, Far Ahead – 50th Anniversary of FEC’s Listing (Anniversary)

2. Awards and Accolades

• **Two Awards at “FinanceAsia’s 2022 Asia’s Best Companies” Poll**

- Best CEO in Hong Kong
- Best Small-Cap Company in Hong Kong



• **Three Awards at “iNOVA Awards 2022”**

- Corporate Websites: Corporate Image – Gold
- Online Annual Reports: Real Estate – Silver
- Investor/ Shareholder Relations – Bronze



• **Three Honours at “HKIRA 8th Investor Relations Awards 2022”**

- Best IR Company
- Best Investor Meeting
- Best Annual Report



• **Three Awards at “12th Asian Excellence Award 2022”**

- Asia’s Best CEO: Tan Sri Dato’ David Chiu, Chairman and Chief Executive Officer
- Asia’s Best CFO: Mr. Boswell Cheung, Chief Financial Officer and Company Secretary
- Best Investor Relations Company



HONG KONG Dorsett Hospitality International

• **10 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Services**



• **Manpower Developer 2020-2025 by Employees Retraining Board**



• **Best Corporate Social Responsibility Award – GRAND by CTgoodjobs Best HR Awards 2022**

• **Best Corporate Wellbeing Programme Award – GOLD by CTgoodjobs Best HR Awards 2022**

• **Best Employee Engagement Strategy Award – GOLD by CTgoodjobs Best HR Awards 2022**



Silka Tsuen Wan, Hong Kong

• **5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service (2017-2022)**



• **Energywise Certificate by The Environmental Campaign Committee**



2. Awards and Accolades

- **Wastewi\$e Certificate by The Environmental Campaign Committee**



- **Hong Kong Green Organization Certification by The Environmental Campaign Committee**



- **Platinum Award of Charter on External Lighting by The Environment and Ecology Bureau**



Cosmo Hotel Hong Kong

- **10 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service**



- **EarthCheck Silver Certification**

Dorsett Mongkok, Hong Kong

- **5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service**



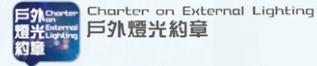
- **Certificate of Merit under “2022 Hong Kong Awards for Environmental Excellence” by the Environmental Campaign Committee**



- **EarthCheck Silver Certification**

Dorsett Kwun Tong, Hong Kong

- **Certificate of “Charter on External Lighting” by Environment Bureau**



- **10 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service**



Silka Far East, Hong Kong

- **5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service**



Lan Kwai Fong Hotel @ Kau U Fong

- **5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service**



2. Awards and Accolades

Dorsett Tsuen Wan, Hong Kong

- **Energywi\$e Certificate by The Environmental Campaign Committee**



- **Wastewi\$e Certificate by The Environmental Campaign Committee**



- **5 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service**



- **Certificate of Appreciation under Breastfeeding Friendly Workplace by unicef**



- **Hong Kong Green Organisation Certification by The Environmental Campaign Committee**

Silka Seaview, Hong Kong

- **5 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service**



Dorsett Wanchai, Hong Kong

- **EarthCheck Silver Certification**
- **10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service**



- **Hong Kong Sustainability Awards 2022 by The Hong Kong Management Association**
 - Grand Award & Distinction Award (Medium-sized Organization Category)

- Distinction Award (Medium-sized Organization Category)



- Excellence in Economic Sustainability Initiative
- Excellence in Social Sustainability Initiative
- Excellence in Pandemic Resilience
- Excellence in Innovation



MAINLAND CHINA Dorsett Wuhan

- **2022 Influential Hotel of the year by Meituan**



SINGAPORE Dorsett Singapore

- **Excellent Service Award (EXSA) 2022 by Singapore Hotel Association**
- **Certificate of Appreciation by Safety & Security Watch Group**
- **Certified SG Clean Hotel**

3. Our Approach to ESG

3.1 SUSTAINABILITY STRATEGY

3.1.1 Our Vision

We are committed to creating meaningful economic, social and environmental impacts that contribute to a sustainable future. Our sustainability strategy sets forth our approach to spearheading sustainability efforts within our industry and ensuring sustainable development in our business. Through active engagement in the most influential areas, we strive to create long-term shared value in our society.

Our sustainability strategy is based on four fundamental pillars: (1) Managing environmental footprint, (2) Employer of choice, (3) Cultivating community and (4) Placemaking, each of which encompasses multiple objectives. These pillars serve as the common guiding principles to our diverse businesses as we navigate the evolving market landscape that presents complex and emerging challenges.

We continue to communicate across our business divisions to set internal KPIs and align our actions with our sustainability strategy and vision. Continuous review and refinement of the indicators enable our stakeholders to compare our relative performance as we commit to delivering regular and transparent reports through our sustainability journey.

Our Sustainability Strategy

Our Vision

To be a role model that inspires this generation and beyond to create a more sustainable, livable world

Pillars	Managing environmental footprint			Employer of choice			Cultivating community		Placemaking
		Act responsibly through sustainable practices, behaviour and innovative technology			Provide an inclusive workplace for talents to thrive			Create positive impact in the communities in which we operate	
Focus areas	Minimise waste in business	Climate action	Reduce water consumption	Promote health, safety & well-being	Employee engagement	Foster talent development	Create positive social impact	Sustainable procurement	Exceed guest expectations
	Single-use plastic	Energy efficiency	Water reuse	Occupational health & safety	Talent attraction & retention	Training & development	Social inclusion	Responsible sourcing	Safety & security
	Food waste	Green building					Arts & culture		Customer privacy
	Construction waste	Construction materials	Water saving	Employee well-being	Leadership & culture	Diversity & inclusion	Volunteering	Supplier engagement	Wellness
						Youth & local development		Experience	

United Nations Sustainable Development Goals ("SDGs")



3. Our Approach to ESG

3.1.2 Sustainable finance framework

In FY2022, we developed our Sustainable Finance Framework (“SFF”) to align with our sustainability strategy and vision. The SFF outlines conditions under which the Group can undertake sustainable financing transactions to fund impactful projects and drive positive environmental and social outcomes. In the same year, we engaged an external review of the SFF for a Second Party Opinion, providing investors with an independent assessment and demonstrating our sustainability objectives are aligned with the best market practices and goals. For more information, please refer to our SFF on our website.

In March 2023, the Group secured its first SLL facility for HK\$700 million over five years with Bank of Communications. The loan was secured by Silka Seaview and its proceeds will be used to fund the Group’s general working capital requirements. As predetermined by the Hong Kong Quality Assurance Agency, the sustainability KPIs in the SLL agreement include reducing energy consumption and increasing employees’ average training hours. Upon achieving these KPIs, the Group will be eligible for interest savings that can be reinvested in our ESG initiatives and projects, further advancing our sustainability agenda.

3.2 SUSTAINABILITY GOVERNANCE

A comprehensive and effective governance structure is crucial for the successful execution of our sustainability strategy. We have adopted a top-down governance structure to manage ESG issues and performance. The Board of Directors is responsible for leading the evaluation and approval of sustainable development strategies, target setting and ESG reporting.

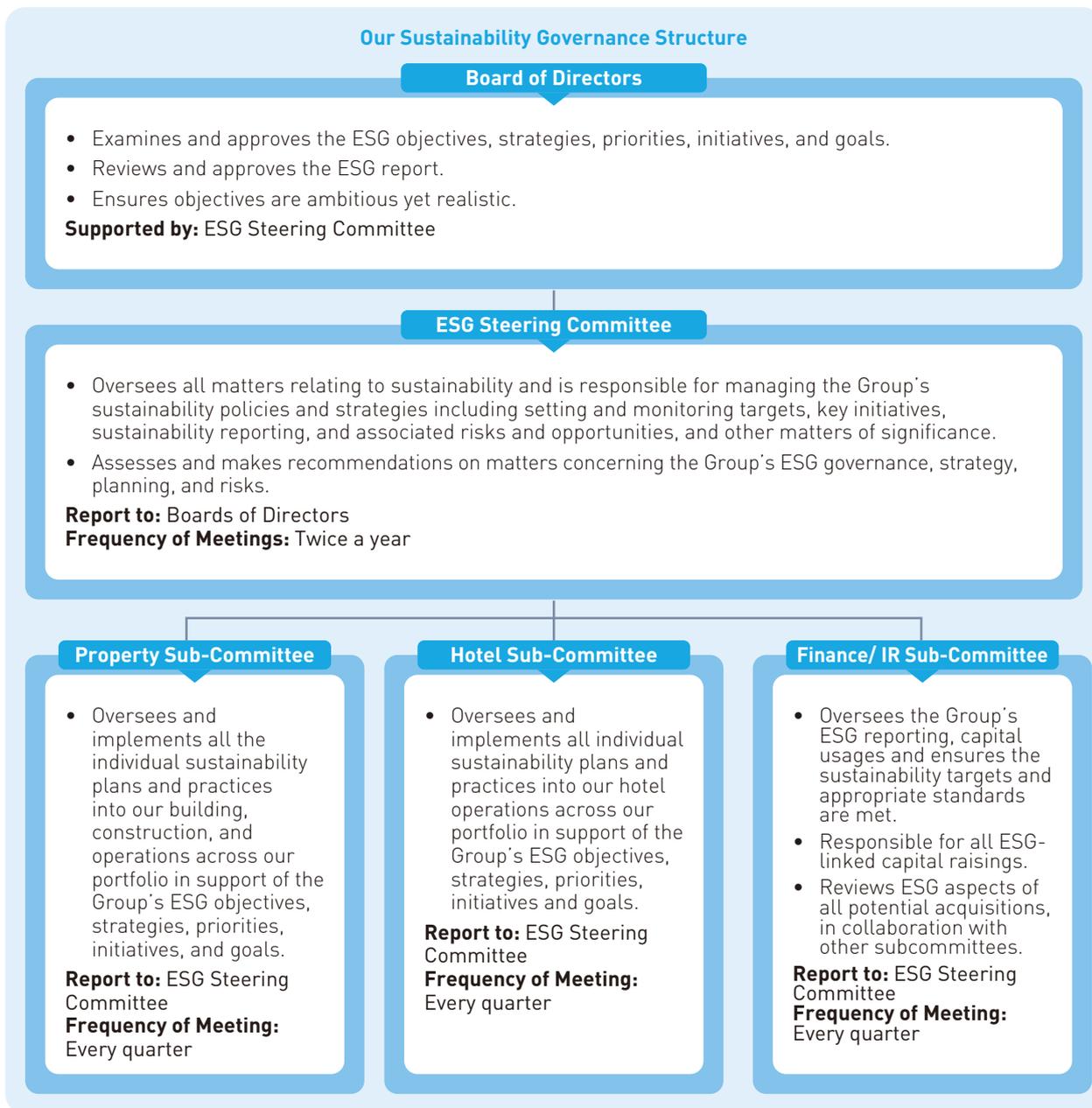
The ESG Steering Committee, acting as a facilitator of ESG initiatives execution, is responsible for implementing ESG policies, evaluating and disclosing ESG performance and stakeholder engagement. The Committee is chaired by Ms. Winnie CHIU, Executive Director at Far East Consortium, Executive Director and President at Dorsett Hospitality International (“Dorsett Group”). The ESG Steering Committee meets twice a year and participates in the annual board meeting to report on sustainability-related matters. As part of the process, the ESG team of Dorsett Group has received a yearly budget to activate sustainability initiatives for the year.

Sub-committees of senior executives from property development and hotel divisions and finance executives at our headquarters are established as an expansion upon the reporting lines. Representatives from multiple divisions ensure the Company’s wider interests are adequately represented when developing ESG strategies.

In the previous year, we have prepared for future ESG assurance on our sustainability report by appointing an independent sustainability consultant to conduct a pre-readiness check on our ESG reporting processes and internal controls of significant environmental indicators. And this year, we have commissioned an independent net-zero consultant to calculate the total GHG emissions of the Group. Through this exercise, we will be able to devise our future action plan to decarbonise our operations as a first step to becoming a net zero business.



3. Our Approach to ESG



3. Our Approach to ESG

3.2.1 Business ethics

The Group upholds high standards of business integrity, honesty and transparency across its business activities. Maintaining high operating standards is the foundation of building trust with its customers and other stakeholders.

3.2.2 Governance policies

The Group has adopted a zero-tolerance policy against any form of fraud or bribery and is committed to the prevention, deterrence, detection and investigation of all forms of fraud and bribery.

Our Code of Business Conduct (“Our Code”) and Employee Handbook sets out the professional and ethical standards for its Directors and employees to observe in all business dealings. Applying to the whole Group, every Director and employee is required to adhere to Our Code, including all applicable laws and regulations within the jurisdictions in which the Group operates. Additionally, all business partners are required to follow Our Code by agreeing to any relevant provisions as outlined in their contracts.

3.2.3 Communication and training

Our Code is a key component of our mandatory induction training, which all employees attend upon joining the Group. Every Director and employee is responsible to acknowledge and comply with Our Code. We have also organised regular trainings to keep the Board updated on the latest sustainability topics. During the year, the Board attended training regarding legal development of ESG and duties of directors conducted by external professional parties.

Designated training on specific topics are assigned to employees as necessitated by their roles and areas of responsibility. For example, relevant employees at our gaming operations receive anti-money laundering online training according to internal procedures and principles. These courses outlined requirements for fulfilling obligations under the Anti-Money Laundering Act of the Czech Republic and were held via webinars for greater accessibility.

Our hotels operations also ensure that employees are fully educated about anti-bribery and corruption to maintain an ethical workplace. Anti-corruption training on the Hong Kong Prevention of Bribery Ordinance was provided to all associates in Silka Tsuen Wan. While in the UK, Dorsett Shepherds Bush and Dao by Dorsett West London invited a third party to conduct a corruption and fraud webinar to raise awareness and share knowledge regarding anti-corruption with the teams. Similarly, Code of Conduct and Conflict of Interest training was provided by a third-party trainer in our Australia office to ensure all employees understand and abide by the two policies.



3. Our Approach to ESG

3.2.4 Whistle-blowing measures

To foster business integrity, we encourage employees to report any suspected misconduct or malpractice within the Group. Our Code outlines clear procedures for reporting illegal or unethical behaviour and practices.

All reported incidents are handled with confidentiality, and informants are safeguarded from any form of victimisation, such as unfair dismissal or any other unwarranted and retaliatory disciplinary actions.

3.2.5 Regulatory compliance

We are aware that violation of laws and regulations can be detrimental to our operations, financial status and reputation. Therefore, the Group adopts effective compliance management to reduce exposure to regulatory risks. We have implemented policies, guidelines and practices for applicable laws and regulations in our daily operations in accordance with the latest regulatory developments to ensure our operations uphold the highest standards of business integrity.

Our business is governed by the applicable laws and regulations in various regions, including but not limited to the Air Pollution Control Ordinance of Hong Kong, Noise Control Ordinance of Hong Kong, Waste Disposal Ordinance of Hong Kong, Employment Ordinance of Hong Kong, Occupational Safety and Health Ordinance of Hong Kong, Consumer Goods Safety Ordinance of Hong Kong, Building Ordinance of Hong Kong, Trade Marks Ordinance of Hong Kong and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore and Prevention of Bribery Ordinance of Hong Kong, as well as similar laws and regulations applicable to operations in other regions.

The Group also has a zero-tolerance policy towards all forms of corruption, including bribery, extortion, money laundering, fraud and theft. Our Code and Employee Handbook states clear guidance in relation to conflicts of interest and political contributions and explicitly state that all Directors and employees are obligated to comply with related local laws and regulations. Additionally, all of our business partners are required to follow Our Code by agreeing to the relevant provisions as outlined in their contracts.

During the reporting period, we were not aware of any non-compliance cases with the aforementioned laws and regulations; additionally, there were no concluded legal cases regarding corrupt practices brought against us or our employees. We will keep abreast of applicable laws and regulations in different regions that may significantly impact our business operations.

3.3 MATERIALITY

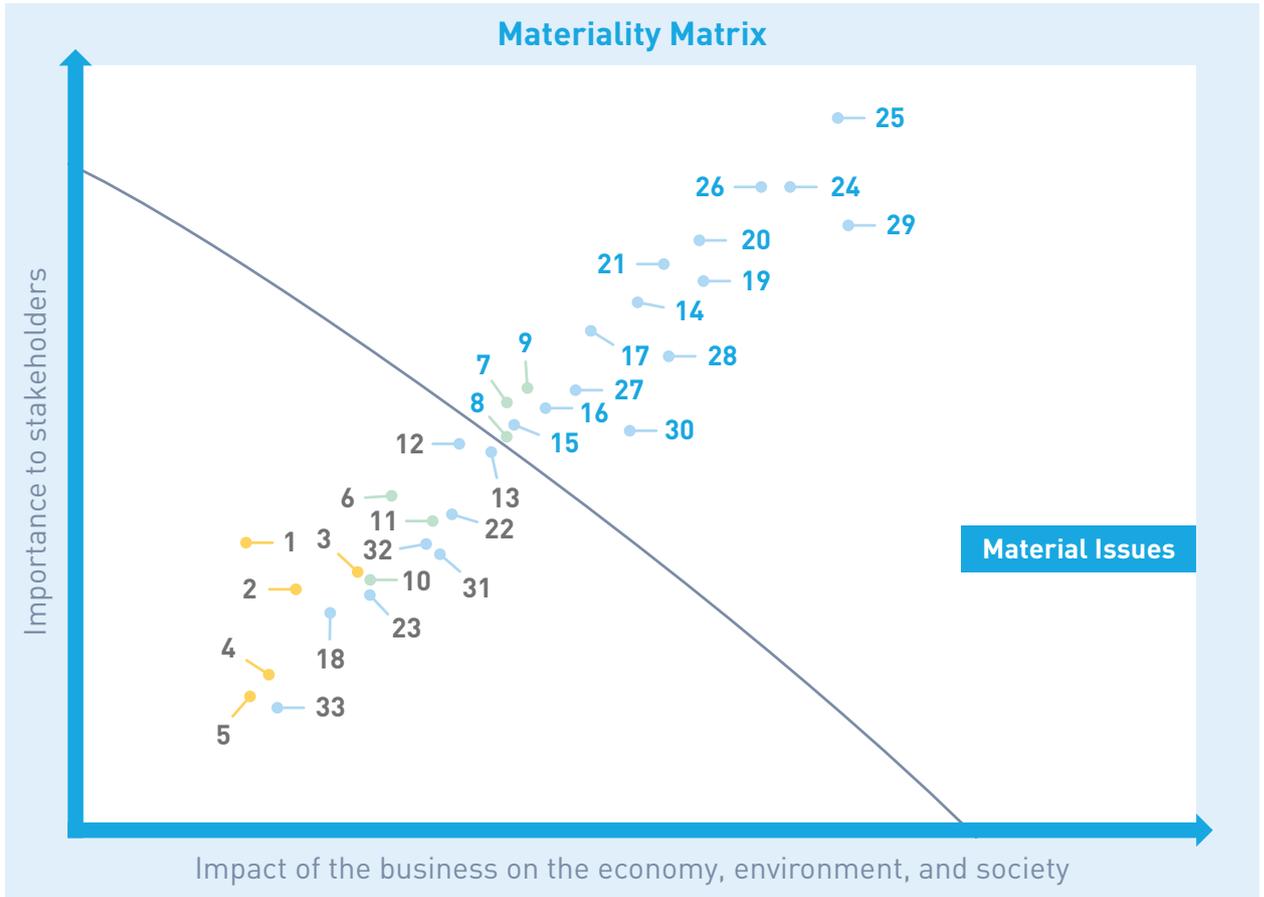
Understanding material sustainability topics enables us to identify potential issues related to our sustainable development. As such, we conducted a materiality assessment and utilised the results to develop a proactive and responsive approach to ESG strategy and reporting. The results enable us to hone in on the risks, opportunities, issues and impacts that matter the most to our stakeholders and others within our sphere of influence.

Our most recent materiality assessment was carried out in FY2020. With no significant changes to our businesses, the results remain representative of the main topics raised by stakeholders.

We renewed our sustainability strategy based on the outcomes of our materiality assessment. The strategy focuses on the areas that matter most to our stakeholders and those in which we believe we can make the greatest impact.



3. Our Approach to ESG



Economic		Material issues	Environmental		Material issues
1	Economic performance		6	Greenhouse gases and other air emissions	
2	Financial risks and opportunities associated with sustainability issues		7	Waste	✓
3	Direct economic contributions to the local community		8	Energy	✓
4	Indirect economic impact on the local community		9	Water	✓
5	Economic impact of procurement practices on the local community		10	Materials	
			11	Protection of biodiversity	

Social		Material issues	Social		Material issues
12	Employment management system		23	Supplier social assessment	
13	Employer-employee relations		24	Customer health and safety	✓
14	A safe and healthy working environment	✓	25	Customer privacy and data protection	✓
15	Training and development		26	Customer experience and satisfaction	✓
16	Diversity and equal opportunity		27	Responsible marketing communications	✓
17	Non-discrimination	✓	28	Protection of intellectual property rights	✓
18	Respect for the rights of association and collective bargaining		29	Anti-corruption	✓
19	Prevention of child labour or forced labour	✓	30	Prevention of anti-competitive practices	✓
20	Respect for human rights	✓	31	Community engagement, impact assessment and investment	
21	Security practices that respect human rights	✓	32	Respect for indigenous rights	
22	Supplier environmental assessment		33	Participation in public policy	



3. Our Approach to ESG

3.4 STAKEHOLDER ENGAGEMENT

To achieve sustainable development in our business operation, considering the viewpoints of our stakeholders are vital in the identification and management of material topics. We have set up various communication mediums for consistent engagement with key stakeholders. Maintaining effective communication with those within our sphere of influence ensures our sustainability strategy responds to their concerns and expectations and helps pinpoint opportunities for sustainability performance enhancement.

 <p>Customers</p>	<p>Why we engage</p> <p>Feedback from customers helps us improve our products, services and processes.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Social media • Customer service • Customer satisfaction surveys
 <p>Employees</p>	<p>Why we engage</p> <p>Attraction, retention and development of talent are essential for the Company's long-term development. We actively seek and respond to employees' views, ideas and concerns.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Associate inductions for new employees • Annual performance reviews • Staff surveys • Regular team building activities • Staff newsletters (including ESG newsletters) • Chit-chat with Chairman and CEO • Annual dinner
 <p>Shareholders and investors</p>	<p>Why we engage</p> <p>Shareholder and investor outreach allows us to communicate our ESG strategy and performance so that they may make informed decisions about their investments. In turn, this enables us to understand their expectations.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Annual General Meeting • Annual and interim reports • Results briefings • Roadshows • Investor events
 <p>Suppliers and business partners</p>	<p>Why we engage</p> <p>Close cooperation with business partners throughout each stage of our partnership allows us to monitor their performance. This ensures the delivery of high-quality products and services.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Supplier screenings and assessments • Online surveys • Regular project meetings

3. Our Approach to ESG



Why we engage

Laws and regulations can significantly impact our operations. Therefore, we maintain close communication with government agencies to ensure compliance with all relevant laws and regulations.

How we engage

- Statutory filings and announcements



Why we engage

Media is our primary method for increasing company exposure. Thus, it is necessary to ensure that media partners are well-informed of our performance.

How we engage

- Press conferences
- Press releases
- Media briefings
- Responses to customer enquiries and feedback
- Media interviews



Why we engage

Active engagement with local communities in which we operate enables us to understand their needs and create lasting benefits for society.

How we engage

- Partnerships for civic engagement
- Donations
- Volunteering



4. Managing Environmental Footprint

4.1 MINIMISE WASTE IN BUSINESS

4.1.1 Challenges and opportunities

On top of the inherently wide range of waste streams in the hotel industry, including food waste, paper and glass, single-use plastic has become more prevalent from increased cleaning and sanitation demands as a post-impact of the COVID-19 pandemic. We embraced this opportunity to introduce various sustainable practices, such as exploring reusable alternatives and recycling potentials of disposable products. In our property development and office operations, continuous efforts have been made to minimize adverse environmental impacts incurred by construction and office waste, lower operational costs and demonstrate our sustainable commitment.

4.1.2 Commitment

As a responsible corporate citizen, we are committed to reducing waste across all of our operations. We exert wider impact on waste reduction management in terms of process optimisation and employee training. We also recognise the broader economic, social, and environmental effects brought by our waste generation, both upstream and downstream. Suppliers, business partners and customers are encouraged to join us and further their efforts at environmental stewardship.

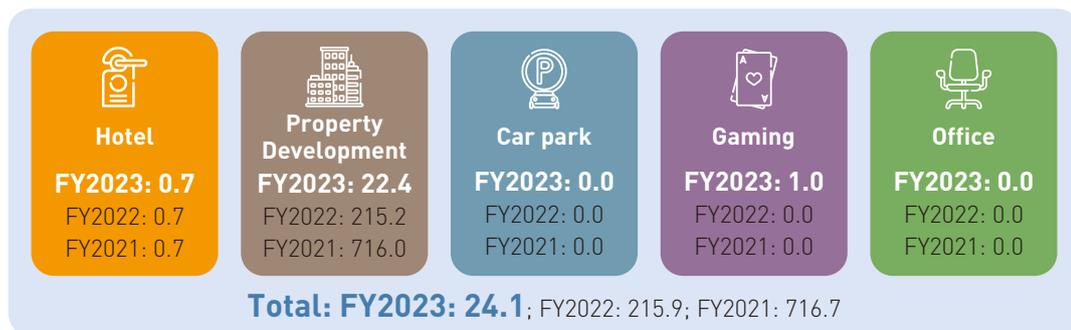
4.1.3 How we work

4.1.3.1 Waste Data

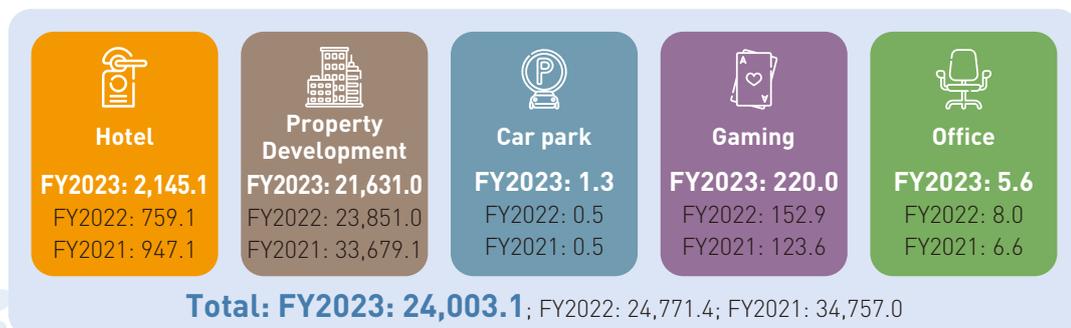
The Group generates various types of waste throughout our operations, including commercial, construction, and demolition waste. In FY2023, we produced a total of 24.1 tonnes of hazardous waste and 24,003.1 tonnes of non-hazardous waste. The significant decrease in hazardous waste produced by property development this year was mainly due to differences in the construction phases compared to last year.

Waste data by segment (tonne)

Hazardous waste produced



Non-hazardous waste produced



4. Managing Environmental Footprint

4.1.3.2 Single-use plastic transition in hotel operations

Single-use plastic is a concerning environmental issue around the globe as the waste is accumulating at an alarming rate in landfills and natural habitats. As a responsible corporate citizen, we are committed to reducing our reliance on single-use plastics, particularly within our hotel divisions, by introducing various eco-friendly substitutes. In addition, we are exploring practical alternatives for reducing plastic waste in our other business operations. By taking these steps, we hope to play our part in reducing the waste plastics.

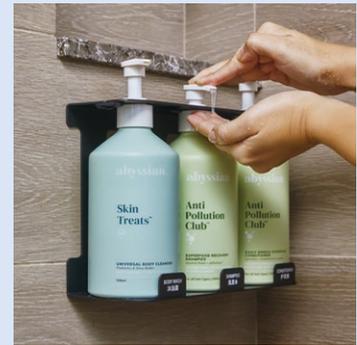
Reducing distribution of single-use plastic

Our hotel operations are exploring alternatives to plastic products to minimise plastic waste generation. Plastic bottled water have been replaced by water filter jugs for long-staying guests in Hong Kong. Similarly, Dorsett Shepherds Bush and Dao by Dorsett West London have phased out single used bottled water and placed glass water bottles in guestrooms for guest to use.

Our hotels in Hong Kong, UK and Malaysia also facilitate the single-use plastic transition by reducing bathroom amenities. 3 in 1 toiletries and refillable bottles are adopted to replace plastic shampoo and shower gel packages. Furthermore, in Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel, our guests receive a green award card to collect bathroom amenities needed from vending machines, effectively cutting down on waste.

In addition, we are replacing single-use plastic food and beverage items in our operations with more environmentally friendly alternatives. Examples of this include:

- The substitution of plastic cutlery with wooden cutlery at Dorsett Shepherds Bush and Dao by Dorsett West London.
- The elimination of plastic straws at Dorsett Grand Labuan.
- The switch from single-use tableware and cups to reusable tableware and glassware at Lan Kwai Fong Hotel @Kau U Fong.
- The replacement of all plastic stirrers with stainless steel spoons by June 2023 at Silka Tsuen Wan.



3 in 1 toiletries



Eco-friendly shower amenities



Vending machine & voucher for redeeming bathroom amenities at Dorsett Wanchai

4. Managing Environmental Footprint

Implementing single-use plastic recycling programmes

To reduce our environmental impact, our hotels in Hong Kong and Malaysia have implemented measures to collect and recycle plastic bottles on their premises. For instance, Lan Kwai Fong Hotel @Kau U Fong has partnered with Green @Central's Plastic Bottles Recycling Programme, while Dorsett Singapore instructs its room attendants to pack plastic bottles separately during guestroom cleaning to facilitate recycling and proper segregation of plastic resources from waste.



Reusable utensils for hotel quarantine guests



Replace single-used bottled water with reusable Brita water jug

4.1.3.3 Food waste in hotel operations

Minimising food waste through stock control and philanthropic collaborations

Although the majority of our hotel operations only operate breakfast, to prevent surplus food from going to waste, we implement effective food management practices by monitoring our food stock levels and donating excess food to non-profit organisations. These practices also help to raise awareness among our guests and employees about the importance of mindful food consumption.

For example, Dorsett Shepherd's Bush and Dao by Dorsett West London have implemented a breakfast buffet that utilises smaller plates to encourage portion control. The buffet also sources sustainable products to promote waste reduction. Additionally, any food waste is collected in dedicated bins and sent to an anaerobic generator to produce power and fertiliser. Silka Seaview and Silka Far East in Hong Kong have a comprehensive food management system to minimise food waste. This includes ordering fresh food in adequate quantities daily, pre-planning meals, and properly storing excess or frozen food in the freezer to prevent spoilage.



Food recycling bins at Dorsett Shepherd's Bush



UK Green Team

4. Managing Environmental Footprint

4.1.3.4 General waste in hotel operation

To divert general waste from landfills, our hotels have carried out an array of waste reduction programmes. Examples of this include:

- Collects and recycles soaps from guestrooms for rags cleaning after guests check out, and the garbage bags in guestrooms are replaced by biodegradable bin liners to minimise waste pollution at Dorsett Chengdu.
- Establishment of a waste management programme, which is communicated to all staff during an onboard training programme to ensure waste is correctly segregated and collected by our waste providers to recycle or generate electricity at their power plants at Dorsett Shepherds Bush and Dao by Dorsett West London. Our Green team undertook a visit to the waste management facility that handles all waste from our London hotels. Through recycling and processing of waste we ensure that 100% of waste is diverted from landfill.
- Set up a Green Team composed of representatives from all departments to conduct monthly meetings discussing strategies on waste reduction and green values, ensuring waste diversion is embedded throughout daily operations at Dorsett Shepherds Bush, Dao by Dorsett West London and Dorsett Grand Subang.
- Site visit by the Green Team to the waste management facilities that handle all waste from Dorsett Shepherds Bush and Dao by Dorsett West London to ensure that 100% of waste is diverted from landfills through recycling and processing waste.

4.1.3.5 Spreading festive cheer through waste management

Lai See Reuse and Recycling Programme

While enjoying the joyous festive spirits during Lunar New Year, we are also aware of the potential environmental impacts arising from the distribution of red packets. Therefore, for the 2nd year, our Hong Kong office continued to support Greener's Action, a Hong Kong NGO's "Lai See Reuse and Recycle Programme 2023". Collection boxes were set up at our offices and some of our residential and commercial properties in Hong Kong to collect red envelopes in good condition, which are processed and then redistributed for the next Lunar New Year. Approximately 75kg of red envelopes were collected and recycled throughout the programme.



4. Managing Environmental Footprint

4.1.3.6 Construction waste management in property development operations

As a conscientious property developer, we recognise the possibility of construction waste generated by our construction activities. To address this issue, we aim to reduce waste generation throughout the lifecycle of our construction projects by setting waste reduction targets and implementing effective planning, sourcing, and recycling measures for materials.

Reducing construction waste

Hong Kong Kai Tak Commercial

The Kai Tak Development project placed significant emphasis on environmental conservation, particularly in reducing construction waste. To maximise the amount of waste recycled and reused during superstructure construction, the project implements on-site sorting and recycling of construction and demolition waste. Additionally, to minimise reliance on virgin timber and reduce the burden on landfills, the site has utilised sustainable or reused timber for temporary works, including formwork.

Shanghai Property Development

Our Shanghai property developer has launched fully renovated apartments with basic fixtures, flooring and cabinets installed by qualified contractors. This practice allows individual customers to carry out less renovation work on their own, reducing energy consumption and construction waste.

Singapore Hyll on Holland

Our property developer in Singapore has sourced prefabricated bathroom units (PBU) that are designed to fit the Hyll on Holland project. These units are manufactured off-site in a controlled factory environment, which helps manage waste and minimise its environmental impact.

Additionally, precast construction has been employed to build this residential landmark. As concrete components such as walls and columns are pre-manufactured, only assembly work remains on-site, significantly reducing the amount of construction waste generated and time required to construct.

Furthermore, the project site actively seeks recycling opportunities throughout the construction process, including using system formworks for slabs, beams, and walls. Plastic formworks are also utilized instead of timber and plywood to maximize the recyclability of the construction components.



4. Managing Environmental Footprint

Aligning certified green practices

There are important resources in various industries that provide valuable guidance on mitigating the environmental impact of business activities. For instance, the Green Guide is a publication that offers comprehensive information on sustainable manufacturing practices. We apply its guidelines to our Victoria Riverside development in Manchester by requiring architects to use eco-friendly construction materials during the planning and design phases. These materials are sustainably sourced, such as timber products that are certified by the Forest Stewardship Council ("FSC") and adhere to the Convention on International Trade in Endangered Species and Wild Fauna and Flora ("CITES") guidelines.

Key targets and progress in property development operations

	Business Unit	Targets
	Hong Kong – Kai Tak Commercial	Reduce overall construction and demolition waste by 30%
	Singapore – Hyll on Holland	Reduce plywood and timber usage by 5% during construction phase
	Manchester – All properties under development	Divert 100% of construction waste from landfill

4.2 ENERGY AND GHG EMISSIONS

4.2.1 Challenges and opportunities

The major contributor to our carbon footprint is the indirect release of GHG emissions from purchased electricity in hotel operations. To effectively minimise and manage emissions, we continue to optimise our energy use by utilising green energy and implementing energy management systems.

In 2022, the commercial sector remains the top electricity consumer, accounting for over 60% of the city's electricity consumption, according to the Hong Kong Census and Statistics Department. The significant electricity attributes are air conditioning, lighting and ventilation in the sector, which are also potential room for emissions reduction. Better energy management considers fluctuations in energy prices, availability of energy resources and methods to enhance energy efficiency. Despite the challenges posed by these additional factors, they also create chances for developing innovative solutions to lower our energy usage while maintaining the quality of our products and services.



4. Managing Environmental Footprint

4.2.2 Commitment

Being a socially responsible corporate, we are dedicated to mitigating the environmental impacts of our businesses by implementing advanced technology solutions and seeking out opportunities to create a more sustainable future.

Apart from ensuring our operations adhere to applicable laws and regulations, we also explicitly state our stance on protecting the environment, sustainable use of resources, and managing climate risks in our Emissions Management Policy and Environmental and Natural Resource Management Policy, such as:

- Align with the World Green Building Council and government commitments to reduce emissions;
- Engage with stakeholders and encourage best practice emissions management behaviour;
- Encourage active green actions among all staff within the Group as well as associated contractors and workers in our operations;
- Ensure compliance with relevant local and international environmental laws and regulations and always strive to reach beyond the standard for compliance;
- Reduce and minimise GHG emissions within our control and encourage similar action within our sphere of influence;
- Explore potential in using renewable energy for all of our new property developments; and
- Account for the implications of changing climate into our business activities when making decisions.



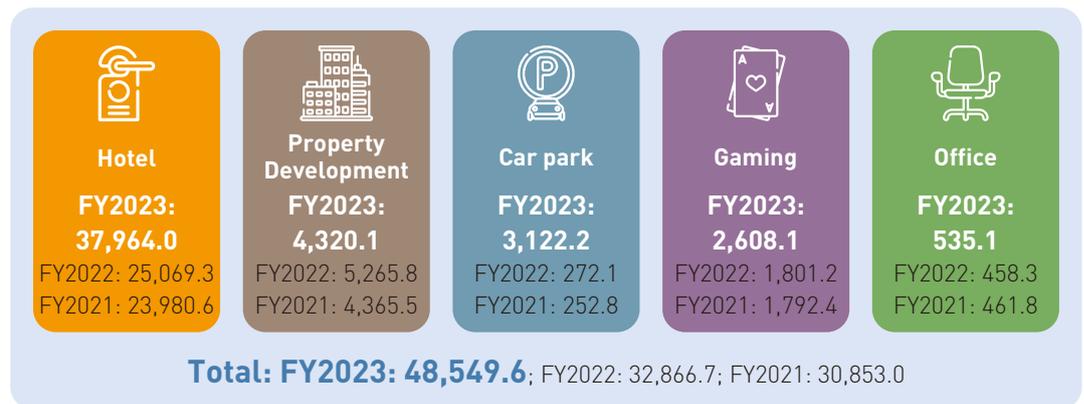
4. Managing Environmental Footprint

4.2.3 How we work

4.2.3.1 GHG Emission

We continue to review our carbon footprint and calculate the GHG emissions of our operations in accordance with applicable international and local guidelines. In FY2023, the Group's operations generated 48,549.6 tonnes of carbon dioxide equivalent ("tCO₂e"). Among the Group's GHG emissions, our primary source is energy consumption through electricity and heating (Scope 2 emissions), which represents approximately 84% of our total GHG emissions. In addition to expanding our reporting scope, the increase in GHG emissions is mainly attributable to the resumption of operational activities as the businesses recovered from the COVID-19 pandemic. Meanwhile, the significant increase in GHG emissions from our car park operations this year was mainly due to the expanded reporting scope in the year to include facilities management in Australia.

GHG emissions by segment (tCO₂e)



4.2.3.2 Energy efficiency

We have implemented a wide range of energy efficiency improvement measures to lower energy usage and shrink our carbon footprint. Besides incorporating green building concepts into property design, we continuously search for renewable energy adoption potential and other energy-saving opportunities through energy audits.

Reducing energy consumption

Across our business portfolio, our operations are conserving energy through various approaches, from enhancing energy systems and upgrading outdated equipment to encouraging sustainable energy usage habits.

4. Managing Environmental Footprint

Guests in our hotels contribute to the energy conservation exercise by utilising the slot key-card system. They may instantly disconnect the electricity supply of their rooms upon leaving by removing their room key card from the slot, saving energy without the hassle of flicking multiple switches. Furthermore, the engineering teams of our hotels continuously explore energy-saving opportunities within our daily operations. For example, Dorsett Tsuen Wan and Silka Tsuen Wan adjust chiller water and hotel water temperature based on outdoor weather conditions to minimise electricity use. Besides, Dorsett Wuhan is also considering switching its heating system from an original oil-fired boiler to a gas-fired boiler which has greater flexibility in heating settings and higher efficiency to save fuel and energy.

Along the same line, our Kai Tak Development incorporates chilled water supplied from the District Cooling System at Kai Tak Development for the project's air-conditioning, estimated to be 30% more efficient than the conventional air-cooling system. Additionally, DC intelligent fan coil units are installed in hotel guestrooms of the project, expecting to save more than 20% more energy than traditional fan coil units.

Raising awareness on energy saving

Energy efficiency enhancement alone is insufficient to cut down on energy use as consumption from guests matters. Therefore, our hotel operations have proactively joined several energy conservation programmes to promote awareness of eco-friendly energy use.

Silka Seaview and Silka Far East

In FY2023, Silka Seaview and Silka Far East again took part in the 'Energy Saving Charter' and 'Charter on External Lighting' programmes with Hong Kong Environment Bureau to nurture energy-saving habits in our employees. The programmes encourage environmentally friendly practices in operations, including maintaining an average indoor air temperature between 24-26°C during summer months, switching off electrical appliances when not in use, and turning off all lighting installations for decorative and promotional purposes that affect the outdoor environment from 11 pm to 7 am every day.

Furthermore, to promote energy-conscious behaviour among our guests, Silka Seaview, Dorsett Kwun Tong, Dorsett Mongkok, Dorsett Tsuen Wan, Dorsett Wanchai, Cosmo Hotel, Lan Kwai Fong@Kau U Fong and Silk Tsuen Wan participated in the Earth Hour 2023 organised by World Wildlife Fund and invited our guests to join the lights-out moment by switching off their room lights for an hour. We also encouraged guests to share this meaningful event on social media to help foster a culture of energy awareness in the community.



4. Managing Environmental Footprint

Key targets and progress in hotel operations



Business Unit

Dorsett Shepherds Bush and
Dao by Dorsett West London

Targets

In a 5-year Energy Plan to initiate
energy reduction systems through
evolving energy initiatives

Key targets and progress in property development operations



Business Unit

Singapore – Hyll on Holland

Manchester – All properties
under development

Targets

Set 12 internal targets to minimise
the electricity consumption

On a journey to zero carbon to
reduce carbon footprint

4.2.3.3 Green building & design

Green building certifications

To showcase our environmental performance and sustainability commitment as a prominent regional conglomerate with a core property development business, we consider obtaining green building certifications essential to our sustainability strategy. The certificates serve as a framework for designing and constructing environmentally friendly and healthy buildings for occupants. Economic opportunities are also created as better environmental and social practices within the building increase the property's asset value. In addition, all new properties from 2022 onwards will investigate the possibility of obtaining green building certification.

Our Kai Tak Development targets a Gold rating of BEAM Plus, a leading initiative developed by the Hong Kong Green Building Council to offer an independent assessment of building sustainability performance. The development project has hence incorporated various green building designs since its planning stage, in accordance with the comprehensive set of sustainability performance criteria by the BEAM Plus certification. Some green features of the project are installing efficient water devices, including low-flow faucets, dual-flush toilets, and sensor control urinals, using chilled water supplied from the government's Kai Tak District Cooling System for air-conditioning and having greenery on at least 20% of the roof area of the building. Furthermore, we have utilised Enertainer, an advanced energy storage system providing diesel-free power, during the construction of the hotel portion. This smart battery replacing diesel generator saves 78% of annual operating costs and reduces carbon footprint by 85%.

Our Sai Ying Pun development project aims to achieve a BEAM Plus Gold rating under the Development Agreement with the Urban Renewal Authority. Similarly, Dorsett Shepherds Bush in the UK has obtained a B-rated Energy Performance Certificate (EPC) from an accredited energy assessor on a scale of grade A (very energy efficient) to G, which indicates that the building is highly energy-efficient and has a low environmental impact.

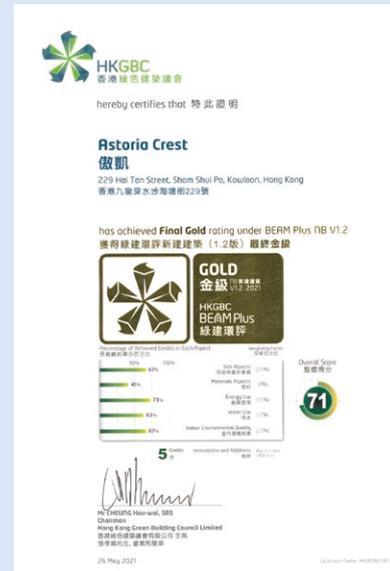
4. Managing Environmental Footprint

We encourage the development of green buildings. Our commitment to integrating environmental considerations is set forth in our Product Responsibility Policy, which covers all stages of our projects, including planning, design, construction, operation and maintenance.

Green building certification status

Properties with green certifications

- Astoria Crest, Hong Kong
- Aspen Crest, Hong Kong
- Marin Point, Hong Kong
- Mount Arcadia, Hong Kong
- West Side Place (Towers 1 and 2), Melbourne
- The Towers at Elizabeth Quay, Perth
- Dorsett Wanchai, Hong Kong
- Dorsett Mongkok, Hong Kong
- Cosmo Hotel, Hong Kong
- The Ritz-Carlton, Melbourne
- Dorsett Melbourne
- Dorsett Shepherds Bush



Properties targeting green certification

- Kai Tak Development, Hong Kong
- Monument, Melbourne
- Queen's Wharf Residences (Towers 4 to 6), Brisbane
- The Star Residences (Towers 1 and 2), Gold Coast
- The Ritz-Carlton, Perth
- Perth Hub
- Dao by Dorsett West London

4. Managing Environmental Footprint

Installing solar panels and other renewable energy sources

Utilising solar power in our business operations

To reduce our carbon footprint and save on operational costs, the Group proactively seeks to install on-site renewable energy generating equipment. For example, Dorsett Shepherds Bush and Dao by Dorsett West London have commenced an 18kW/hp solar panel system installation programme, which aims to be completed by the second quarter of FY2023. Similarly, our gaming operations in the Czech Republic are installing a 485 kWp photovoltaic power system on all buildings, which is expected to be completed by the end of 2023. At our Singapore's Hyll on Holland development project, all noise meters are powered solely by solar panels. These projects generate electricity on-site without relying on a fossil fuel-powered grid, which not only helps reduce our carbon footprint but may also result in a return on investment.

We continue to explore the adoption of other renewable energy across our business operations, including but not limited to wind power and sustainable district cooling system for property development projects in the future.

4.2.3.4 Construction materials

The Mount Arcadia development employs low-emitting construction materials, including structural steel and recycled rebar, to minimise the release of harmful pollutants. The site also sources most of its raw building materials, such as concrete and steel, from local suppliers to reduce the carbon footprint associated with transportation and logistics. Furthermore, all timber used in the construction project is FSC-certified and ethically sourced, while any unused timber is collected for recycling. These sustainable building practices have significantly reduced the environmental impact of building materials and construction activities.

4.2.3.5 Climate change risk management

Climate change is a defining global issue that brings various risks and opportunities to the Group. Physical risks such as extreme temperature fluctuations, rising sea levels and droughts could be a hindrance to our daily operations, while transition risks like more stringent regulations, shifts in market expectations and reputational risks could also impact the operating costs of the Group. Nonetheless, opportunities emerge from advancing innovative technologies, products and services to address climate change amidst these risks.

Building climate-resilient infrastructure

Intense precipitation and flooding can pose significant physical risks to our property projects. To proactively combat these climate risks, we have installed rainwater attenuation systems in all our Manchester properties under development. In addition, our contractors have developed an emergency response plan for severe storms. This plan outlines a full lockdown procedure of the site, with all vulnerable materials removed to prevent damage to equipment, buildings, and the general public. After the extreme weather event, a full inspection of the site is carried out, followed by clean-up operations to ensure workplace safety before the resumption of construction activity.

4. Managing Environmental Footprint

Similarly, we have implemented several measures to mitigate the risk of flooding and protect our Mount Arcadia project located at the foot of the mountain in Hong Kong. A continuous concrete slope drain has been constructed to channel stormwater into a designated drainage point, preventing site flooding. Additionally, a sump pit has been built at the basement levels to collect and store excess surface runoff from large storm events. These pre-emptive measures help protect the site from the adverse effects of extreme weather.

4.2.4 Feature Story – Singapore Hyll on Holland

Greenery

With 70% of the land dedicated to lush landscapes, our estate incorporates the concept of “home-in-the-garden,” allowing residents to enjoy their time in green spaces.



Garden creek at Hyll on Holland

Smart home technology

Our everyday security and living conveniences are automated and accessible through remote access. With a dedicated app on their phone, residents have full control of their homes anytime, anywhere.

Green building design

All units are designed for energy efficiency with reflective glass on the side windows, and 87% of the units face north-south for natural light and ventilation.



Club lounge at Hyll on Holland

Fittings and finishes

Our launched apartments are designed with quality fittings and finish to minimise individual renovation work and excessive construction waste.

4. Managing Environmental Footprint

4.3 REDUCE WATER CONSUMPTION

4.3.1 Challenges and opportunities

The COVID-19 pandemic shed light on the vitality of safely managed potable water, especially in protecting human health. However, rapid population growth has increased water demand and deteriorated water-related ecosystems. According to The Sustainable Development Goals Report 2022 by United Nations, more than 10% of the global population lives in countries with high and critical levels of water stress. At the current rate of progress, 1.6 billion people will lack safely managed drinking water supplies by 2030. High water stress devastates the environment and curtails economic and social development as it hinders business operations.

4.3.2 Commitment

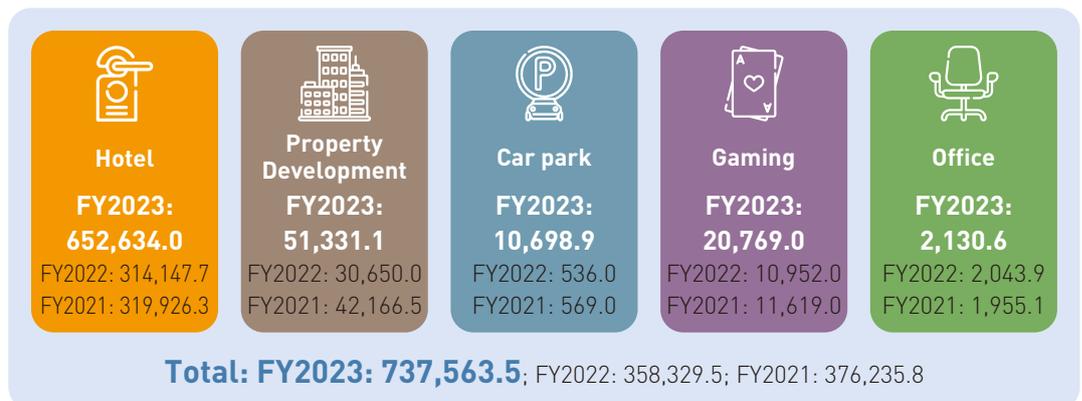
We recognise that preserving natural resources is essential for addressing global sustainability challenges. It is embedded in our business strategy to conserve water resources, the irreplaceable of everyday operations, through implementing industry best practices. By introducing various water management initiatives, we improve our brand image, decrease operating costs, and contribute to our overall sustainability goal of minimising our environmental footprint.

4.3.3 How we work

4.3.3.1 Water consumption

In FY2023, the Group's operations consumed 737,563.5 m³ of water. We will continue to embrace and implement water stewardship across our businesses through practising responsible and efficient use of water resources. In addition to resuming operational activities and the business recovered from the COVID-19 pandemic, the significant increase in water consumption this year was mainly due to the expanded reporting scope of our business segments.

Water consumption by segment (m³)



4. Managing Environmental Footprint

4.3.3.2 Water use efficiency

To improve the water use efficiency of facilities in our operations, businesses across the Group have introduced water-saving measures such as installing water-efficient fixtures and optimising water management procedures.

Water saving features in hotel operations

To maintain a high water use efficiency, all water fittings installed in Dorsett Singapore are certified under the Water Efficiency Labelling Scheme (“WELS”) managed by Singapore Public Utility Board. Also, Dorsett Chengdu and J-Hotel by Dorsett also conduct regular maintenance inspections on water-related facilities for early leakage detection.

Some of our hotels have upgraded water appliances in guestrooms to lower the water consumption of guests. For instance, faucet aerators in water basins enable guests to enjoy the same water pressure with less water flowing through the tap as the device mixes the water with the air. Additionally, we have installed low/dual flush toilets in guest bathrooms such that less water is used per flush and water-saving shower heads with adjustable water flows to offer greater control over water consumption.

Kitchens and restaurants are also significant contributors to water usage in hotel operations. To minimise their impacts, kitchen staff are reminded to avoid thawing frozen food with running water by properly planning and defrosting in the refrigerator earlier. Dishwashers are also used with full load whenever possible to reduce water used.

To address one of the most water-consuming practices in the hotel industry – handling laundry- the Group requires its hotels to run in-house laundry machines with full loads only. Furthermore, Lushan Resort scheduled specific timeslots for employees to change their uniforms, conserving water as we avoid washing in separate batches.

Water saving features in property development operations

Hong Kong Kai Tak Commercial

To minimise water use during superstructure construction and fitting-out works, our Kai Tak Development project has installed water-efficient devices such as low-flow faucets, dual-flush toilets, and sensor-controlled urinals. These installations are anticipated to reduce the site’s water consumption by 30%.



4. Managing Environmental Footprint

Singapore Hyll on Holland

At Hyll on Holland, we use recycled water for flushing water closets of workers’ toilets and the washing bay at the site entrance. Treating and reusing wastewater for non-potable purposes significantly reduces our reliance on freshwater sources, conserving water and minimising our environmental footprint. We also implement a weekly monitoring system to track water usage and ensure it remains within our KPIs. The system helps identify inefficiencies, wastages and leaks early, allowing us to take swift corrective action.



4.3.3.3 Wastewater treatment in hotel operations

Waste oil treatment in Silka Seaview and Silka Far East

Proper wastewater treatment is implemented in Silka Seaview and Silka Far East in Hong Kong to comply with local environmental regulations and reduce adverse environmental impacts of the effluent. All kitchens of the hotels are equipped with oil separation tanks to filter out waste oil, ensuring the discharge meets local water quality standards. On top of that, the hotels arranged specialists to regularly drain waste oil from the tanks to avoid overflowing and confirm that wastewater is discharged following local regulations.

4.3.3.4 Rainwater reuse

Dorsett Grand Labuan in Malaysia has set up a rainwater catchment system to collect and reuse rainwater as irrigation water for its vegetable garden. While Dorsett Shepherds Bush and Dao by Dorsett West London have installed rain barrels on their roofs to harvest rainwater. The rain barrels undergo regular maintenance checks, and the stored rainwater is used to water plants at the front and rear of the hotels.



Rain catchment system at Dorsett Shepherds Bush

4.3.3.5 Key target and progress in property development operations



Business Unit

Singapore – Hyll on Holland

Targets

Reduce water usage by **0.75** m³/m² GFA

5. Employer of Choice

5.1 PROMOTE HEALTH, SAFETY AND WELL-BEING

5.1.1 Challenges and opportunities

The Group endeavours to safeguard our employees from potential workplace hazards inherent in our lines of business. It is of utmost importance to mitigate employees' exposure to safety risks that could lead to injuries, diseases and even fatalities in our operations. To control and eliminate these risks, we ensure robust safety measures aligning with industry standards and applicable laws and regulations are in place.

5.1.2 Commitment

Our determination to provide a safe and secure working environment and promote a company culture of everyone responsible for making every workday healthy and safe is unwavering. We are implementing measures to minimise adverse health and safety impacts from operations. Our Employee Health and Safety Policy highlights the health and safety commitment of our senior management, covering the following fundamental principles:

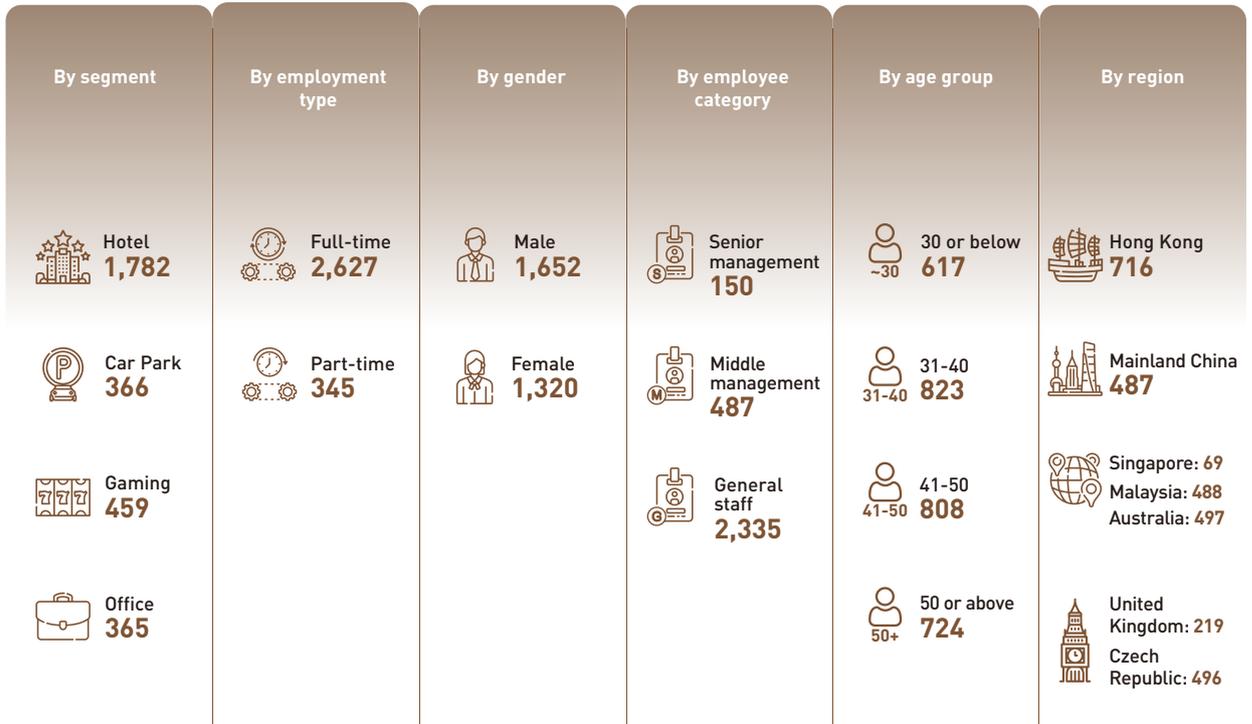
- Provide adequate and appropriate resources to implement this policy;
- Educate and train employee regarding their responsibilities and duties;
- Meet or exceed all applicable laws and regulations;
- Implement measures to monitor performance and achieve significant and continuous improvement. Comments from employees are considered an important part of the review process; and
- Ensure that performance is well-communicated to all interested stakeholders.



5. Employer of Choice

5.1.3 How we work

5.1.3.1 Employee Profile



5.1.3.2 Health and safety management

The Group complies with the certification standards and legal requirements for health and safety within the countries we operate. We endeavour to offering our employees and other stakeholders a safe working environment. To ensure sufficient occupational health and safety measures are in place, respective Health and Safety Committees are established in some of our business operations. Health and safety training sessions are organised to enhance our employees' awareness of health and safety in daily operations.



5. Employer of Choice

Occupational Health and Safety (OH&S) Management & Health and Safety Committee

Hotel	<p>We are committed to providing a safe workplace for employees and minimise health and safety risks arising from our operations, in accordance with our Employee Health and Safety Policy.</p> <p>Health and Safety Committees are established in Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan, Dorsett Shepherds Bush and Dao by Dorsett West London to ensure a safe working environment for our employees and minimise adverse health and safety outcomes arising from our operations. The Work Safety & Health Committee, managed by a Safety and Security Manager, was similarly established by Dorsett Singapore. This committee meets bi-monthly to discuss potential safety hazards, fire safety and prevention, health and safety risks, any injuries that may have occurred and more.</p>
Property development	<p>We have obtained ISO 45001 OH&S System for our Kai Tak Development project in Hong Kong and Hyll on Holland project in Singapore, which guarantees that we maintain elevated health and safety standards in our property development projects. Furthermore, project teams for the Kai Tak Development project require all tenders to submit a detailed Outline Safety Plan that encompasses both health and safety aspects as a prerequisite for consideration.</p> <p>To offer a safe and secure workplace for our stakeholders, the Safety Management Committee was established in our Hong Kong Kai Tak Development project to set, oversee and hold meetings every three months to discuss safety targets and address any identified safety hazards. Similarly, management review meetings are carried out at our Singapore Hyll on Holland project to regularly discuss health risks between OHS department and the executive management.</p>
Car Park	<p>Our car park operations have in place ISO45001:2018 certified OH&S management system to enable a safe workplace free of occupational hazards and enhance OH&S performance.</p> <p>Monthly meetings are held with the CEO, National Customer Service Manager, Operations Manager and HR Director to discuss incident documentation and address any identified health risks.</p>
Gaming	<p>In Czech, our gaming operations fully comply with the valid general health and safety act and policies in accordance with EU legal requirements.</p> <p>The Director of Administration & Facilities is responsible for the management of the OH&S system that covers all gaming operations. Additionally, the Administration Department at each site is responsible for observing and communicating OH&S rules and requirements to relevant parties.</p>



5. Employer of Choice

Health and safety initiatives

<p>Hotel</p>	<p>To effectively mitigate risks and prioritise the safety of our employees and guests, we utilise various channels to communicate health and safety concerns to our staff and contractors in our hotel operations. These include town hall meetings, departmental meetings, and health and safety meetings. Furthermore, Dorsett Shepherds Bush and Dao by Dorsett West London are planning to implement an OH&S management system within the next two years.</p> <p>Regular fire drills and safety training are conducted in our hotel operations to enhance their employees' health and safety awareness. Furthermore, Dorsett Kwun Tong and Dorsett Grand Subang employees receive in-house training from professionals to help them to recognise and respond appropriately to cardiac, breathing and first aid emergencies. Dorsett Kwun Tong also provides regular refresher training to ensure all employees are knowledgeable and skilled with first aid knowledge. Lushan Resort also offered training on production safety to maintain a safe and secure work environment.</p>
<p>Property development</p>	<p>To ensure the safety performance of our contractors, our property development operations in Shanghai have included clear contractual obligations for suppliers and contractors to comply with China's national laws and regulations, including OH&S concerns. In Singapore, we produce monthly contractor performance reports that evaluate safety risks and raise awareness regarding OH&S issues among contractors.</p> <p>Ensuring the safety of workers at the construction site is crucial. To cultivate safety consciousness among our workers, our Singapore operations conduct safety induction courses for all new workers, staff, and visitors. These courses introduce a culture of safety at the site and familiarise new workers with the construction works and safety procedures. We also implemented a buddy system for new workers to prevent any incidents during the year. Moreover, to ensure that workers remain up-to-date with OH&S knowledge, the site arranges mass toolbox meetings where workers and management can discuss safety issues, identify hazards, and review safe work practices</p>
<p>Gaming</p>	<p>Our gaming operations have introduced a new online platform for health and safety training, which includes fire safety as one of the topics. The platform has a final test and scoring system, and employees who did not pass the test must redo the training. Furthermore, we have implemented a policy that mandates all new hires to complete this training. All employees must re-attend the training every two years to refresh and enhance their awareness of health and safety.</p>

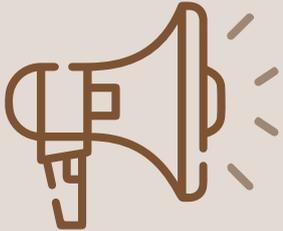


Regular fire drills taken place at our hotels

5. Employer of Choice

5.1.3.3 Health and safety assessment

Hotel	At Dorsett Shepherds Bush and Dao by Dorsett West London, regular independent health and safety inspections and full building audits are conducted to identify any inconsistencies with health and safety protocols. The comprehensive inspection reports highlight areas that require attention, enabling us to implement corrective actions and continuously improve workplace safety.
Property development	At the Hyll on Holland project in Singapore, our environmental, health, and safety system undergoes internal and external audits every six months to identify gaps and assess regulatory compliance. During the year, the site has also appointed a health and safety auditor to conduct Construction Safety Audit Scoring System audit on its OH&S system.
Gaming	Our gaming operations engage external consultants to conduct quarterly audits at each site to ensure compliance with all established rules and processes. These measures help to prioritise the safety of employees and visitors and maintain a secure working environment.



The Group maintained **zero** work-related fatalities in the past three years, including FY2023

5.1.3.4 Employee well-being initiatives

We recognise that employees are the basis of a sustainable and successful business. To attract and retain talents, competitive compensation packages are provided. Throughout the year, our London and Manchester offices conducted an annual benchmarking review of the remuneration packages, which helped ensure that our salaries and benefits remain competitive in the market and attractive to future candidates. We also offer additional incentives to qualified employees based on their contribution to our business growth.

Flexible working hours

Our hotels have adopted flexible work arrangements to allow employees better manage their personal demands while meeting business needs. For example, in Dorsett Singapore, clear guidelines on staggered working hours and work-from-home arrangements are established so employees may avoid heavy traffic at peak hours. Dorsett West London makes a similar arrangement at Dorsett Shepherds Bush and Dao by Dorsett West London. Staff may tend to their family commitments with flexible working hours and a hybrid working model.



5. Employer of Choice

Leave policies

To safeguard the well-being of our employees and enable a healthy work-life balance, a comprehensive set of paid leave entitlements is provided on a Group-wide basis comprising of birthday, maternity, paternity, marriage and compassionate leave. Since 2022, our hotels have implemented a 5-day work week for employees, an uncommon practice in the hotel industry.

During the year, as a supportive, culturally diverse workplace, Muslim employees at Dorsett Grand Subang are entitled to 50 days of Pilgrimage leaves with half pay. They are also allowed to accumulate their annual leave for this purpose. Additionally, Dorsett Singapore grants associates one day of critical illness leave to care for immediate family members diagnosed with critical illness. Meanwhile, our London and Manchester offices are enhancing their leave policies by providing 26 and 4 weeks of paid adoption leave for primary and secondary adopter respectively to support new working parents.

Wellness and mental health

We understand that employees in a healthy state are more engaged, motivated and productive at work. Various healthcare initiatives are carried out across the Group to foster a culture of well-being. In our Hong Kong office, all staffs are entitled to an annual physical check-up subsidy from the corporate office. Besides, to create a cohesive and supportive workplace for our employees, we offer month-end lunch and refreshments on the last Friday of every month to our Hong Kong office. These team lunches can also help break down silos and promote cross-functional collaboration. During the pandemic, our Hong Kong office distributed fruit, for example two mini-boxes of berries, a great source of nutrients, to staff for a slight boost to their immune system and wellness. Furthermore, to maintain a hygienic and comfortable working environment, periodical carpet cleaning and pest control are arranged in Hong Kong offices. Meanwhile, in the Shanghai office, we enable annual medical check-ups for all employees to detect major health issues early. Moreover, the air conditioners in our offices are cleaned annually to improve indoor quality, followed by an air quality report.



Monthly lunch at our Hong Kong office

In addition, employees in Lan Kwai Fong@Kau U Fong attended Joyful @Healthy Workplace Online Seminar on "Building a Happy Workplace" and Mind Care Program on "Relax the Mind and Observe Teaching, which helped to foster a positive workplace in the hotel. Similarly, our UK offices held a Staff Mental Health Week and organised various games and events throughout the week to celebrate National Mental Health Week. Staff have also enjoyed healthy food and received gifts to enhance their mental health awareness. In our Australia office, an Employee Value Proposition Policy is under development, which will inform employees of benefits available within the company. And in UK hotels, a Staff Appreciation Week is organised to provide games and activities such as barbecue, staff parties and special lunches for better staff engagement.

Additionally, our offices in the UK and Australia have implemented an Employee Assistance Programme, providing employees access to various health and wellness initiatives, counselling, and advice from professionals. The independent and confidential advice from external counsellors can promote employees' mental wellbeing.

5. Employer of Choice

5.2 EMPLOYEE ENGAGEMENT

5.2.1 Challenges and opportunities

Employees are invaluable assets to the Group. We have a diverse team of around 3,900^{Note} employees across the globe, with varying languages and cultural backgrounds. To foster an inclusive and engaging working environment for all, we must be readily available for honest feedback from our staff to understand their needs and concerns about the workplace.

5.2.2 Commitment

We endeavour to cultivate a work environment that encourages employee involvement and promotes a culture of continuous improvement through maintaining open, two-way communication. We welcome our employees to freely express their comments and opinions to their direct managers, department heads, or human resources departments by setting up clear and effective communication channels.

5.2.3 How we work

5.2.3.1 Open communication with employees

A positive and friendly workplace is critical to enhancing the trust and productivity of employees. Dorsett Grand Subang has conducted open discussions with unions to clear up misunderstandings or complaints and preserve a harmonious working environment. Easy-to-access communication channels are also vital in enhancing employee engagement. Dorsett Singapore holds quarterly town hall dialogue sessions as bonding time between associates and heads of departments. At the same time, suggestion boxes are set up in Dorsett Kwun Tong and Silka Tsuen Wan to allow employees freely express their opinion to management-level, establishing an open-minded image of the management team. During the Chinese New Year, our Hong Kong office staff also had a "Chit Chat" session with the Chairman and CEO to encourage communication and a better understanding of the needs of the staff. Other opportunities for feedback and two-way communication include regular team meetings, performance reviews and employee surveys.



Staff orientation

Under Corporate Guidelines, our hotels have conducted an annual Associate Engagement Survey (AES) to understand the satisfaction level across all Dorsett hotel operations, identify the strengths and areas of improvement required in our people strategy, and prioritise our actions for continuous improvement in employee engagement. Furthermore, Dorsett Kwun Tong established the AES Focus Group, in which departmental representatives joined together to work out an improvement plan based on the result of the employee survey.



Dorsett Kwun Tong and Silka Tsuen Wan has achieved

96% and **90%** in the FY2023 annual Associate Engagement Survey.

Note: The approximate total number of 3,900 employees includes the Group's business segments outside the ESG reporting scope, while the total number of employees within the scope of the ESG report is 2,972.

5. Employer of Choice

5.3 FOSTER TALENT AND DEVELOPMENT

5.3.1 Challenges and opportunities

Sustainable business growth requires the attraction of talent and the offering of development opportunities. To facilitate the continuous career development of staff and ensure a sufficiently qualified workforce across our diversified portfolio of business offerings, it is important to provide all employees access to current and relevant training curriculums supporting their roles.

As an integral part of employee experience, training and development provide a wealth of opportunities for employees to acquire specific skills for professional and personal growth. On the other hand, insufficient professional training lowers staff productivity, motivation and satisfaction, which may cause difficulty in attracting and retaining talent. Increased employee turnover could be costly and disruptive to the Group's operations.

5.3.2 Commitment

Training and development are critical to promoting employee performance and sustainable business growth. We are committed to being an outstanding employer that values employee development and ensures all employees are qualified and well-trained for their roles.

As outlined in our Training and Development Policy, we are committed to offering training and development programmes that aim to improve job performance and enable employees to realize their full potential. Programmes are tailor-made to ensure training is relevant to the employees' specific business units and roles. The key objectives of these training programmes are to:



Strengthen employees' job skills and knowledge



Improve employees' operational efficiency and productivity



Develop the employees' potential and maximise the benefits to the individual and the company

5.3.3 How we work

5.3.3.1 Training and development

"Talent Development Roadmap 2.0"

In July 2020, our hotel launched the Talent Development Roadmap 2.0 to promote lifelong learning and strengthen the learning culture within the Group. The roadmap is built based on 10 learning blocks, each consisting of diverse and relevant subjects or programmes that support and guide the career aspirations of our employees. At each stage of their career, our employees will acquire industry hot topics and essential knowledge such as ESG, enterprise risk management, health and safety, brand philosophies, cybersecurity, cultural diversity and inclusion throughout the learning blocks.

10 learning blocks in Talent Development Roadmap 2.0



5. Employer of Choice

Departmental training system

Dorsett Kwun Tong organises monthly departmental training to polish the required on-the-job skills of employees and improve their working capabilities. Arranging this monthly opportunity to promote professional development also helps enhance our employees' confidence and sense of belonging.

Other job-specific training

We are determined to equip staff with the skills and knowledge to perform their duties effectively and efficiently. Our gaming operations cooperated with a local hotel school to provide our employees with practical training programmes in waiter, barmaid and cook. Meanwhile, employees at Lan Kwai Fong@Kau U Fong attended a guest experience programme, "Service @Dorsett", to learn about guest services. We have also invited Hong Kong University and Green Hospitality to conduct "Water Wise Footprint Training" for our Hong Kong and PRC hotel managers. Through this ESG-specific training, our Hong Kong, Mainland China and Malaysia hotel managers have better understood personal water footprints and increased awareness of water conservation.

On-the-job training is provided in Dorsett Kuala Lumpur, where trainees undergo one-to-one coaching to understand expectations and ways to succeed at work fully. In the same vein, our property development operation in Singapore arranges rigger signal man and forklift operator course for specific workers to acquire specialised knowledge and expertise to perform rigging and signalling tasks safely and efficiently.

Support to personal development

We recognise the importance of professional development for our employees in better job performance. Therefore, all employees in Dorsett Grand Subang are entitled to examination leave once confirmed by the continuing education application. The arrangement can enhance the skills and knowledge of our staff, facilitating their career advancement.



Practical training programme at Dorsett Kuala Lumpur



In FY2023, each employee received an average of

14.1 hours of training and development

5. Employer of Choice

5.3.3.2 Succession planning

Succession planning is carried out across all business operations to provide business needs-specific development programmes to employees at different levels. We assign rigorous leadership development programmes to eligible employees to support their future roles and equip them with relevant skill sets.

Lushan Resort and Dorsett Chengdu formulated individualised development plans and arranged training programmes for potential candidates to ensure successors are available for key positions. Annually, department managers in Dorsett Wuhan are assessed and must confirm their completion of the department's successor training plan and action plan. In addition, to facilitate succession planning, our UK operations put together a resource plan annually based on organisational goals for the year ahead.

5.3.3.3 Talent review and retention

Talent Review Process

Our Talent Review Process is the basis of our succession planning procedure by identifying outstanding associates as potential successors of critical roles. The standardised review procedure evaluates the employee's engagement, capability and career aspirations to pinpoint high-performing employees within each group. The review exercise also provides insights to managers in designing individualised development plans for the continuous growth of their teams. Talents are monitored to follow up on individual progress according to their personal development plans.

Employee recognition

We greatly appreciate the contributions of our employees to the Group. Lushan Resort encourages the nomination of high-performing employees, no matter the year of service, and offers cash incentives to these outstanding employees as motivation. In our Hong Kong office, a 10 Years Working Golden Prize rewards employees' hard work over the long years with the company. While in the Australia office, a Recognition & Gifts Policy is in progress to inform employees of retention activities and gifts associated with longevity with the company.

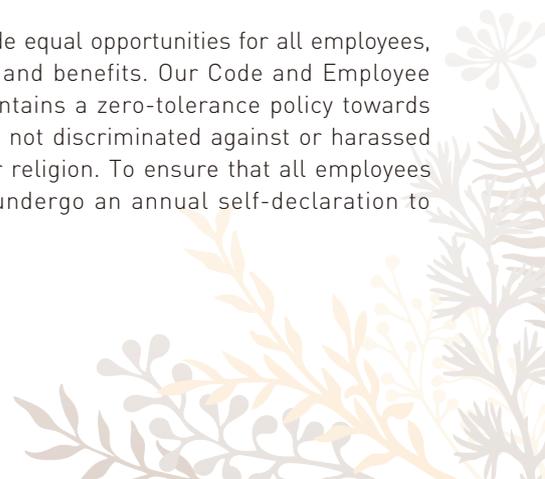
Referral by existing associates

Employee referral is an efficient and cost-saving recruitment method we encourage across the Group. Silka Maytower, Dorsett Shepherds Bush and Dao by Dorsett West London offer monetary awards to associate referrals after the referral hire completes three months of probation. In Hong Kong, Dorsett Kwun Tong provides cash incentives for the referrer when the candidate confirms their probation. The employee referral programs create a win-win situation for our Group with quality hires and existing associates with potential incentives.

5.4 DIVERSITY AND INCLUSION

5.4.1 Strengthening a culture of inclusion

The Group fully supports workplace diversity and strives to provide equal opportunities for all employees, including but not limited to recruitment, career advancement and benefits. Our Code and Employee Handbook communicates to all employees that the Group maintains a zero-tolerance policy towards workplace harassment. It helps ensure that our employees are not discriminated against or harassed due to their gender, age, ethnicity, nationality, marital status or religion. To ensure that all employees contribute to cultivating an inclusive culture, all staff must undergo an annual self-declaration to demonstrate compliance with Our Code and relevant policies.



5. Employer of Choice

Our UK offices have formalised an Equality and Diversity Policy to integrate inclusion and diversity into our company culture. The policy incorporates principles of equality and diversity in daily practices, policies, and procedures. It also emphasises our belief in treating all individuals fairly on merit and without prejudice. Additionally, it recognises and encourages the invaluable and enriching contributions of people from diverse backgrounds to the Group. The Ritz Carlton, Perth, with employees from over 36 countries of origin, is also committed to providing an equal-opportunity work environment. They focus on hiring candidates based on their suitability for the role. For instance, a female steward who arrived on a humanitarian visa was promoted to team leader after working for six months, as she met the promotion criteria based on her attitude, relevant skills and work experience.

In Malaysia, Dorsett Grand Subang has been supporting a diverse workforce as the hotel has hired deaf and hard-of-hearing permanent employees for stewarding section. Dorsett Singapore also explored the hiring potential of people with disabilities (PwD) through a social enterprise, empowering PwD through gainful employment and independence. During the year, one PwD was hired as a public area attendant as a full-time associate of the hotel.

Disability Confident Accreditation

Since 2020, our UK office has been a registered member of the Disability Confident scheme. It is a demonstration of our commitment to diversity, inclusion and accessibility as we welcome skilled and talented disabled people to our workplace.



Grievance mechanism

To foster an open and honest relationship between managers and associates, a grievance mechanism is in place to allow employees to report any concerns to their immediate supervisors, managers or the HR department. Along with the policies mentioned earlier, the mechanism enables effective management and minimisation of potential grievances, facilitating a diverse and inclusive workplace. The mechanism addresses issues of diversity and inclusion, as well as any other items concerning employment and the working environment. For instance, the grievance procedures in Dorsett Grand Subang follow the Collective Agreement to dispose of any grievances at the lowest possible level.

5.4.2 Cultivating a diverse talent pipeline

The Group continues relentlessly pursuing gender equality in the workforce, especially in the hotel management and property industries. During the year, we have achieved gender equality beyond industry standards, with 53.8% of the executive-level team being females in our hotel corporate office. In Malaysia, Dorsett Grand Subang celebrated International Women's Day 2023 by giving away candy bouquets to all female associates. This appreciation demonstrates our recognition of their remarkable achievements and raises awareness of the importance of gender equality.

Retirement benefits

We recognise that retirement is a huge personal milestone. Our employees who are approaching retirement are a source of valuable experience and skillful talent. Our hotel operations maintain a corporate guideline of providing the option to rehire associates nearing retirement age, subject to local regulations. In Dorsett Grand Subang, a farewell party is organised to show appreciation to retirees for their years of service. The hotel also prepares a retirement gift to express thankfulness for all their time, effort and hard work put into the company.

6. Cultivating Community

6.1 CREATE POSITIVE SOCIAL IMPACT

6.1.1 Challenges and opportunities

We are deeply committed to corporate citizenship and actively seek opportunities to give back to our community. As a leading regional conglomerate, we aim to create more innovative and deepening connections with those closest to us by serving our local communities to build a more sustainable and equitable future for all.

6.1.2 Commitment

The Group is dedicated to having a positive social impact and giving back to the areas in which we operate. With our emphasis on hospitality and real estate, we believe that our organisation, in particular, is responsible for engaging and establishing meaningful, long-term partnerships with local communities by listening to and fighting for their needs.

To enable our businesses to make meaningful contributions to their respective communities, our Community Investment and Donation Policy prioritises the following four key areas:



Youth Education and Development

Our investment in youth education and development aims to equip future leaders with the necessary knowledge and skills to address complex challenges while promoting sustainable development.



Community Wellness

By supporting initiatives that address the needs of underprivileged communities, we strive to enhance the quality of wellness and life for the communities we serve.



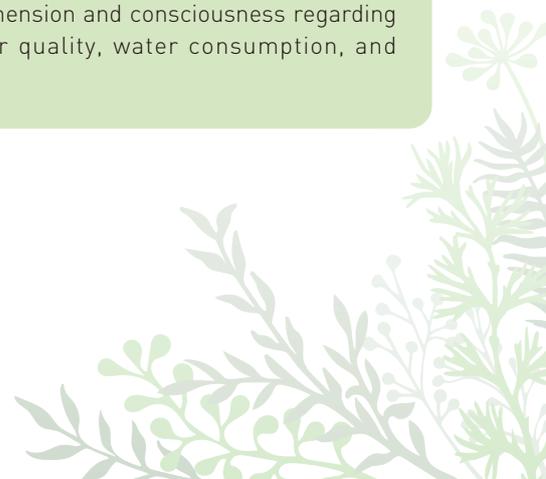
Arts and Culture

We are proud of our heritage and support activities that promote the arts' growth and appreciation, enhancing overall well-being and fostering a creative atmosphere.



Environment

Our support extends to a broad spectrum of environmental initiatives and endeavours to enhance public comprehension and consciousness regarding environmental concerns such as air quality, water consumption, and preservation of natural resources.



6. Cultivating Community

6.1.3 How we work

We fully support our employees in spreading positive impacts and serving the community by giving them the flexibility to give back to society. Our Australia office has in place the Policy of Community Commitment, which aims to support local charities aligning with the values of our company. To encourage our employees to participate in community service, they are entitled to one paid day to volunteer.

6.1.3.1 Enhancing community wellness

Daily necessities and food donation

As the risk of COVID-19 receded, the Hong Kong government lifted mandatory mask-wearing and rapid antigen test requirements. However, the public remains alert to the virus transmission risk, especially for the high-risk group, including elderlies. Some of our hotels, such as Dorsett Kwun Tong and Dorsett Tsuen Wan, have partnered with NGOs to donate anti-epidemic kits to low-income families and elderlies, including face masks and rapid antigen test kits.

To further support those within the local community, our hotels in UK have partnered with a charity that supports homeless people back into employment. One of the activities was a soup kitchen, serving hot food to those in need. The staff donated bare necessities such as clothes, sleeping bags and toiletries to enhance their quality of life.

While in Hong Kong, Lan Kwai Fong@Kau U Fong has again partnered with J-Life Foundation by donating 200kg of food and daily necessities composed of rice, soft drinks and sanitising items to help alleviate the burdens of underprivileged families.

Sending warmth and care to the elderly

We respect and honour the wisdom and contributions of older generation in building our prosperous society. To show our care and compassion, Dorsett Wanchai, Dorsett Mongkok, and Cosmo Hotel staff have visited ten elderly homes during the year, sharing happy moments with the seniors and lifting their spirits.

Dress Casual Day

Dorsett Tsuen Wan continued to support the Community Chest of Hong Kong, an organisation raising funds for over 160 social welfare member agencies across six significant areas and serving over 2.5 million beneficiaries in the city. 58 staff participated in Dress Casual Day 2022 to participate in community service and support underprivileged populations.



Mask Donation to St. James' Settlement



Soup Kitchen at our UK hotels



FY2023 community investment worth of over

HK\$13,950,000

6. Cultivating Community

6.1.3.2 Youth education and development

Recruiting from institutions

Dorsett Kwun Tong is co-organising an apprenticeship programme with the engineering department of the Vocational Training Council in FY2023. Through the programme, we can pre-emptively approach and develop potential young talents that may join and contribute to the team.

Offering internship opportunities

Our hotel operations businesses across different countries provide internships and mentor programmes to support the development of youngsters. In FY2023, Dorsett Singapore continued its collaboration with the Institute of Technical Education and Republic Polytechnic in Partnership on Internship and work-study programme. 2 interns from the programme were successfully converted into full-time staff to continue learning and grow within the hotel. Dorsett Grand Subang in Malaysia also partnered with colleges to provide 26 students with hands-on working experience and exposure in various departments such as F&B, Finance and HR in a 5-star hotel.

Dorsett Shepherds Bush and Dao by Dorsett West London have connected with schools and colleges, inviting students for work experience and internships. For example, the hotel worked with Fulham Cross Six Form, an education institution facilitating 16 – to 19-year-olds' pursuit of higher education at university through internship opportunities. Through the collaboration, students received a 5-month room division internship in which they practised in the front office and served breakfast. The Front of House team invested their time in training and having a student shadow in the front office to provide them with complete work experience.

Our Australia office plans to launch its internship programme in FY2024 to guide and develop upcoming talent in the workplace.

Partnership with non-profit organisation

Interview skill workshop with YMCA of Hong Kong

Since FY2020, Dorsett Kwun Tong has partnered with the YMCA of Hong Kong and its A-Life candidates to organise interview skill workshops. This year, our HR department introduced basic interview skills and service job sharing to over 15 students who are interested in the hospitality industry. The workshop helped the students understand the expectations of a professional interview and how to prepare for future job searches effectively.



6. Cultivating Community

Lecturing at higher education institutions

The Head of Sustainability from our Hong Kong office held a series of guest lectures at Hong Kong Polytechnic University for master's students in human resources management and at Vocational Training Council ("VTC") for hospitality students to prepare them for workforce knowledge. The influences of sustainability on organisations were shared with the next generation, encouraging the future pillars of society to strive for a more sustainable future.

Scholarship

VTC Innovation & Technology Co-creation Centre Powered by Dorsett Hospitality

International Innovation Award & Seed Funding

This year, the Hong Kong office has sponsored the Innovation Award and Seed Fund at VTC Innovation and Technology Co-Create Center to provide our next generation with the ability to address social and sustainable challenges in the digital era. This sponsorship aims to alleviate the financial burden from students so that they can pursue their ideas and passion without financial constraints. The award targets IVE Higher diploma second-year students to provide them the opportunity to create stepping stones to create better career opportunities for themselves. The winner of the Gold and 2 Silver Awards have since entered the Hong Kong Science Park for further government funding to further develop their ideas into businesses with real social impacts.



Supporting Chinese Medicinal Research in Hong Kong

In 2022, through the Hong Kong office, we partnered with the Chinese Pharmacy Department at the Technological and Higher Education Institute of Hong Kong (THEi) for a Chinese Medicinal Research Centre. We donated HK\$1.5 million to kickstart a government matching grant alongside 40,000ft² of land for the 3-year project. The land also serves as a conservation land for trees allowing us the opportunity to further protect and improve the biodiversity in the area with this project. In the first year, students discovered 20 species of Chinese Medicinal herbs on the ground to be preserved on site. The discovery enabled the students to create various business ideas to modernise the use of Chinese Medicine for cultural preservation.



6. Cultivating Community

6.1.3.3 Promoting arts & culture

Nutcracker Christmas Benefit Silent Auction

We recognise the importance of promoting creativity and preserving our cultural heritage. Hence, we have sponsored different community programmes and initiatives across various visual and performing arts during the year. To support the Hong Kong Ballet Education and Outreach Program, our hotels sponsored its Nutcracker Christmas Benefit Silent Auction by investing in room stay donations from Ritz Carlton Melbourne and Dorsett Gold Coast, worth over HK\$20,000.

Promoting local artists and culture events

Local artists are also greatly appreciated and promoted by our hotels. In Malaysia, J-Hotel by Dorsett purchased a local illustrator's mural paintings and showcased them at its lobby ceiling, reception and coffee house. The watercolour and ink-based artworks complemented the minimalist design with hints of retro-classic flair at J-Hotel by Dorsett.



6.1.3.4 Affordable housing

As a prominent private residential property developer in the UK, developing affordable housing is our major way of championing social causes. Construction on Consort Place in 2019, which will offer 80 affordable apartments and 15 social rented apartments in its 33-storey west tower to the London neighbourhood. Additionally, Alta at Consort Place has been topped out, making 139 high-quality, affordable homes available to the Tower Hamlets community in its 34-storey mixed-use tower, scheduled for completion later this year.

The Collyhurst Phase 1 development has also commenced across Collyhurst Village and South Collyhurst in Manchester. Together, these two sites will deliver 130 new affordable homes, alongside 144 homes for open market sale, to help address the housing shortfall in the city as part of the Victoria North masterplan, a joint venture between the Manchester City Council ("MCC") and us to develop 15,000 new homes across Northern Manchester over the next 20 years. Furthermore, we have submitted two planning applications to advance our plan for the city's emerging Red Bank neighbourhood and transform over 30 acres of largely brownfield site into a vibrant neighbourhood of 4,800 new homes.

6. Cultivating Community

6.1.4 Feature Story – Community Involvement in London and Manchester

In 2022, our UK office implemented a Volunteering Policy to encourage its London and Manchester teams to participate in volunteer work. The policy provides all employees with the opportunity to complete five paid volunteering days per year within the communities of our projects. During the year, our teams volunteered over 200 hours across 21 different volunteer events in 4 key areas.

Supporting community wellness

Christmas and Winter Campaigns 2022

Throughout the chilly month of December, employees at our UK office collected donations for three local charities supporting vulnerable community members in North Manchester. In support of the Winter Warmer campaign by Winning Hearts & Minds, a program that aims to improve the mental and heart health of people living in Manchester, our employees donated essential winter products such as blankets, hot water bottles, and warm food items to neighbourhood residents.

A variety of food items were also collected to support the appeal of Manchester Youth Zone, a charity organization that provides a safe and welcoming space for youngsters from all backgrounds. Food donations were also collected for the Family Zone project, which helps families who are facing difficulties and challenges.

East End Community Foundation (EECF) Tea Dance

The Tea Dance is primarily a social event aimed at reducing isolation. It also provides an excellent opportunity for EECF to signpost older people to available resources and ensure they are accessing all the benefits to which they are entitled, including their pension. Our volunteer team helped throughout the day, from decorating the venue to serving tea and dancing with the guests.



6. Cultivating Community

Youth and Local Development

What's My Job Careers Event

'What's My Job' is an initiative run by the North Manchester Business Network, whereby local businesses visit primary schools in North Manchester to teach pupils about potential career pathways. Two members of our UK team supported the day by sharing their jobs and duties in their departments. The children were given lots of clues and then had to guess what the job roles are, giving them an insight into the variety of opportunities, supporting and raising their career aspirations.



National Career Week Stall at Hopwood Hall

To support this year's National Career Week, we held an information stall at Hopwood Hall College alongside City Press to talk to college students about a variety of opportunities in media, public relations and graphic design. We spoke to around 40 students about their pathways, highlighting ideas and advice along the way.



Arts and Culture

City of Champions

To celebrate the World Cup with schoolchildren, we sponsored an inspirational football-themed event at Love Factory, which was the hosting venue for all screenings of England's World Cup fixtures during the tournament. The City of Champions event saw young football enthusiasts receive free coaching sessions from qualified coaches, as well as inspirational talks from the founders of sporting goods stores Classic Football Shirts and Miss Kick.



6. Cultivating Community

Environmental Protection

History of Climate Change

In June 2022, Manchester Histories, a local charity aiming to share the histories and heritages of Greater Manchester, held a series of events across the city focusing on climate change and its effects over the ages. We sponsored the event that took place in Angel Meadow Park, which focused on the effects of food on climate change. The day was action-packed with lots of live performances, environmental speakers, food vendors, and lots of information stands on how we can all make a change.



6.2 SUSTAINABLE PROCUREMENT

6.2.1 Challenges and opportunities

The Group is aware of its responsibilities as a regional conglomerate that has collaborated with over 7,700 suppliers across our business operation. We are aware of our sphere of influence and will work with our supply chain to facilitate sharing of best practice and knowledge transfer. It is crucial for us to collaborate with vendors and cultivate a more dynamic industry, and efficient and sustainable procurement and supply chain management procedures could facilitate it.

6.2.2 Commitment

Our Procurement and Supply Chain Management Policy regulates our procurement procedures. It serves as strict and fair ethics and conducts guidelines for our suppliers and contractors, all of whom we view as crucial allies in our sustainability drive. As their practices directly impact our projects, their sustainability efforts are perceived as a representation of our own. Consequently, all our business units, including corporate functions, adhere to this policy while selecting vendors, suppliers, and contractors relevant to their operations.

6.2.3 How we work

6.2.3.1 Responsible Sourcing

The Group is committed to responsible sourcing materials and has embedded environmentally and socially conscious mindsets throughout our businesses. In our property development division, we influence close contractors and sub-contractors by encouraging their processes to align with our social and environmental principles. Our Hong Kong office has joined the collaboration with Lever Foundation, a global NGO, to achieve a more ethical supply chain by committing to sourcing only cage-free eggs by 2030.

Our UK team attended the Built Environment Tomorrow's Procurement conference in March 2023 to keep abreast of forthcoming procurement trends and regulations. We participated in roundtables and panel discussions on responsible procurement topics, including the importance of retrofit procurement in achieving net zero and how the focus on social value is reshaping procurement.

6. Cultivating Community

6.2.3.2 Local sourcing

As part of our sustainable procurement effort, we engage with local suppliers whenever possible to support local businesses and reduce the environmental impacts of our procurement processes.

Local sourcing in the UK

The procurement teams of Dorsett Shepherds Bush and Dao by Dorsett West London actively look for potential local suppliers and send candidates questionnaires. This practice allows the screening of responsible suppliers and reduces the carbon footprint of deliveries. To further facilitate the search for qualified local businesses, the hotels are working with the Hammersmith trade association to source local suppliers that align with our green credentials.

6.2.3.3 Supplier Management

To ensure the practices of our suppliers align with our values and standards, regular monitoring and assessments are conducted to gauge their sustainability performance. The user departments of Lushan Resort assess and score their suppliers' performance and product quality on a scale of 1-100. Suppliers with excellent performance are scored 80 or above, while those scoring 70 are invited to a discussion with the user departments. A supplier with a score of below 60 will be replaced if they fail to resolve their problems after communication. Similarly, in our Singapore property development operations, monthly EHS performance report is conducted on all contractors to regularly assess and monitor their performance.

Considerate Constructors Scheme

Our UK property development only engages with contractors who are signatories of the Considerate Constructors Scheme to ensure that construction sites operate responsibly and respectfully. Signatories to the scheme are committed to conforming to the Code of Considerate Practice, which embodies the high industry standards of three key sections: respecting the community, caring for the environment, and valuing the workforce. Their construction projects are closely monitored, audited, and assessed for continuous improvement beyond legal requirements. By participating in the scheme, we can ensure our contractors' principles align with our own while supporting raising standards across the construction industry, benefiting local communities, the environment, and the workforce.

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7. Placemaking

7.1 EXCEED GUEST EXPECTATIONS

7.1.1 Challenges and opportunities

Our unwavering focus on customer satisfaction remains unchanged, despite the wide range of our business operations. We are dedicated to conducting comprehensive evaluations of all aspects of our business operations, including our hygiene standards and policies for safeguarding the well-being of our staff and guests. We also uphold our commitment to quality service while implementing sustainable practices. With Hong Kong gradually loosening pandemic control measures, we are experiencing a steady recovery from the pandemic. As one of Asia's fastest-growing hotel groups, we seek to capture the opportunities brought by the economic turnaround and go above and beyond to deliver distinctively different services.

7.1.2 Commitment

The Group aims to improve guests' experiences by delivering authentic and heartfelt service. Our Product Responsibility Policy sets our guidelines for promoting rigorous product accountability throughout our operations. The core principles of this policy include the following:

- Create and maintain an integrated community with our customers and establish a long-term value of sustainability;
- Establish and maintain good relationships with our customers;
- To keep improving our business by taking actions to address all comments and feedbacks from customers;
- Provide and pursue professional, responsible and responsive services to our customers;
- Protect and promote the safety and health of our customers and mitigate all risks during construction and operation stage;
- Comply with applicable legal requirements relating to the collection, holding, processing, disclosure and the use of personal data; and
- Protect the interest of our customers through enhancing the transparency and fairness of our sales activities.



7. Placemaking

7.1.3 How we work

7.1.3.1 Hygiene, safety and security

Maintaining good indoor air quality

To ensure good indoor air quality in our hotels, we utilise the Momax Robust Smart IoT UV-C HEPA Air Purifier to maintain optimal ventilation and air quality. We also regularly inspect these air purifiers to clean and replace filters to improve the air quality. Some of our hotels, such as Dorsett Chengdu, have appointed third-party annual inspections for their centralised ventilation system to provide a healthy indoor environment for their guests.

During the year, our gaming operations also completely replaced all air change and air quality control systems to ensure maximum control over air quality on its premises.



Air purifier at out hotels

Implementing CCTV monitoring systems

We have installed CCTV monitoring systems throughout our premises to ensure the safety and security of our hotel guests and properties. These systems are monitored 24/7 by a dedicated security team who also conducts regular patrols around the hotel perimeters. Our comprehensive safety measures cover all hotel facilities, including monitoring electricity, lift systems, gas and fuel supplies, fire alarm systems, water supplies, and anti-flooding measures.

We have implemented a "Care Assist" surveillance and security system in our car park operations that integrates with all the CCTV cameras installed throughout our parking facilities. This ensures that incidents, crimes, or suspicious activities are monitored and recorded for further review.

Our gaming operations are also centrally monitored by a 24-hour security system.

7.1.3.2 Customer privacy

Privacy policies

Our employees must abide by Our Code and maintain the confidentiality of any proprietary information they come across during employment. We require that all personal data be collected and stored in encrypted servers, which are periodically backed up to prevent the loss of customer data and unauthorised or accidental access, disclosure or alteration of said data.

As a company operating in Europe, we are subject to the European Union's General Data Protection Regulation ("GDPR"). As per this regulation, we must inform our customers about the purpose of collecting their data. For our operations in the UK, we adhere to the Data Protection Act 2018, which ensures the fair, lawful, and transparent use of our customers' personal information.



7. Placemaking

Client data processing and protection in our hotel operations are subject to strict policies and guidelines. We require all guests to consent to our data collection policies, as our Personal Information Collection Statement outlines. They are offered the option to opt out of their data being used for marketing purposes. Similar personal data policies are also applied to our car park and gaming operations.

Cybersecurity measures

We have implemented secure digital infrastructure to safeguard our people, assets, reputation, and brand. Our hotels utilise advanced firewalls and end-to-end protection software to enhance cybersecurity and prevent malicious attacks. We also conduct regular inspections and updates to ensure our networks and systems function correctly. Similarly, in our gaming operations, we have implemented specific cybersecurity policies and procedures, such as a Computer, Internet, and Email Usage Policy, procedure for the use of public Wi-Fi networks and procedure for securing IT service domain accounts. During the recruitment process, potential team members are exposed to these policies. We are also introducing two-factor authentication on all our mobile devices to secure our data further. Furthermore, we have established crisis management procedures for all our primary gaming systems. Our gaming operations also implemented the ISO 27001 Information Security Management System ("ISMS") in October 2022 to demonstrate and ensure the commitment of information security to the stakeholders.

Our UK offices are undertaking various projects to synchronise the backups, moving to external repositories into the cloud to ensure the continuity of its onsite infrastructure and information security management systems, which also assure the recovery of systems in the event of major incidents or outages. It is also looking for hardware support to rectify any damaged or faulty critical hardware within 24 hours.

Employee training

We implement rigorous training methods to ensure that our staff has sufficient knowledge of our cybersecurity practices. Our hotel staff undergoes regular training on data privacy and security to increase their awareness of the growing cybersecurity threats and effective ways to mitigate them. For example, Dorsett Shepherds Bush and Dao by Dorsett West London provided online cyber security awareness training for its employees to help them identify cyberattacks and the security risks associated with their actions. The front office staff at Dorsett Kwun Tong also received training on personal data protection to enhance their awareness and understanding of the importance of personal data protection.

Similarly, we have established specific procedures to familiarise our staff with the GDPR in our gaming operations.



7. Placemaking

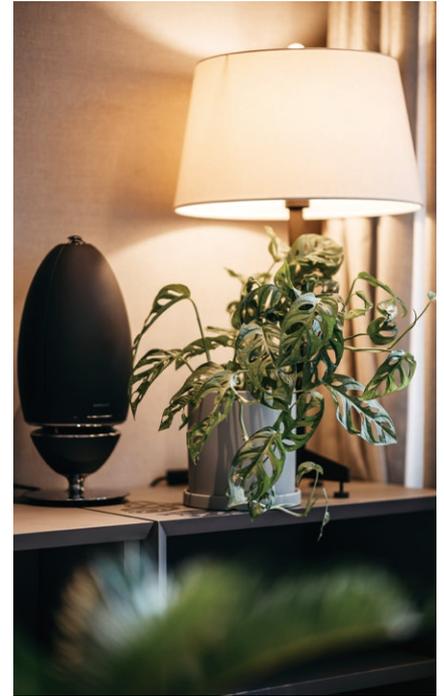
7.1.3.3 Wellness

In our hotel operations, we prioritise the well-being of our guests by providing a safe and welcoming environment and offering a range of special initiatives that promote relaxation and rejuvenation.

Caring the physical and mental wellness of our hotel guests

Our commitment to the guests' wellness is reflected in our efforts to promote healthy lifestyles. At Dorsett Tsuen Wan, we have provided a 24-hour gym room for our guests to stay active anytime during their stay. We also offer in-room fitness options, including hiring exercise bikes, to encourage guests to maintain their fitness routine at Dao by Dorsett West London.

Our popular Dorsett Wine Hour, which features music, snacks, and wine at the hotel lobby, has received positive feedback from guests at our Dorsett Wanchai, Dorsett Mongkok, and Cosmo hotel. This provides our guests networking opportunities to meet and connect with other travellers and our hotel staff that can help build relationships and allow guests to relax and unwind.



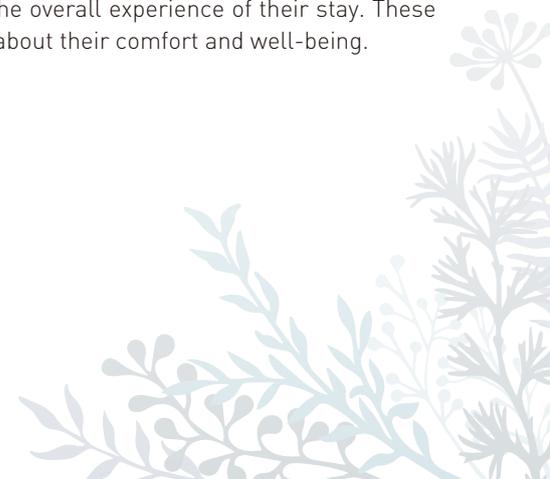
Offering vegetarian or plant-based meal alternatives for hotel guests

Our hotel operations have provided vegetarian and plant-based meals to our guests, promoting the benefits of sustainable eating habits while catering to their dietary preferences. For example, Lan Kwai Fong@Kau U Fong provides around 20 different daily special vegetarian meals, such as Hong Kong style and gluten-free meals, which has received positive comments and feedback from our guests. Dorsett Shepherds Bush and Dao by Dorsett West London also offer vegetarian and plant-based breakfast, with a minimum of 20 options from fresh fruit to vegetarian derivatives to offer our guests a diverse array of options.

Festival and special gift initiatives

Our dedication to customer wellness is driven by our innovative initiatives, which our guests appreciate through their positive feedback on Tripadvisor, social media, and email.

Our hotels strive to create a warm and welcoming atmosphere by offering special gifts on arrival, birthdays, and festive occasions. For example, we provide complimentary mooncakes during the Mid-Autumn Festival to our guests at Dorsett Chengdu. Dorsett Kwun Tong and Wuhan also offer gifts to their guests during check-in and check-out to enhance the overall experience of their stay. These gifts are a meaningful way to show our guests that we care about their comfort and well-being.



7. Placemaking

7.1.3.4 Experience

Customer satisfaction

Gaining insights into market needs through customer feedback is vital to our ongoing efforts to improve the quality of our products and services. We employ various methods across our hotels to gather this feedback, including in-room questionnaires and social media engagement. Additionally, we use a tracking system to monitor online reviews from guests across multiple platforms, which allows us to calculate the Global Review Index. This online reputation score benchmarks customer satisfaction.

In our property management business, we place great importance on gathering customer feedback to identify areas where we can improve. Our Australia team collects feedback through annual surveys, enabling us to gain valuable insights into our customers' needs and preferences. Similarly, our Manchester operations have developed a customer charter that aligns with the National House Building Council, a UK customer engagement standard, enabling us to maintain high customer satisfaction standards.

Meanwhile, our Singapore operations established a feedback protocol to receive feedback from neighbours and the general public. We strive to reply within 24 hours to minimize the impact of the feedback and ensure the best possible experience for everyone involved.

We have also established customer feedback channels in our car park and gaming operations. Our car park operations use a 24-hour online support system that covers technical issues, cleaning, and general customer feedback. Similarly, we use a smartphone application in our gaming operations to simplify the feedback process and enhance customer satisfaction.

In FY2023, we received 10,057 product and service-related complaints. In those cases, we immediately contacted the relevant parties to understand their concerns and rectify them as soon as possible. For example, as part of the daily practice, our car park operations have assigned a task manager to document and monitor all customer complaints.

Meeting accessibility needs in property development

To promote social inclusion for everyone in the community, our property development projects and hotels have incorporated accessibility features into building design. In Manchester, our developments include features that support individuals with limited visual or hearing acuity, with design finishes tailored for their ease of use. Similarly, in Hong Kong, we prioritise disability-friendly features such as wheelchair ramps in our hotels, including the Dorsett Wanchai. Dorsett Kai Tak, our hotel at the Kai Tak Development, will have rooms that comply with barrier-free requirements.



Disability-friendly toilet and shower room at our hotels

7. Placemaking

Maintaining dialogue between hotel and our guests

Our hotel operations prioritise promptly resolving any issues or complaints that may arise before, during, or after our guests' stay. Our front office teams file incident reports upon receiving complaints and work swiftly to investigate and provide a resolution that can turn a potentially negative experience into a positive one before the guest's departure. We also recognise the importance of online complaints from review sites and social media and take them just as seriously. In such cases, we investigate the complaint thoroughly and make every effort to contact the guest directly to address their concerns. To continually improve our guest services, we formally document all guest communications and relevant details, including any actions taken to remedy the situation.

As part of our ongoing efforts to enhance guest satisfaction, Dorsett Tsuen Wan established a good review-sharing section that invited past guests to share their feedback on their stay, resulting in 612 responses. These valuable insights help us identify areas for improvement and continue to provide exceptional experiences for our guests.

Our gaming operations' marketing department handles all complains and is required to promptly forward them to the responsible manager of the branch or headquarters within 24 hours. Once the necessary information has been gathered, the client is promptly notified within 36 hours that their complaint is being addressed, and a response is sent to the client within 14 days at the latest.

Promoting safer gambling measures

To minimise the risk of harm, we equip our gaming operations with tools that empower our customers to maintain control over their play. For example, we offer our casino customers the legal option to set self-limiting measures for each type of game and operator, including the number of visits, the amount of funds they are willing to allocate to the game, and the number of logins to their user accounts. Our gaming operations also partnered with Protecting People with Gamblers Disease and held training for premises management to recognise problem gamblers and develop effective communication and support strategies.

7.1.4 Feature Story – Affordable Art Fairs

Affordable Art Fairs

In 2022, we sponsored Affordable Art Fairs across Hong Kong, Singapore, Melbourne and London. For this we created an augmented reality art piece with a local Hong Kong digital art agency The Collective. We deployed artists of all backgrounds and ages to create a digital dancer performed by dancers from the Hong Kong Academy of Performing Arts. The purpose of this was to inspire hope back into the community as well as to support our local Arts community as COVID posed to put many of Hong Kong creative jobs at risk. In addition to the Affordable Art Fair sponsorship, since many of our guests could not join us in person at the fair, we decided to create the experience within the rooms via an advent QR Code calendar where the dancer would come to life in the hotel room which allowed connectivity to the community.



8. Data Tables

8.1 ENVIRONMENTAL PERFORMANCE^{1,2}

Indicators	Unit	Property										Total	
		Hotel		Development		Car Park ³		Gaming		Office		FY2023	FY2022
		FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
GHG emissions⁴													
Total GHG emissions	tCO ₂ e	37,964.0	25,069.3	4,320.1	5,265.8	3,122.2	272.1	2,608.1	1,801.2	535.1	458.3	48,549.6	32,866.7
Scope 1 emissions ⁵		3,513.0	1,772.5	3,036.1	3,652.3	22.9	14.9	818.3	432.2	66.6	88.0	7,457.0	5,960.0
Scope 2 emissions ⁶		34,303.0	23,149.5	1,275.1	1,611.8	3,051.8 ⁷	257.2	1,789.8	1,369.0	350.5	351.4	40,770.1	26,738.8
Scope 3 emissions ^{8,9}		148.0	147.2	8.9	1.7	47.5	0.0	0.0	0.0	118.0	19.0	322.5	167.9
Total GHG emissions intensity		0.03	0.02	7.0	7.5	0.031	0.003	0.08	0.07	7.8	6.9	N/A	N/A
		tCO ₂ e/ room nights		tCO ₂ e/ thousand square metres GFA completed		tCO ₂ e/ car park bays		tCO ₂ e/ thousand euros		tCO ₂ e/ thousand square feet			
Use of energy													
Total energy consumption	MWh	71,801.9	44,085.7	14,791.1	20,171.2	4,885.4	465.9	7,955.8	5,026.4	844.9	859.8	100,279.1	70,609.0
Direct energy consumption		15,857.2	8,290.8	11,875.6	17,199.4	83.2	54.2	3,783.8	2,041.7	257.2	333.5	31,857.0	27,919.6
Petrol		182.7	93.1	0.0	0.0	83.2	54.2	19.8	3.5	118.1	213.7	403.8	364.5
Diesel		2,143.1	841.6	3,862.7	3,715.6	0.0	0.0	581.1	372.8	107.0	85.6	6,694.0	5,015.6
Liquefied petroleum gas (LPG)		0.0	0.0	33.5	34.2	0.0	0.0	282.4	282.4	32.1	34.2	348.0	350.8
Fuel oil		0.0	0.0	0.0	337.0	0.0	0.0	224.6	202.1	0.0	0.0	224.6	539.1
Natural gas		9,324.7	4,233.6	0.0	0.0	0.0	0.0	2,675.8	1,180.8	0.0	0.0	12,000.5	5,414.4
Towngas		3,448.9	3,122.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,448.9	3,122.6
Others ¹⁰		757.9	0.0	7,979.4	13,112.6	0.0	0.0	0.0	0.0	0.0	0.0	8,737.3	13,112.6
Indirect energy consumption		55,944.7	35,794.9	2,915.5	2,971.8	4,802.2	411.6	4,172.0	2,984.8	587.7	526.3	68,422.1	42,689.4
Electricity		55,917.7	35,775.0	2,915.5	2,936.2	4,802.2	411.6	4,172.0	2,832.0	587.7	526.3	68,395.1	42,481.1
Heating		0.0	18.9	0.0	35.6	0.0	0.0	0.0	152.8	0.0	0.0	0.0	207.3
Renewable electricity generated and consumed onsite		27.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	27.0	1.0
Total energy consumption intensity		0.05	0.04	0.02	0.03	0.049	0.005	0.23	0.19	12.30	12.97	N/A	N/A
		MWh/ room nights		MWh/ square metres GFA completed		MWh/ car park bays		MWh/ thousand euros		MWh/ thousand square feet			

¹ The methodology used to calculate the FY2022 environmental KPIs is in line with FY2021, which includes the use of the latest available emission factors with reference to the Greenhouse Gas Protocol, IEA's Energy Statistics Manual, US EPA's Emission Factors for Greenhouse Gas Inventories, and Environmental Protection Department and the Electrical and Mechanical Services Department's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition).

² We have expanded the reporting scope this year to provide a more comprehensive view of the performance of our Group. Please refer to the section title "About this Report" for more information. Hence the data is not directly comparable with the prior year.

³ Include car park bays that are owned or managed by the Group only.

⁴ GHG emissions comprise carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.

⁵ Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

⁶ Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased towngas (for Hotel operations in Hong Kong) and heating.

⁷ Scope 2 emissions in FY2023 increased due to additional electricity consumption from car park operations and facilities management in Australia. The electricity consumption from these sources was not included in our previous report.

⁸ Scope 3 emissions include other indirect emissions from methane gas generation at landfill in Hong Kong due to disposal of paper waste, GHG emissions due to electricity used for fresh water and sewage processing in Hong Kong, and GHG emissions from business travel by employees.

⁹ FY2022 figures have been restated due to reporting error.

¹⁰ Include compressed natural gas, petroleum coke, acetylene and other coal gas.

8. Data Tables

Indicators	Unit	Property										Total	
		Hotel		Development		Car Park ³		Gaming		Office		FY2023	FY2022
		FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Use of water													
Water consumption ⁹	m ³	652,634.0	314,147.7	51,331.1	30,650.0	10,698.9	536.0	20,769.0	10,952.0	2,130.6	2,043.9	737,563.5	358,329.5
Water consumption intensity		0.50	0.28	0.08	0.04	0.11	0.01	0.60	0.41	0.03	0.03	N/A	N/A
		m ³ / room nights		m ³ / square metres GFA completed		m ³ / car park bays		m ³ / thousand euros		m ³ / square feet			
Air emissions													
NOx emissions	kg	26.3	6.6	7.9	121.5	6.4	4.8	60.7	37.1	18.5	14.4	119.7	184.4
SOx emissions		3.7	1.6	5.8	5.6	0.1	0.1	0.9	0.6	0.3	0.5	10.9	8.3
Particulate matter emissions		1.5	0.5	0.6	8.7	0.5	0.4	4.5	2.7	1.4	1.1	8.4	13.4
Waste production¹¹													
Hazardous waste produced¹²	Tonne	0.7	0.7	22.4	215.2	0.0	0.0	1.0	0.0	0.0	0.0	24.1	215.9
Non-hazardous waste produced⁹		2,145.1	759.1	21,631.0	23,851.0	1.3	0.5	220.0	152.9	5.6	8.0	24,003.1	24,771.4
Commercial waste ¹³		2,145.1	759.1	4,763.6	3,385.2	1.3	0.5	220.0	152.9	5.6	8.0	7,135.7	4,305.6
Construction & demolition waste		0.0	0.0	16,867.4	20,465.8	0.0	0.0	0.0	0.0	0.0	0.0	16,867.4	20,465.8
Non-hazardous waste recycled or reused		1,065.8	25.7	5,504.0	17,983.6	0.0	0.0	20.0	16.9	4.1	2.9	6,593.9	18,029.0
Paper		627.7	18.4	6.0	1.0	0.0	0.0	9.0	7.8	3.9	2.7	646.6	30.0
Plastics		280.8	2.9	1.0	1.0	0.0	0.0	4.0	2.3	0.1	0.1	285.9	6.3
Metal		0.6	0.1	735.9	607.0	0.0	0.0	0.0	0.0	0.1	0.0	736.5	607.1
Glass		0.3	4.2	0.0	0.0	0.0	0.0	6.0	5.8	0.0	0.0	6.3	10.0
Food waste		102.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	102.4	0.0
Construction & demolition waste		0.0	0.0	4,651.8	16,949.5	0.0	0.0	0.0	0.0	0.0	0.0	4,651.8	16,949.5
Mixed recyclables		54.0	0.0	109.4	425.0	0.0	0.0	1.0	1.0	0.0	0.0	164.4	426.0
Hazardous waste intensity		0.50	0.58	0.04	0.30	0.0	0.0	0.03	0.0	0.0	0.0	N/A	N/A
		tonne/ million room nights		tonne/ thousand square metres GFA completed		tonne/ car park bays		tonne/ million euros		tonne/ thousand square feet			
Non-hazardous waste intensity		1.63	0.67	0.04	0.03	0.013	0.004	6.3	5.7	0.1	0.1	N/A	N/A
		tonne/ thousand room nights		tonne/ square metres GFA completed		tonne/ thousand car park bays		tonne/ million euros		tonne/ thousand square feet			

¹¹ Refer to the production of waste from operational activities, which includes waste that are reused, recycled, landfilled, or processed by other waste management methods.

¹² Include construction hazardous waste (e.g. hazardous concrete, bricks, tiles and asbestos), fluorescent tubes, painting, solvents and battery.

¹³ Include general waste, food waste, painting, cardboard and metal.

8. Data Tables

8.2 SOCIAL PERFORMANCE^{14, 15}

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Employment										
Total workforce	1,782	1,142	366	310	459	441	365	325	2,972	2,218
By gender										
Male	951	579	295	237	209	203	197	172	1,652	1,191
Female	831	563	71	73	250	238	168	153	1,320	1,027
By region										
Hong Kong	573	576	0	0	0	0	143	140	716	716
Mainland China	460	475	0	0	0	0	27	30	487	505
Singapore	58	38	0	0	0	0	11	11	69	49
UK	61	53	86	26	0	0	72	65	219	144
Australia	190	0	232	238	0	0	75	51	497	289
Malaysia	440	0	48	46	0	0	0	0	488	46
Czech Republic	0	0	0	0	459	441	37	28	496	469
By age group										
30 or below	375	173	75	67	124	126	43	47	617	413
31-40	444	290	92	88	157	154	130	120	823	652
41-50	515	353	88	72	107	92	98	83	808	600
50 or above	448	326	111	83	71	69	94	75	724	553
By employee category										
Senior management ¹⁶	77	57	11	16	8	7	54	57	150	137
Male	40	24	8	11	6	5	32	38	86	78
Female	37	33	3	5	2	2	22	19	64	59
Middle management ¹⁷	363	228	15	7	25	24	84	84	487	343
Male	218	144	10	5	20	20	45	45	293	214
Female	145	84	5	2	5	4	39	39	194	129
General staff ¹⁸	1,342	857	340	287	426	410	227	184	2,335	1,738
Male	693	411	277	221	183	178	120	89	1,273	899
Female	649	446	63	66	243	232	107	95	1,062	839
By employee type										
Full-time	1,669	1,140	197	238	406	400	355	314	2,627	2,092
Part-time	113	2	169	72	53	41	10	11	345	126

¹⁴ The social performance table only includes social data within the scope of ESG reporting. The total number of employees of the Group is approximately 3,900 while the total number of employees within the scope of ESG reporting is 2,972.

¹⁵ For Office, it includes employees of head office and regional offices, excluding Car Park office. For Car Park, it includes employees of Car Park office and Car Park sites.

¹⁶ Senior management refers to C-suites, general managers of regional offices and hotels, members of executive committees, department heads of FEC head office and Dorsett Group and directors. For gaming operations, it refers to casino managers and assistant casino managers.

¹⁷ Middle management refers to managers of departments, regional offices and hotels other than senior management. For gaming operations, it refers to floor managers, pit bosses and heads of departments.

¹⁸ General staff refers to colleagues other than senior management and middle management.

8. Data Tables

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2023	FY2022								
New employees	354	234	118	93	140	99	127	127	739	553
By gender										
Male	197	132	89	68	48	47	65	67	399	314
Female	157	102	29	25	92	52	62	60	340	239
By region										
Hong Kong	156	115	0	0	0	0	53	60	209	175
Mainland China	45	71	0	0	0	0	7	9	52	80
Singapore	33	33	0	0	0	0	2	1	35	34
UK	45	15	38	0	0	0	20	26	103	41
Australia	8	0	67	83	0	0	37	23	112	106
Malaysia	67	0	13	10	0	0	0	0	80	10
Czech Republic	0	0	0	0	140	99	8	8	148	107
By age group										
30 or below	123	77	42	30	52	51	26	33	243	191
31-40	79	60	33	35	43	21	41	48	196	164
41-50	84	48	16	14	25	17	31	24	156	103
50 or above	68	49	27	14	20	10	29	22	144	95
Employee turnover rate (%)¹⁹	24.7	36.3	42.1	49.0	24.8	17.0	26.0	28.3	27.0	33.0
By gender										
Male	24.5	34.4	38.0	38.0	19.1	20.2	23.4	25.6	26.1	31.4
Female	24.9	38.2	59.2	84.9	29.6	14.3	29.2	31.4	28.2	35.0
By region										
Hong Kong	31.1	34.0	0.0	0.0	0.0	0.0	35.7	38.6	32.0	34.9
Mainland China	18.3	33.1	0.0	0.0	0.0	0.0	18.5	20.0	18.3	32.3
Singapore	101.7	113.2	0.0	0.0	0.0	0.0	0.0	9.1	85.5	89.8
UK	59.0	34.0	0.0	0.0	0.0	0.0	12.5	21.5	20.5	22.2
Australia	5.3	0.0	65.1	58.8	0.0	0.0	37.3	27.5	38.0	53.3
Malaysia	16.6	0.0	6.3	26.1	0.0	0.0	0.0	0.0	15.6	26.1
Czech Republic	0.0	0.0	0.0	0.0	24.8	17.0	5.4	10.7	23.4	16.6
By age group										
30 or below	33.3	82.1	64.0	62.7	27.4	21.4	55.8	46.8	37.4	56.4
31-40	27.5	31.4	54.3	53.4	24.8	11.0	25.4	30.0	29.6	29.3
41-50	20.8	23.5	25.0	43.1	18.7	18.5	20.4	20.5	20.9	24.7
50 or above	19.2	30.1	30.6	38.6	29.6	20.3	19.1	22.7	22.0	29.1
Health & safety										
Work-related fatalities	0	0	0	0	0	0	0	0	0	0
Work-related fatalities rate (per 100 employee)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Work-related injuries	21	16	1	1	5	7	3	2	30	26
Work-related injuries rate (per 100 employee)	1.18%	1.40%	0.27%	0.32%	1.09%	1.59%	0.82%	0.62%	1.01%	1.17%
Lost days due to work-related injury	256	1,186	0	90	111	217	248	258	615	1,751

¹⁹ Employee turnover refers to the total number of employees who left the company in the year.

8. Data Tables

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2023	FY2022								
Learning & development²⁰										
Average training hours per employee	19.7	12.4	0.0	0.0	9.8	2.7	5.9	3.3	14.1	7.4
By gender										
Male	18.2	10.7	0.0	0.0	11.9	2.9	5.9	3.6	12.7	6.2
Female	21.5	14.0	0.0	0.0	8.1	2.4	5.9	2.9	15.8	8.7
By region										
Hong Kong	5.7	5.0	0.0	0.0	0.0	0.0	2.3	2.6	5.0	4.6
Mainland China	20.5	21.4	0.0	0.0	0.0	0.0	8.0	5.2	19.8	20.4
Singapore	18.7	27.8	0.0	0.0	0.0	0.0	0.0	0.0	15.7	21.5
UK	173.3	0.3	0.0	0.0	0.0	0.0	2.3	1.4	49.0	0.7
Australia	13.7	0.0	0.0	0.0	0.0	0.0	1.6	0.3	5.5	0.1
Malaysia	18.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Czech Republic	0.0	0.0	0.0	0.0	9.8	2.7	36.1	15.5	11.8	3.4
By employee category										
Senior management	21.8	12.5	0.0	0.0	36.0	3.0	5.2	2.1	15.0	6.3
Middle management	19.3	12.1	0.0	0.0	39.8	3.3	7.4	7.3	17.7	10.1
General staff	19.7	12.4	0.0	0.0	7.6	2.6	5.6	1.8	13.3	6.9
Percentage of employee who received trainings (%)	77.6	81.5	0.0	0.0	94.3	78.5	40.8	23.7	66.1	61.0
By gender										
Male	72.2	77.0	0.0	0.0	97.6	83.3	37.1	21.5	58.4	54.7
Female	83.6	86.1	0.0	0.0	91.6	74.4	45.2	26.1	75.8	68.4
By region										
Hong Kong	83.8	63.7	0.0	0.0	0.0	0.0	32.2	24.3	73.5	56.0
Mainland China	100.9	107.6	0.0	0.0	0.0	0.0	11.1	13.3	95.9	102.0
Singapore	100.0	92.1	0.0	0.0	0.0	0.0	0.0	0.0	84.1	71.4
UK	100.0	34.0	0.0	0.0	0.0	0.0	27.8	13.8	37.0	18.8
Australia	100.0	0.0	0.0	0.0	0.0	0.0	57.3	3.9	46.9	0.7
Malaysia	29.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	26.4	0.0
Czech Republic	0.0	0.0	0.0	0.0	94.3	78.5	100	100	94.8	79.7
By employee category										
Senior management	72.7	82.5	0.0	0.0	100.0	114.3	50.0	26.3	60.7	51.1
Middle management	73.6	78.9	0.0	0.0	100.0	100.0	29.8	32.1	65.1	67.3
General staff	78.9	82.1	0.0	0.0	93.9	76.6	42.7	19.0	66.6	60.6
Percentage of employee receiving regular appraisal (%)	90.9	96.6	10.7	19.4	97.8	84.8	85.8	69.8	81.4	79.5
Customer relationship Products and service-related complaints received										
	2,073	582	7,816	255	0	0	168	116	10,057	953

²⁰ The number of trained employees, training hours and employees receiving regular appraisal include employees who left the Group during the reporting period, hence the percentage of trained employees and the percentage of employees receiving regular appraisal may exceed 100%.

8. Data Tables

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Community investment										
Donation amount (HK\$)	-	-	-	-	-	-	-	-	\$13,959,742	7,063,000
No. of volunteers	867	440	0	0	16	18	58	44	941	502
Arts & culture	0	20	0	0	0	0	2	2	2	22
Environment	34	137	0	0	1	0	1	10	36	147
Community wellness	818	279	0	0	8	18	37	15	863	312
Youth education & development	11	4	0	0	5	0	10	17	26	21
Others	4	0	0	0	2	0	8	0	14	0
Volunteering hours	1,091	3,128	0	0	476	75	473	208	2,040	3,411
Arts & culture	0	320	0	0	0	0	9	18	9	338
Environment	62	1,334	0	0	5	0	180	20	247	1,354
Community wellness	977	1,466	0	0	60	75	122	92	1,159	1,633
Youth education & development	34	8	0	0	86	0	128	78	248	86
Others	18	0	0	0	325	0	34	0	377	0
Supply Chain										
Suppliers by geographical region	2,373	-	884	-	252	-	4,207	-	7,716	-
Hong Kong	0	-	0	-	0	-	1,533	-	1,533	-
Mainland China	318	-	0	-	0	-	1,037	-	1,355	-
Singapore	62	-	0	-	0	-	401	-	463	-
Asia (excluding Hong Kong, Mainland China and Singapore)	1,685	-	16	-	0	-	0	-	1,701	-
United Kingdom	55	-	78	-	7	-	761	-	901	-
Europe	3	-	3	-	245	-	246	-	497	-
Australia	250	-	785	-	0	-	227	-	1,262	-
North America	0	-	2	-	0	-	1	-	3	-
Other region	0	-	0	-	0	-	1	-	1	-



9. ESG Guide Content Index

Mandatory Disclosure Requirements		Sections/Remarks
Governance Structure	<p>A statement from the board containing the following elements:</p> <ul style="list-style-type: none"> (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. 	3. Our Approach to ESG
Reporting Principles – Materiality	<p>The ESG report should disclose:</p> <ul style="list-style-type: none"> (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. 	1.5 About this report 3. Our Approach to ESG
Reporting Principles – Quantitative	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable).	1.5 About this report 8. Data Tables
Reporting Principles – Consistency	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	1.5 About this report 8. Data Tables
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report.	1.5 About this report



9. ESG Guide Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
A. Environmental		
Aspect A1: Emissions		
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 air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	3. Our Approach to ESG 4. Managing Environmental Footprint
KPI A1.1	The types of emissions and respective emissions data.	8. Data Tables
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4. Managing Environmental Footprint 8. Data Tables
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4. Managing Environmental Footprint 8. Data Tables
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4. Managing Environmental Footprint 8. Data Tables
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	4. Managing Environmental Footprint
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	4. Managing Environmental Footprint
Aspect A2: Use of resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	4. Managing Environmental Footprint
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).	8. Data Tables
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	4. Managing Environmental Footprint 8. Data Tables
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	4. Managing Environmental Footprint
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	4. Managing Environmental Footprint
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not material to our core business
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	4. Managing Environmental Footprint
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	4. Managing Environmental Footprint

9. ESG Guide Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	4. Managing Environmental Footprint
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	4. Managing Environmental Footprint
B. Social		
Employment and Labour Practices		
Aspect B1: Employment		
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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	3. Our Approach to ESG 5. Employer of Choice
KPI B1.1	Total workforce by gender, employment type (for example, full – or part-time), age group and geographical region.	5. Employer of Choice 8. Data Tables
KPI B1.2	Employee turnover rate by gender, age group and geographical region	8. Data Tables
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) (a) the policies; and (b) (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.	3. Our Approach to ESG 5. Employer of Choice
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	5. Employer of Choice 8. Data Tables
KPI B2.2	Lost days due to work injury.	8. Data Tables
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	5. Employer of Choice
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	5. Employer of Choice
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	8. Data Tables
KPI B3.2	The average training hours completed per employee by gender and employee category.	8. Data Tables

9. ESG Guide Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
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.	We uphold the principle of human rights and ensure it constitutes the basis of our businesses and operations.
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Our Prevention of Child and Forced Labour Policy clearly states the prohibitions of any forms of child labour or forced labour.
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	During the year, we are not aware of any cases relating to child and forced labour in our operations.
Operating Practices		
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	6. Cultivating Community
KPI B5.1	Number of suppliers by geographical region.	8. Data Tables
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	6. Cultivating Community
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	6. Cultivating Community
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	6. Cultivating Community
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations on health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	3. Our Approach to ESG 7. Placemaking
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There are no recalls that have significant impact on our operations.

9. ESG Guide Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	7. Placemaking
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	The Group is committed to protecting intellectual property rights and copyright and complying with the relevant regulatory requirements. The Employee Handbook sets out the Group's position and provides clear guidelines to ensure intellectual property rights and copyright rules are observed.
KPI B6.4	Description of quality assurance process and recall procedures.	7. Placemaking
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	7. Placemaking
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.	3. Our Approach to ESG
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.	3. Our Approach to ESG
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	3. Our Approach to ESG
KPI B7.3	Description of anti-corruption training provided to directors and staff.	3. Our Approach to ESG
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.	6. Cultivating Community
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	6. Cultivating Community
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	6. Cultivating Community 8. Data Tables



16th Floor, Far East Consortium Building,
121 Des Voeux Road Central, Hong Kong

Website: www.fecil.com.hk

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