



遠東發展有限公司
Far East Consortium International Limited
(Incorporated in the Cayman Islands with limited liability)
Stock Code: 035



ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT 2022

Diversification Yields Resilience







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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

As we navigate the ongoing COVID-19 pandemic and other economic and geopolitical challenges, I am proud to say that the Group's resilience was on full display as we announced another set of good results. In terms of our progress in ESG performance, our outstanding teams across all our businesses have used the last few years to build a strong foundation to identify and implement a strategy to deliver on our ambitious ESG goals. We are still at the beginning of an evolving ESG journey, but we believe that we have made significant advances and are well-equipped to progress further. We remain dedicated to our sustainability vision: "To be a role model that inspires this generation and beyond to create a more sustainable, liveable world."

In line with the global business community's mindset of profit with purpose, we believe that sound sustainability strategies can create investment value for the Group and deliver long-term returns to shareholders, customers and other stakeholders. In FY2022, we established a Sustainable Finance Framework to outline the conditions under which we can enter sustainable financing transactions to fund projects that will create positive environmental and social outcomes in alignment with our sustainability strategy and vision.

Though the pandemic adversely impacted businesses, it affected our communities first and foremost. While we have always been passionate about supporting the community, the fallout from the pandemic revealed areas in which we could do even more. As such, we continued with our community outreach efforts in order to build deeper connections, support local priorities and advocate for our communities where we can. Some highlights include our participation in various community events to support the needs of underprivileged populations and our partnership to develop a Social Value Charter in Manchester.

As a leading regional property developer, one of the most effective ways for us to make positive impact is through green buildings, which will lower our carbon footprint by making properties more efficient and emit less carbon. Our efforts have been recognised by the industry, with several of our existing properties earning certifications such as BEAM Plus, Green Star and EarthCheck; a number of our pipeline properties are targeting green certifications as well. We also worked closely with construction companies worldwide to ensure that they abided by the strictest industry standards in terms of emissions and safety.

As a leading owner and operator of hotel properties globally, we have been very proactive in making our hotels available to authorities for service during the COVID-19 pandemic. Whether as quarantine hotels for guests or accommodations for healthcare personnel, we were steadfast in prioritising the well-being of our communities. To protect our guests and team members, we built on our already high standards of hygiene and embraced best-practice, cutting-edge technology at our hotels. To address mental well-being, we designed a wide variety of in-room classes and initiatives that received positive feedback from guests.

In order for corporate sustainability to flourish, strong governance must be in place. As such, we closely monitored our governance practices and refined them to effectively drive our sustainability strategies. In FY2022, we expanded the reporting lines of our ESG Steering Committee and formed three sub-committees of senior executives from our property development and hotel divisions, as well as finance executives working at our headquarters, to support the Board of Directors in overseeing and implementing sustainability plans and practices into our daily operations.

It is undeniable that human resources are the key to our continued success, both in business and sustainability performance; therefore, we make it a point to support our staff. With several of our hotels acting as quarantine facilities, we upheld strict safety measures to ensure our employees' health and safety through health tracking systems, flexible working arrangements and group vaccination bookings. To attract and retain talent, we foster a culture of personal and career development for current employees. To better advocate for our staff and their needs, various channels are in place for feedback and open discussion, which help shape a work environment that promotes employee engagement.

We see our annual ESG reports not just as a means of outlining our sustainability practices, but as a way to express our vision of a better and more sustainable tomorrow. This year in particular is a special one, as it marks our 50th anniversary as a listed company on The Stock Exchange of Hong Kong Limited. In addition to our strong sustainability governance and strategy, we will leverage our heritage and our experiences from these past five decades to propel us forward in delivering our sustainability vision.

David CHIU

Chairman and Chief Executive Officer

1. Introduction

1.4 FY2022 SUSTAINABILITY HIGHLIGHTS

Sustainability highlights of FY2022 include:

 <p>Sustainability Strategy and Governance</p>	<ul style="list-style-type: none"> Established sub-committees of senior executives from property development and hotel divisions as well as finance executives to support the Board of Directors and ESG Steering Committee in overseeing and implementing sustainability plans and practices into our daily operations. Developed a Sustainable Finance Framework to outline the conditions under which the Group can enter sustainable financing transactions to fund projects that will create positive environmental and social outcomes in alignment with our sustainability strategy and vision.
 <p>Managing Environmental Footprint</p>	<ul style="list-style-type: none"> Reduced 70% of our hazardous waste production compared to FY2021. Participated in the “Lai See Reuse and Recycle Programme 2022” and collected approximately 140 kg of red envelopes. Offered water filter jugs to quarantine guests as an alternative to single-use plastic water bottles, reducing over 5,600 g of carbon emissions for the 21-day quarantine period.
 <p>Employer of Choice</p>	<ul style="list-style-type: none"> Provided over 15,900 hours of training and development for employees. Organised group vaccination bookings and implemented health tracking systems and flexible working arrangements to ensure employee health and safety in daily operations.
 <p>Cultivating Community</p>	<ul style="list-style-type: none"> Initiated a “Walk for More” fundraising campaign and raised an approximate total of HK\$133,000 to support Harmony House in providing anti-domestic violence services. Partnered with the Manchester City Council (“MCC”) and North Manchester General Hospital (“NMGH”) to develop a Social Value Charter in North Manchester. Engaged the Lever Foundation, an NGO advocating for the rights of farm animals, to establish a global commitment to purchase only cage-free eggs by 2030.
 <p>Placemaking</p>	<ul style="list-style-type: none"> Partnered with Neurum Health to provide quarantine guests with free exclusive access to the Clara A.I. Mental Health App’s lessons and interactive tools to help them stay positive during their quarantine stays. Organised different online activities, including virtual wine tastings, yoga classes and wine hours with a live band to help our quarantine guests be happy, healthy and connected.

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 sixth annual ESG Report, which follows our last ESG Report published in September 2021. This report covers the Group's ESG strategies, management approach, progress and highlights for the financial year starting from 1 April 2021 and ended 31 March 2022 ("FY2022"), unless otherwise specified.

1.5.2 Reporting boundary

This report provides an overview of our sustainability performance for FY2022 and primarily focuses on the activities of our directly controlled operations across our business segments, namely Hotel Operations and Management¹ ("Hotel"), Property Development² ("Property Development"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming") and our Corporate and Regional Offices ("Office").

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 63 to 68 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 2022 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:

 <p>Materiality</p>	<p>We focus on matters that impact business growth and are of importance to stakeholders. For more information, please refer to the section titled "Our Approach to ESG" (page 10).</p>
 <p>Quantitative</p>	<p>Information regarding the standards, methodologies, assumptions and/or calculation references and sources of key conversion factors used for KPIs is stated wherever appropriate.</p>
 <p>Balance</p>	<p>Information is disclosed as objectively as possible to provide stakeholders with an unbiased picture of our overall ESG performance.</p>
 <p>Consistency</p>	<p>Quantitative KPIs are calculated according to consistent methodologies unless otherwise specified. Reasons will be provided for any restating of information published in the Report.</p>

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.

¹ Includes our hotels located in Hong Kong, Mainland China, the UK and Singapore.

² Includes projects with over 50% shareholdings and excludes joint venture projects, leasing projects, raw land and projects for which the selling stage was completed before FY2022. Environmental data includes properties under development with over 50% shareholdings.

2. Awards and Accolades



- **Three Awards in “FinanceAsia’s 2021 Asia’s Best Companies” Poll**

- Most Committed to the Highest Governance Best Standards in Hong Kong
- Most Committed to the Highest Governance Best Standards in China
- Most Committed to Social Causes in China



- **Two Awards at the “iNOVA Awards 2021”**

- Bronze: Corporate Social Responsibility Report
- Bronze: Specialty Reports: Environmental, Social & Governance Report



- **Four Honours at the “HKIRA 7th Investor Relations Awards 2021”**

- Best ESG (E)
- Best ESG (S)
- Best ESG (G)
- The ESG Grand Award (Small Cap)



- **One Award at the “11th Asian Excellence Award 2021”**

- Best Environmental Responsibility



- **Titanium Award at “The Asset ESG Corporate Awards 2021”**



- **Honourable Mention of the ESG Excellence Awards of the “Hong Kong Corporate Governance & ESG Excellence Awards 2021”**



2. Awards and Accolades

- **Caring Company Logo 2021/22 by Hong Kong Council of Social Service**



- **9th Outstanding Corporate Social Responsibility Award at The Mirror Post Monthly Post**



HONG KONG Dorsett Hospitality International

- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Services



- Manpower Developer 2020-2022 by Employees Retraining Board



Dorsett Kwun Tong, Hong Kong

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



- Certificate of "Charter on External Lighting" by Environment Bureau



Dorsett Mongkok, Hong Kong

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



Dorsett Tsuen Wan, Hong Kong

- Certificate of Participation in the Hong Kong Awards for Environmental Excellence 2020 by Environmental Campaign Committee



- Energywise Certificate by The Environmental Campaign Committee



2. Awards and Accolades

- Wastewi\$e Certificate by The Environmental Campaign Committee



- Hong Kong Green Organisation Certification by The Environmental Campaign Committee



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



Dorsett Wanchai, Hong Kong

- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Services



Cosmo Hotel Hong Kong

- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Services



Lan Kwai Fong Hotel @ Kau U Fong

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



Silka Far East, Hong Kong

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



Silka Seaview, Hong Kong

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



2. Awards and Accolades

Silka Tsuen Wan, Hong Kong

- Hong Kong Green Organisation Certification by The Environmental Campaign Committee



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



- Platinum Award and Certificate of "Charter on External Lighting" by Environment Bureau



MAINLAND CHINA

Dorsett Chengdu

- Donation certificate of "Offering love to Sichuan Red Cross Foundation Chengdu Army Support Development Fund" by Sichuan Red Cross Foundation



- Love Enterprise Award by Xiyuhe Street Luomashi Community



SINGAPORE

Dorsett Singapore

- SG Clean Certification 2021 by National Environment Agency



3. Our Approach to ESG

3.1 SUSTAINABILITY STRATEGY

3.1.1 Our Vision

The undeniable impact of climate change indicates the need for an urgent response to climate risks, particularly those with a potential impact on our business operations. The worldwide occurrence of negative externalities stemming from climate change provides context for local challenges, such as escalating amounts of waste, extreme temperature fluctuations and increased frequency of severe weather events. Together, these radically affect the viewpoints and actions of all our key stakeholders, including customers, employees, suppliers, investors and regulators, as well as non-profit organisations and civil society as a whole.

We firmly believe that sustainable development is the key to creating long-term value. Our sustainability strategy outlines our approach to becoming an industry leader for sustainability and building a sustainable future by actively engaging in areas in which we can make the most meaningful economic, social and environmental impact.

Our sustainability strategy is based on four pillars: (1) Managing Environmental Footprint; (2) Employer of Choice; (3) Cultivating Community and (4) Placemaking. Each pillar comprises several objectives and serves as a guide for each of our businesses to unite under one strategy in order to navigate an ever-changing society filled with complicated issues, many of which must be addressed on a global scale.

Over the past few years, we have developed KPIs with input from different business divisions, which we continuously re-examine and refine to ensure that our actions align with our sustainability strategy. We are committed to regular and transparent reporting so that stakeholders may compare our relative performance over time.



3. Our Approach to ESG

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	Youth & local development	Supplier engagement	Wellness		
								Experience			
United Nations Sustainable Development Goals ("SDG")											

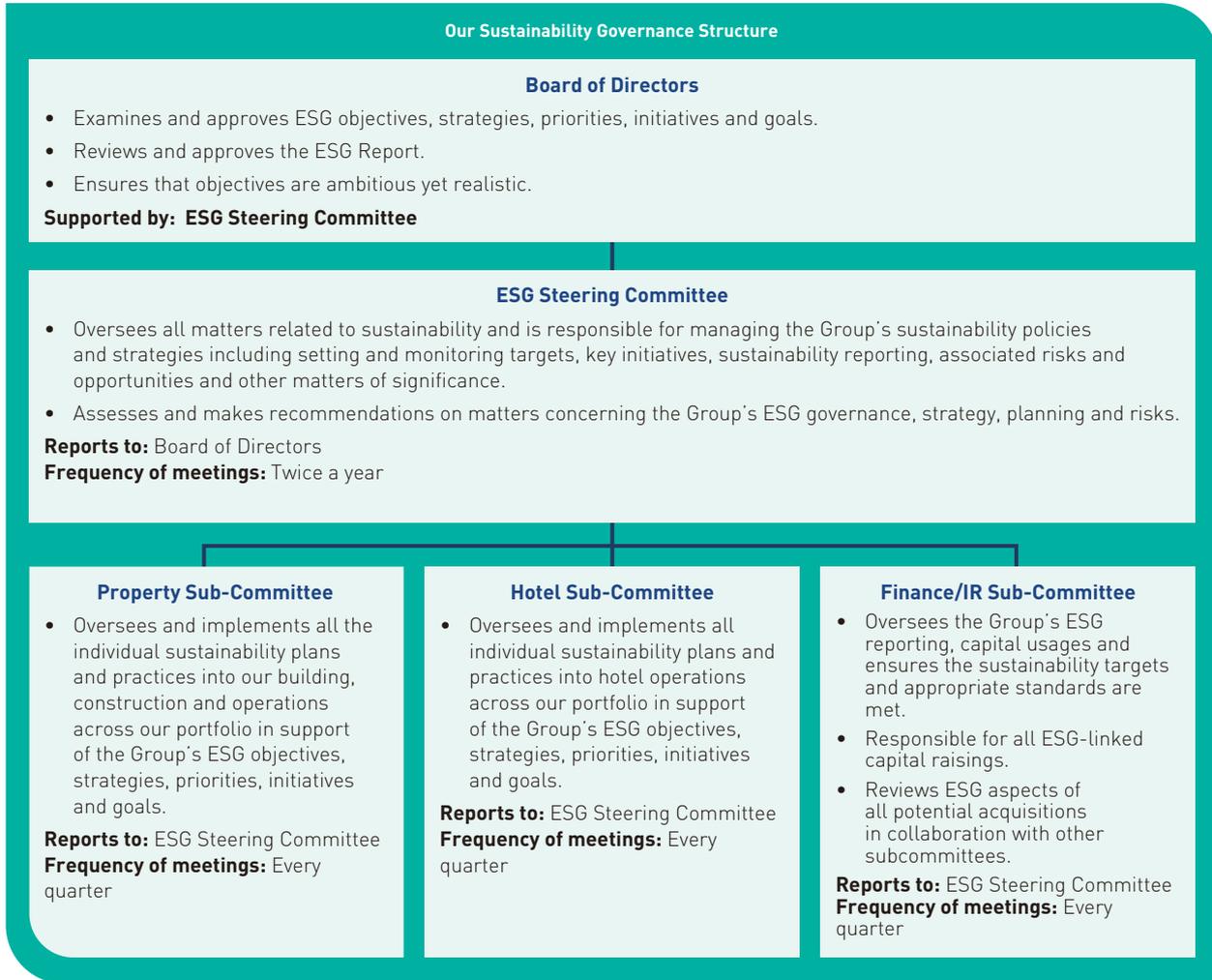
3.2 SUSTAINABILITY GOVERNANCE

As a socially responsible corporate, we strive to create long-term environmental, social and economic value for our stakeholders. We firmly believe that sound sustainability governance is fundamental in setting a Group-wide direction and strategy for sustainability to guide our employees and business partners.

Our top-down sustainability governance structure begins with the Board of Directors taking the lead to evaluate and approve sustainable development strategies, target setting and ESG reporting. The ESG Steering Committee acts as a liaison to facilitate the execution of ESG initiatives through the implementation of ESG policies, the evaluation and disclosure of ESG performance and stakeholder engagement. It is chaired by Ms. Winnie CHIU, Executive Director at Far East Consortium, Executive Director and President at Dorsett Hospitality International ("Dorsett Group") and Chair of ESG Steering Committee. In FY2022, we expanded upon those reporting lines by establishing sub-committees of senior executives from property development and hotel divisions as well as finance executives working at our headquarters. This broad-based involvement ensures that the wider interests of the Company are adequately represented when developing ESG strategies.

During the year, we appointed an independent sustainability consultant to conduct an initial pre-readiness check on the robustness of our existing ESG reporting processes and our internal controls of significant environmental indicators in order to prepare for ESG assurance in our future ESG reports.

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, which allows us to maintain the trust of our customers and other stakeholders.

3.2.2 Governance policies

The Group has 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. Our Code applies to the whole Group; as such, 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 are responsible for being knowledgeable of and complying with Our Code.

Tailor-made trainings on specific topics are assigned to employees as necessitated by their roles and areas of responsibility. For example, we conduct anti-money laundering training according to internal procedures and principles for relevant employees at our gaming operations. These courses outline requirements for the fulfilment of obligations under the Anti-Money Laundering Act of the Czech Republic and were held via webstream or online schooling for greater accessibility.

3.2.4 Whistle-blowing measures

To promote business integrity, we encourage employees to report any suspected misconduct or malpractice within the Group. Our Code states clear guidelines on the reporting of illegal or unethical behaviour and practices.

All reported incidents are treated confidentially, and informants are protected from victimisation, such as unfair dismissal or any other unwarranted and retaliatory disciplinary actions.

3. Our Approach to ESG

3.2.5 Regulatory compliance

Given that the violation of laws and regulations can significantly impact our operations, financial status and reputation, the Group manages regulatory risk through effective compliance management. To ensure that our businesses uphold the highest standards of compliance and business integrity, we have implemented policies, guidelines and practices for applicable laws and regulations in our daily operations; additionally, we make it a point to stay abreast of the latest regulatory developments in order to quickly adapt to any changes that may arise.

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 any forms of corruption, including bribery, extortion, money laundering, fraud and theft. Our Code and Employee Handbook clearly outline the requirements in relation to conflicts of interest and political contributions and clearly state that all Directors and employees are required 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 remain on the alert for laws and regulations in different regions that may significantly impact our business operations.

3.3 SUSTAINABLE FINANCE FRAMEWORK

In FY2022, we developed a Sustainable Finance Framework to outline the conditions under which the Group can enter sustainable financing transactions to fund projects that will create positive environmental and social outcomes in alignment with our sustainability strategy and vision. For more information, please refer to our Sustainable Finance Framework on our website.

3.4 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. Furthermore, the results enabled us to hone in on the risks, opportunities, issues and impacts that matter 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. For more details on the materiality assessment process and outcomes, please refer to pages 18 to 20 of our ESG Report 2020.

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



3.5 STAKEHOLDER ENGAGEMENT

The opinions of our stakeholders are of the utmost importance when defining and managing issues that are of significance to our sustainable development. We regularly engage with our stakeholders through myriad communication channels to understand their priorities and expectations regarding our sustainability performance and to identify areas for improvement.

Key stakeholder groups	Why we engage	How we engage
 <p>Customers</p>	Feedback from customers helps us improve our products, services and processes.	<ul style="list-style-type: none"> • Social media • Customer service • Customer satisfaction surveys
 <p>Employees</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.	<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)
 <p>Shareholders and investors</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.	<ul style="list-style-type: none"> • Annual General Meeting • Annual and interim reports • Results briefings • Roadshows • Investor events
 <p>Suppliers and business partners</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.	<ul style="list-style-type: none"> • Supplier screenings and assessments • Online surveys • Regular project meetings
 <p>Governments and regulators</p>	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.	<ul style="list-style-type: none"> • Statutory filings and announcements
 <p>Media</p>	Media is our primary method for increasing company exposure. Thus, it is necessary to ensure that media partners are well-informed of our performance.	<ul style="list-style-type: none"> • Press conferences • Press releases • Media briefings • Responses to customer enquiries and feedback • Media interviews
 <p>Community groups</p>	Active engagement with local communities in which we operate enables us to understand their needs and create lasting benefits for society.	<ul style="list-style-type: none"> • Partnerships for civic engagement • Donations • Volunteering

4. Managing Environmental Footprint

4.1 MINIMISE WASTE IN BUSINESS

4.1.1 Challenges and opportunities

With many of our hotels acting as quarantine facilities and having to meet the strictest of anti-epidemic hygiene standards, it can be challenging to minimise our environmental impact. Given that the nature of the hotel industry involves high amounts of waste, we regularly assess our single-use plastic consumption and food waste to align with global movements towards more sustainable alternatives. We continue to work on reducing and managing the different types of construction and office waste incurred by our property development and office operations, which not only serves as action against climate change, but as a means of realising cost savings and seizing business opportunities.

4.1.2 Commitment

As a responsible conglomerate, it is our duty to become more resource-efficient across all our operations. We recognise the broader influence we have on reducing waste through process improvement, employee training and management practices. We are also aware of the upstream and downstream economic, social and environmental impacts caused by the waste that we generate. Therefore, we encourage our suppliers, business partners and customers to join us in building a greener operation.

4.1.3 How we work

4.1.3.1 Single-use plastic transition in hotel operations

The rampant consumption of single-use plastic is one of the most prevalent causes of environmental pollution. To address this, we have implemented numerous sustainable alternatives to reduce our reliance on single-use plastic within our hotel operations and continuously review our operations to see what other options may be feasible.

Reusable cutlery for hotel guests

Some of our quarantine hotels, such as Dorsett Tsuen Wan in Hong Kong, offer complimentary sets of reusable cutlery to all guests upon their arrival, which effectively reduced plastic waste and resulted in a significant decrease in the hotel's usage of single-use plastic cutlery.

In addition to reusable utensils, Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel in Hong Kong offered water filter jugs to reduce single-use plastics. The use of water filter jugs will reduce a total of 5,680 g of carbon emissions for the 21-day quarantine period, equivalent to planting approximately 3 pine trees.

Other hotels such as Lan Kwai Fong Hotel @ Kau U Fong in Hong Kong and Dorsett Shepherds Bush in London phased out the use of single-use cutlery and paper cups.



4. Managing Environmental Footprint

Implementing single-use plastic recycling programmes

Plastic recycling programmes are in place at hotels to assist in reducing their waste footprint. For example, Dorsett Singapore ensures that plastic waste is properly recycled by training room attendants to separate plastic bottles from other waste products when cleaning hotel rooms, which are then distributed to a plastic waste recycling company for further treatment.



Food waste in hotel operations

In FY2022, we continued with our initiatives on reducing food waste and increasing awareness of the topic within our operations through proper food management and donating leftover food to shelters for people without housing when possible.

Minimising food waste through stock control and philanthropic collaborations

One of our ongoing policies to ensure minimal food waste is good stock control. To achieve this, our hotels considered better methods to monitor their food inventory. In Hong Kong, Dorsett Tsuen Wan ensures that all food is correctly and clearly labelled with “best before” and “sell by” dates in order to safeguard against food wastage by allowing the prioritisation of food that may be closer to those dates. As a continuing quarantine facility, the hotel communicates with relevant departments to predict the number of meal boxes required by quarantine guests for the day and mitigate potential food waste; guests can also call ahead to cancel their meals and prevent unwanted food waste as much as possible.

In the UK, Dorsett Shepherds Bush offers guests light breakfast offerings to minimise the amount of unwanted food. The hotel also donates excess food to local charitable organisations to support underprivileged communities.

Offering more vegetarian and plant-based alternatives

Another key initiative to minimise food waste is our increased offering of plant-based meals. The shelf life of meat products is generally shorter than that of plant-based or vegetarian food items, making meat products more prone to excessive waste. This initiative also assists in minimising our carbon footprint.



This year, we continued our partnership with Green Monday, the multi-faceted social venture behind the Green Common concept store, to provide more vegetarian and plant-based meals to quarantine guests and encourage greener dietary habits in Hong Kong. One such initiative is Dorsett Tsuen Wan’s “Menu with GREEN Taste,” a 100% plant-based, in-room service menu launched in April 2021 that offers 11 vegetarian and plant-based dishes.

4. Managing Environmental Footprint

4.1.3.2 Spreading festive cheer through waste management

To celebrate Lunar New Year 2022, our Hong Kong office participated in the “Lai See Reuse and Recycle Programme 2022” organised by Greeners Action, one of Hong Kong’s leading green groups. We set up collection boxes 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. In total, we collected approximately 140 kg of red envelopes.

Lan Kwai Fong Hotel @ Kau U Fong in Hong Kong participated in the Environmental Protection Department’s “Peach Blossom Trees Recycling Programme 2022” to recycle peach blossom trees originally destined for disposal after Chinese New Year. The collected trees are reused, recycled or upcycled into decorative wood art products.

4.1.3.3 Construction waste management in property development operations

As a responsible corporate with a focus on property development, we are committed to minimising the environmental impact of construction activities by setting waste reduction targets and achieving them through proper planning, sourcing and recycling.

Reducing construction waste

Reducing construction waste is a focal point for our businesses, which is demonstrated in our Kai Tak Development and Mount Arcadia projects in Hong Kong. The Kai Tak Development project incorporates on-site sorting and recycling of construction and demolition waste in order to reduce the project’s overall construction waste by at least 30%.



Mount Arcadia, Hong Kong

On the other hand, the Mount Arcadia project seeks to reduce construction waste by measuring the type and quantity of required materials prior to the commencement of construction. Throughout the construction process, teams proactively monitor supplies in order to continue procuring materials according to the storage space available at the construction site. Furthermore, the project reuses Forest Stewardship Council (“FSC”) certified timber shuttering for concrete form works where possible to lessen waste of timber shuttering, thus reducing impact to the natural environment.

4. Managing Environmental Footprint



We also maximise the reuse and repurposing of plywood, concrete foundations and other building materials to create form works in other property development projects in Australia, Hong Kong and Singapore. In addition to being a good waste management practice, this is also economically efficient.

Aligning with certified green practices

Our Victoria Riverside development in Manchester abides by the Green Guide, which requires architects to use environmentally friendly products for the planning and design phases of construction in accordance with FSC and the Convention on International Trade in Endangered Species and Wild Fauna and Flora ("CITES") guidelines. The project obtains timber products from sustainable sources only to ensure that building materials are harvested from responsibly managed forests.

Key targets and progress in property development operations

Business Unit	Targets
Hong Kong – Kai Tak Development	Reduce overall construction and demolition waste by 30%
Manchester – All properties under development	Divert 100% of construction waste from landfill



4.2 ENERGY AND GREENHOUSE GAS EMISSIONS

4.2.1 Challenges and opportunities

Purchased electricity in our hotel operations indirectly leads to the release of greenhouse gas ("GHG") emissions and is the most significant contributor to our carbon footprint. We are currently implementing and exploring new solutions to mitigate and control our emission outputs through green energy and energy management systems.

According to the Climate Action Plan 2050 issued by the Environment Bureau in Hong Kong in 2021, commercial buildings account for about 90% of the city's electricity usage. Heating, cooling, ventilating, water heating and lighting are all contributing factors to the real estate sector's emissions output. However, the type and quantity of energy used varies with property type.

Good energy consumption management considers energy pricing volatility, energy-related resources and ways to optimise energy efficiency performance. Though these added considerations present some hurdles, they also allow for opportunities to find creative solutions to reduce our energy consumption whilst maintaining high-quality products and services.

4. Managing Environmental Footprint

4.2.2 Commitment

As a responsible corporate, we are committed to continuously improving our environmental performance by implementing progressive engineering solutions and exploring new opportunities to achieve a more sustainable future.

In addition to ensuring that our operations comply with relevant laws and regulations, we also clearly outline our position on environmental protection, sustainable resource use and management of direct impact arising from climate change in our Emissions Management Policy and Environmental and Natural Resource Management Policy, with several key points as below:

- 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.



4.2.3 How we work

4.2.3.1 Energy efficiency

We strive to reduce energy consumption and GHG emissions within our operations through initiatives to improve energy efficiency, such as pursuing energy-efficient design ideas and incorporating renewable energy when feasible.

Reducing energy consumption

Our main methods of increasing energy efficiency involve monitoring our energy usage habits and upgrading equipment. Our hotel businesses replace outdated and energy-guzzling equipment with more efficient models, while equipment such as chillers are rotated to reduce energy usage depending on daily operational needs.

4. Managing Environmental Footprint



Furthermore, we apply scheduled timer controls to ceiling lights in guest floor corridors and external signage lighting and install automatically controlled lighting sensors in areas such as staircases. We also reduce power usage by “closing” floors with no guest occupancies.

Lighting is a key component of reducing energy consumption in property development. As such, our Hong Kong developments incorporate LED lights where possible. Kai Tak Development incorporates them in all public areas, including but not limited to lobbies, corridors, car parks, stairs and other non-public spaces (e.g. offices). In a similar vein, our Mount Arcadia development utilises LED-type lights in all light fixtures in addition to external landscape lights. The transition to LED lights has also been mirrored in our gaming operations, which have replaced all lights with LED alternatives. Furthermore, we have installed LED lights in our regional offices in Hong Kong, Guangzhou, Shanghai, London and Manchester.

It is vital that we keep abreast of our energy usage by routinely undertaking energy audits to measure our performance in energy efficiency. One example is our gaming business, which undertakes a regular energy audit every four years.

Raising awareness on energy saving

In FY2022, Silka Far East and Silka Seaview continued with their ongoing participation in the Hong Kong Environment Bureau’s “Energy Saving Charter”, a programme that encourages businesses to save energy by maintaining an average indoor air temperature between 24-26°C during the summer months and switching off all lighting installations for decorative, promotional purposes that affect the outdoor environment from the hours of 11PM to 7AM on a daily basis. We encourage our staff to adopt energy-saving practices, including briefing our hotel staff to remove the key card from the control panel after cleaning or finishing maintenance works in the guest rooms.

To increase our guests’ awareness of energy saving, some of our hotels such as Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel in Hong Kong invited guests to turn off their room lights for an hour to support the Earth Hour 2022 event organised by the World Wildlife Fund; some also encouraged guests to share their kind acts on social media, such as turning off their room lights. Afterwards, guests were rewarded with reusable water bottles to help them foster green habits even after their stay.

Key targets and progress in property development operations

Business Unit	Targets	
Manchester – All properties under development	On a journey to zero carbon to reduce carbon footprint	

4. Managing Environmental Footprint

4.2.3.2 Green building & design

Green building certifications

As a leading regional conglomerate with property development as one of its core businesses, obtaining green building certifications is a key component of demonstrating our environmental performance and commitment to sustainability, particularly to our stakeholders, who are increasingly concerned about the environment and social well-being. From an economic perspective, green buildings also have the potential to unlock different opportunities, such as increasing the property's asset value through good social and environmental practices.

Our Mount Arcadia project in Hong Kong has applied for BEAM Plus, a leading initiative to offer independent assessments of building sustainability performance with an aim to make buildings more efficient and emit less carbon. The BEAM Plus certification is awarded by the Hong Kong Green Building Council ("HKGBC") and offers a comprehensive set of performance criteria for a wide range of sustainability issues relating to building planning, design, construction, commission and more. Our Kai Tak Development in Hong Kong is also targeting BEAM Plus certification for both the hotel and office portion. Furthermore, the hotel portion of Kai Tak Development is the first hotel development to utilise an electrical entertainer ("AMPD") during construction via our construction contractor. Construction sites typically use diesel converters, which damage the environment and cause noise and air pollution in nearby communities. By using electrical entertainers, we reduce at least 85% of carbon emissions as compared to diesel as well noise pollution around the nearby areas.

We support the development of green buildings and clearly state our commitment to integrating environmental considerations in our Product Responsibility Policy, which covers all stages of our projects including planning, design, construction, operation and maintenance.

Properties with green certifications

- Astoria Crest, Hong Kong
- Aspen Crest, Hong Kong
- Marin Point, 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
- Ritz-Carlton Melbourne
- Dorsett Melbourne



4. Managing Environmental Footprint

Properties targeting green certification

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



Installing solar panels and other renewable energy sources

We continue to explore different methods of increasing renewable energy generation across our business operations, one of which is the installation of solar panels. Our efforts to increase our solar panel usage have been implemented at our Singapore and Manchester property development projects. Our Hyll on Holland project in Singapore and all of our properties under development in Manchester utilise solar panels to lower electricity use and bank solar energy for reuse. This provides a greater return on investment over a shorter time frame whilst also decreasing our fossil fuel reliance and consumption.

In addition to solar panels, we are strongly considering the implementation of other renewable energy sources in all regions such as wind energy and sustainable district cooling system for future property development projects.

4.2.3.3 Construction materials

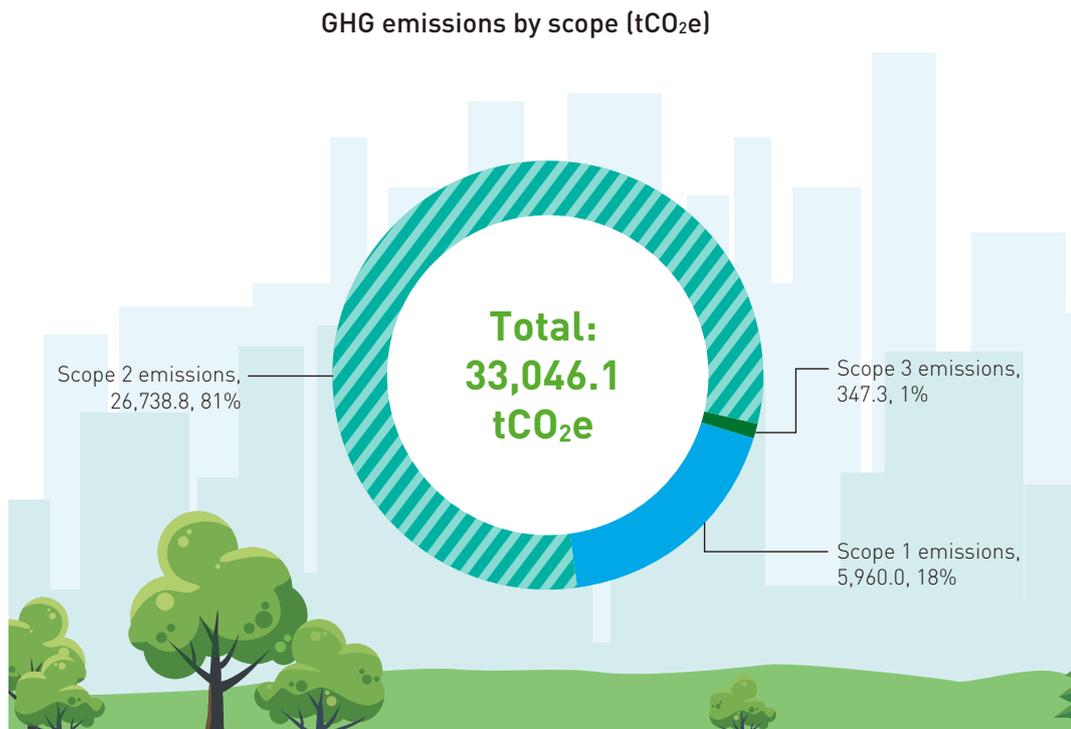
To lower the environmental impact of the construction process, our Mount Arcadia project uses low-emitting construction materials that do not release significant pollutants, such as structural steel and recycled rebar. The majority of raw building materials, such as concrete and steel, are locally sourced to reduce carbon footprint from transportation and logistics. All timber used at the construction stage is FSC-certified and thus ethically sourced. During the construction phase, workers collect any unused timber for recycling.

4. Managing Environmental Footprint

4.2.3.4 GHG emissions

We continue to monitor our carbon footprint and calculate the GHG emissions of our operations with reference to applicable international and local guidelines³. In FY2022, the Group's operations generated 33,046.1 tonnes of carbon dioxide equivalent ("tCO₂e"). Among the Group's GHG emissions, our primary source of emissions is from energy consumption through electricity and heating (Scope 2 emissions), which represents approximately 81% of our total GHG emissions.

Amidst the ongoing COVID-19 pandemic, our operations continued their strong recovery as pandemic-related restrictions were progressively lifted. As a result of increased occupancy in our hotels and resumption of operational activities in other business segments, we experienced a slight increase of emissions from our businesses in FY2022. Moving forward, we will continue to systematically manage and optimise energy use and reduce our GHG emissions.



4.2.3.5 Climate change risk management

Physical risks such as increasing temperatures, rising sea levels, droughts and extreme weather events could negatively affect on our operations; in addition, transition risks including policy changes, reputational impact and shifts in market preferences could also have a significant impact. However, these risks also come with opportunities arising from the development of new technologies, products and services in response to climate change.

³ Including 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).

4. Managing Environmental Footprint

In FY2021, we conducted a physical risk assessment for our hotel and property development operations to determine the resilience of our assets and operations in the case of extreme weather events. In the assessment, we referenced the scenarios presented by the World Resource Institute Aqueduct Water Risk Atlas. The findings will be used to formulate a plan to mitigate risk and create resilience strategies.

We continuously review and implement different climate change risk management initiatives in our operations to maintain vigilance in managing climate-related factors and risks across our operations.

Building climate-resilient infrastructure

Our Mount Arcadia project is situated at the foot of the mountain. To pre-emptively combat adverse rainwater conditions that could potentially flood the site and its basement levels, the project utilises a continuous concrete slope drain to channel stormwater into designated drainage point, as well as a sump pit at basement levels.



Mount Arcadia, Hong Kong

All of our Manchester properties under development have rainwater attenuation systems in place to ensure that the main sewers are not impacted during severe storms. The contractors also have an emergency response plan in place that involves a full lockdown of the area with all vulnerable materials removed to prevent damage to equipment, buildings and the general public. After the event has passed, full inspection of the site and clean-up operations are to be carried out before construction activity resumes.

4. Managing Environmental Footprint

4.2.4 Kai Tak Development



Greenery

Visual landscape is taken into account when planning for the sustainable use and development of land. More than 20% of the building's roof area will incorporate greenery.



Electric vehicle charging infrastructure

We aim to surpass the market average in electric vehicle charging infrastructure for hotel and office portions.



Energy saving features

DC fan coil units ("FCU"), which are 20% more energy-efficient than traditional FCUs, will be installed in guest rooms at Dorsett Kai Tak. Office buildings and carparks will be fitted with LED lighting to further reduce energy consumption.



Central District Cooling System

Upon completion of the superstructure and fitting-out works, the project's air conditioning system will use chilled water from the Hong Kong Government's District Cooling System ("DCS"). The DCS utilises sea water to produce chilled water at the central plants and distributes the chilled water to buildings in the Kai Tak Development through underground piping work. In general, the DCS is expected to be 30% more energy-efficient than traditional air-cooled systems and 20% more energy-efficient than individual water-cooled systems using cooling towers.

4.3 REDUCE WATER CONSUMPTION

4.3.1 Challenges and opportunities

Water is an indispensable resource to humankind, yet water scarcity already affects every continent and poses a dire threat to society. Rapid population growth and the resulting human activity has exacerbated climate change to the point of inadequate water access for over a billion people worldwide. According to the UN-Water 2021, there are currently 2.3 billion people living in water-stressed countries; out of those, 733 million live in countries that are classified as having extremely high levels of water stress. From an economic perspective, water scarcity can lead to business failure and cause severe negative impacts on people's livelihoods and thus, their quality of life.

4.3.2 Commitment

Protecting our natural capital and resources is vital to delivering long-term sustainable value. Given that water is an essential resource for our operations, we endeavour to improve our water conservation performance by implementing industry best practices to minimise environmental impact while improving our brand reputation and reducing operating expenses.

4. Managing Environmental Footprint

4.3.3 How we work

4.3.3.1 Water use efficiency

Water saving features in hotel operations

Dorsett Singapore has installed water fittings certified under the Water Efficiency Labelling Scheme (“WELS”) adopted by Singapore’s Public Utilities Department (“PUD”) to ensure water use efficiency. WELS is a water efficiency grading system with four categories to evaluate a product’s water efficiency level. In addition, the hotel inspects its plant rooms on a daily basis to ensure continued water use efficiency by looking out for leakage from pumps, cooling towers and domestic tanks so that they can be replaced or repaired immediately.

To further reduce water usage, Dorsett Singapore utilises shower heads with adjustable water flows, which allows guests to select their preferred setting and offers greater control over water usage. In Hong Kong, Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Far East and Silka Seaview employ this technology as well. Furthermore, all bathrooms at Dorsett Kwun Tong in Hong Kong provide a low/dual flush option where a smaller quantity of water is used per flush. The hotel also undertakes regular maintenance reviews of its water-related facilities to ensure smooth operations and detect any leakage issues. Dorsett Chengdu in Mainland China places a 500ml water bottle in toilet tanks, a simple, low-cost water saving initiative that lessens the amount of water needed to fill up the tank and therefore reduces the amount of water being flushed.

One of the hotel industry’s most water-consuming practices is its treatment of towels and linen, which is mainly due to the sheer volume of towels and linen used by the hotel industry as a whole. Another water-consuming practice of the hotel industry is its deployment of full housekeeping services; therefore, being able to limit housekeeping requirements significantly benefits our goal of reducing water consumption.



Towel dolls, Dorsett Tsuen Wan

4. Managing Environmental Footprint

Water saving features in property development operations

Our property development business is committed to collective action around water stewardship. Our Mount Arcadia project incorporates water conservation into its design by using the Hong Kong Water Supplies Department WELS approved faucets and showerheads in all bathrooms to control and therefore reduce the water flow rate. This use of water-efficient devices leads to annual water savings at the project of approximately 10%.

To ensure greater consistency in water conservation initiatives across our projects, we installed water meters and redesigned and retrofitted toilets with low-flush options to improve and monitor water use efficiency in existing buildings of our Mount Arcadia project.

4.3.3.2 Wastewater treatment in hotel operations

The kitchens at Dorsett Wuhan, Dorsett Shanghai, Silka Far East and Silka Seaview all are equipped with oil separation tanks to filter out waste oil and ensure that wastewater discharge meets local water quality standards. We also appointed a special waste collector to drain waste oil from tanks regularly.

4.3.3.3 Rainwater reuse in property development operations

All of our Manchester properties under development utilise an array of actions to collect rainwater for general on-site usage, such as cleaning truck wheels upon leaving the site and filling concrete washout facilities; such initiatives are also present at our Mount Arcadia project. These are just a few low-cost but effective ways to reduce water consumption. As such, we remain on the lookout for other similar and suitable options.

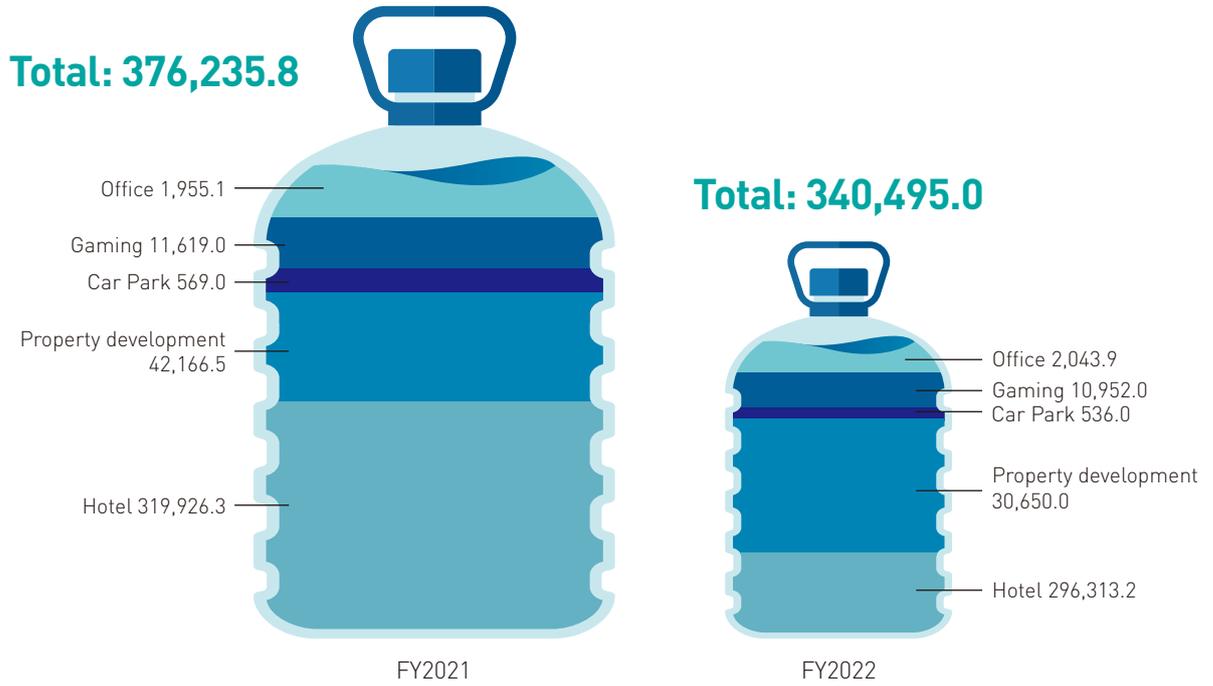
4.3.3.4 Water consumption

In FY2022, the Group's operations consumed 340,495 m³ of water. We will continue to practise responsible and efficient use of water resources to drive a holistic water stewardship across our operations.



4. Managing Environmental Footprint

Water consumption by segment (m³)



4.3.3.5 Key targets and progress in property development operations

Business Unit	Target	
Singapore – Hyll on Holland	Reduce water usage by 1.75 m ³ /m ² GFA	

5. Employer of Choice

5.1 PROMOTE HEALTH, SAFETY AND WELL-BEING

5.1.1 Challenges and opportunities

Due to the nature of our business operations, our employees and contractors may be exposed to various health and safety risks. We place high importance on the health and safety of our employees and consider risks that could lead to injuries, diseases and even fatalities in our operations. As such, we implement different safety measures in line with industry standards and relevant laws and regulations in which we operate in order to manage and eliminate potential safety hazards.

5.1.2 Commitment

We are firmly committed to offering a healthy and secure working environment for our employees, contractors and other stakeholders. We work to foster a company culture in which everyone is responsible for making every workday healthy and safe. Our senior management's commitment to health and safety is clearly outlined in our Employee Health and Safety Policy, which covers 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.

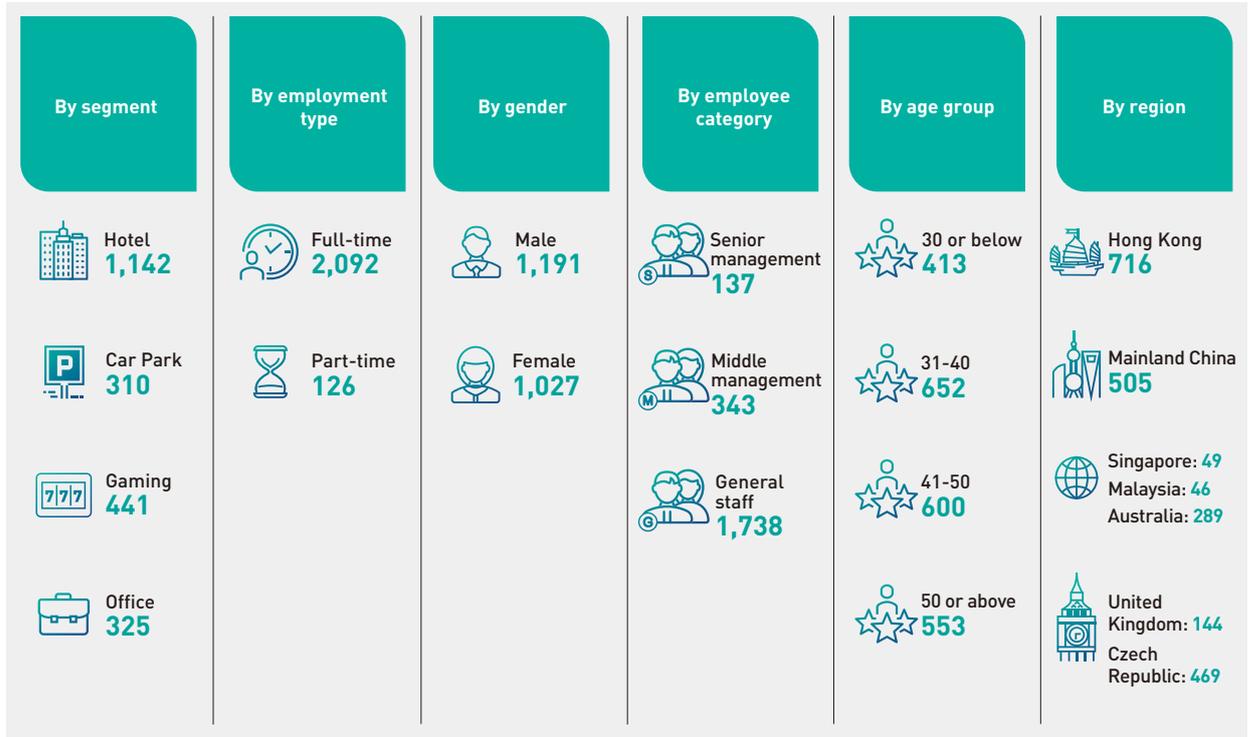




5. Employer of Choice

5.1.3 How we work

5.1.3.1 Employee profile



5. Employer of Choice

5.1.3.2 COVID-19 health and safety measures

With several of our hotels acting as quarantine facilities, we uphold strict safety measures to ensure employee health and safety in daily operations. For example, we deliver safety briefings during team meetings, perform risk assessments as per government guidelines and conduct staff trainings on COVID-19 awareness and safety measures. Our property development, gaming and office operations also enforce similar practices.



Group vaccination

- Dorsett Kwun Tong in Hong Kong organised group vaccination bookings to encourage employees to receive COVID-19 vaccinations. They are entitled to a day of vaccination leave for each vaccine dose received to ensure sufficient recuperation time afterwards; vaccine leave policies are in force across our other operations.
- Provided flu vaccination for all staff in our Australia office with doctors available at office to administer flu vaccines to all staff who consented to the injection. Over 50% of staff elected to receive the vaccine.



Health tracking systems

- Implemented a health tracking system with daily monitoring in hotel operations to keep abreast of traffic at hotel premises. This mechanism tracks body temperature for all staff, which is coupled with a compulsory COVID-19 test every 7 days to guarantee the safety of both our staff and guests. Staff at Hong Kong offices operations are required to undergo weekly COVID tests and body temperature checks are in place.



Flexible working arrangements

- Continued with flexible working arrangements for employees whose duties could be done remotely to prevent the spread of the virus.
- For staff whose duties could not be performed remotely, we encouraged physical segregation at the office and minimised physical contact by utilising video conferencing to lower exposure risk.



Health and safety training

- Developed and conducted COVID-19 safety training for staff across different hotel operating regions, including Mainland China, Hong Kong, Singapore and the UK.
- Dorsett Shepherds Bush conducted ongoing fire risk and health and safety training for all staff every three months to enhance their health and safety awareness. Dorsett Shepherds Bush also appointed an external trainer to provide first aid training for all staff every six months to encourage them to be certified first aiders.



COVID-19 safety in office operations

- Provided free masks and rapid antigen test kits in Hong Kong offices for employees.
- Implemented COVID-19 secure procedures in our UK offices, including delivering safety briefings in team meetings and performing risk assessments in line with government guidance to return to office work and maintain a COVID-secure office space.

5. Employer of Choice



5.1.3.3 Health and safety management

Occupational Health and Safety Management

In line with our Employee Health and Safety Policy, we strive to provide a safe working environment for employees and minimise adverse health and safety outcomes arising from our operations.



Hotel

Health and Safety Committees

To efficiently reduce risks and ensure the safety of our staff and guests, some of our hotels established respective Health and Safety Committees, including Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan, and Dorsett Shepherds Bush; however, some have been suspended due to COVID-19. The Work Safety & Health Committee, managed by a Safety and Security Manager, was established by Dorsett Singapore in a similar manner. This committee meets on a bi-monthly basis to discuss potential safety hazards, fire safety and prevention, health and safety risks, any injuries that may have occurred and more.

Occupational Health and Safety Management

Our Kai Tak Development project in Hong Kong is certified with ISO 45001 OH&S Management System to ensure high health and safety standards at our property development projects. Furthermore, our Manchester property development teams are working toward ISO accredited Health and Safety Management System with its health and safety partner.



Property
Development

Our Kai Tak Development project in Hong Kong requires that all tenders provide a comprehensive Outline Safety Plan, which covers both the health and safety aspects, in order to be considered by our project teams.

Contractors employed by our Western Australian project teams must comply with all occupational health and safety laws under Western Australia law, which also includes ensuring that all visitors and staff on the premises do the same. Furthermore, our Australian property development teams enforce the Safe Work practices, which include specific policies relating to health, provision of safety equipment and site-specific induction programmes. We consider safety through all stages of our business cycle, including tender documentation, procurement strategy and awards process, to name a few. Furthermore, our Australian project staff are required to obtain the MBA White Card certification, which prepares workers to work safely in the construction industry.

Health and Safety Training

Our Singapore property development teams underwent a rigger and signalman course as well as forklift operator training in order to enhance their basic construction knowledge. They also provided safety induction courses and implemented a new worker buddy system to familiarise construction workers with their work environment.



Car Park

Occupational health and safety management

Our car park operations are certified with ISO 45001:2018 Occupational Health and Safety ("OH&S") Management System to prevent work-related incidents and improve OH&S performance.

5. Employer of Choice

5.1.3.4 Health and safety audits

All our key operations in the UK carry out health and safety audits to identify potential work-related hazards, which include implementing a health and safety management system in cooperation with the Health and Safety Partnership, an organisation that provides health and safety legal advice and support. In addition, each manager within the Group's businesses is required to ensure that health and safety risks are identified and properly addressed; furthermore, they have the opportunity to develop specific operational standards within their areas of control. Managers are tasked with communicating these policies to their staff and ensuring that the necessary trainings are completed to ensure compliance and accurately monitor the efficacy of their policies.



The Group maintained **zero work-related fatalities in the past three years, including 2022**

5.1.3.5 Employee well-being initiatives

To motivate and retain talent, we provide competitive compensation packages; furthermore, eligible employees are entitled to additional incentives based on their contributions to the company's growth.

Leave policies

We provide a range of generous paid leave entitlements on a Group-wide basis, including birthday, maternity, paternity, marriage and compassionate leave to protect the well-being of our staff and encourage a healthy work-life balance. Additionally, our hotels implemented a 5-day work week for all employees since 31 March 2022, a relatively rare practice in the hotel industry.

In FY2022, Dorsett Singapore maintained its career break policy, which entitles its staff to take up to three months of unpaid leave and provides an opportunity for long-term staff to refresh and recharge. In addition, our UK offices increased their maternity leave to 26 weeks of paid leave and their paternity leave to 4 weeks of paid leave in order to support new parents since January 2022; the same applies for adoption leave.

Wellness and mental health

In September 2021, our UK offices organised a well-being event day, which was facilitated by an external well-being company, to help support employees' physical and mental health by guiding them to understand how stress is held in the body and ways to relieve it. During the year, they also offered health checks for employees, who were then provided the opportunity to review the results with a health professional. In addition, our Czech Republic office provides employees with access to sports and culture facilities to help manage and release stress, and our Australia office offers external counselling to provide supportive care for our employees' mental health.

"Walk for More" fundraising campaign

To give back the community while boosting employee engagement and well-being, the human resources team at our Dorsett Hong Kong office initiated a "Walk for More" fundraising campaign and raised HK\$132,802 for Harmony House, a comprehensive anti-domestic violence charity in Hong Kong. Over 300 associates worldwide from Dorsett Group offices and Dorsett hotels participated in the campaign, which spanned three months from July to September 2021.



Through its anti-domestic violence services, Harmony House has empowered 75 abused women to become women ambassadors and re-gain their confidence to serve the community. It also enhanced life skills for 370 survivors and strengthened parenting skills for 280 survivors of domestic violence.

5. Employer of Choice



5.2 EMPLOYEE ENGAGEMENT

5.2.1 Challenges and opportunities

Our employees are the cornerstone of our business. With a diverse workforce of approximately 3,500⁴ employees worldwide, differences in language and culture are inherent. Therefore, we make it a point to understand the needs and concerns of our employees to facilitate a more diverse and engaged workforce.

5.2.2 Commitment

We strive for open, two-way communication in order to shape a work environment that promotes employee engagement and inspires their work performance. Various effective communication channels have been implemented to encourage our employees to freely share their comments and feedback with their direct managers, department heads, or human resources departments.

5.2.3 How we work

5.2.3.1 Open communication with employees

Our Dorsett Hong Kong office conducts an annual Associate Engagement Survey across all Dorsett hotel operations to better understand employees' needs and expectations and maintain a positive and inclusive working environment; the survey had a participation rate of approximately 99% in FY2022. Town hall meetings are held quarterly at Dorsett Shepherds Bush in the UK to update employees with the latest hotel initiatives and provide a venue for discussions with senior management.

As per a suggestion from Dorsett Hong Kong office, some of our hotels have adopted the IdeaPowerHouse initiative, in which each participating hotel forms focus groups comprised of millennial-aged staff; these focus groups discuss, brainstorm and suggest improvements to management. We keep all staff in Dorsett hotel operations updated with each other's impact on the community and achievements to provide pride and engagement through our quarterly Dorsett Pulse newsletter. In addition, FEC and Dorsett Hong Kong offices worked together to circulate an internal ESG newsletter for staff.

We offer various opportunities for feedback and open discussion with our employees. Regular team meetings, confidential suggestion boxes and employee surveys are some of the methods used to enhance leaders' approachability and raise valuable ideas to improve our human resources strategy.



Green hotel workshop, Dorsett Shanghai

⁴ The approximate total number of 3,500 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 2,218.

5. Employer of Choice

5.3 FOSTER TALENT AND DEVELOPMENT

5.3.1 Challenges and opportunities

Attracting and nurturing talent is essential for the Group's long-term growth. The breadth of our operations requires more manpower to manage the facilities across our diverse businesses. As such, we continuously strive to ensure that all employees can access up-to-date training relevant to their diverse business responsibilities.

Training and development is essential to employee experience, as it provides a wealth of opportunities to cultivate new skills while demonstrating a company's dedication to an employee's personal and professional growth. As such, lack of professional development may pose threats to a business's ability to attract and retain talent; in turn, the increased turnover rate and associated cost of rehiring has the potential to negatively impact the Group's operations and thus, the quality of its services.

5.3.2 Commitment

We believe that our success depends on the performance of our employees. The Group invests heavily in becoming an outstanding employer that ensures that all employees are qualified for and well-trained in their roles while also paying attention to employee development.

As stated in our Training and Development Policy, we are committed to providing training and development programmes to enhance job performance and unleash employees' full potential. To ensure that the training is relevant, programmes are developed based on the employee's specific business unit and function. 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. Employer of Choice

5.3.3 How we work

5.3.3.1 Training and development

Talent Development Roadmap 2.0

To promote a culture of continuous learning, our Dorsett Hong Kong office launched a revamped “Talent Development Roadmap 2.0” in July 2020, which expanded the previous 5 “learning blocks” to 10. These learning blocks consisted of diverse programmes for our associates to develop new skills for each stage of their career, starting from the moment they are onboarded as employees. The various stages covered by the Talent Development Roadmap 2.0 includes: (1) Onboarding, (2) Essential, (3) Fundamental, (4) Brand-hearted, (5) Customer Care, (6) Technology, (7) Supervisory, (8) Management, (9) Coaching and (10) Leadership. These 10 learning blocks equip our employees with key knowledge in industry hot topics such as ESG, enterprise risk management, health and safety, brand philosophies, cultural diversity and inclusion and cybersecurity.

10 learning blocks in “Talent Development Roadmap 2.0”



LinkedIn Learning

In July 2019, our Dorsett Hong Kong office established an e-learning programme through LinkedIn Learning to supplement corporate employees with relevant skills to support their professional growth. In FY2022, employees engaged in an approximate total of 460 hours of LinkedIn Learning training. The courses offered include Leading with a Growth Mindset, Foundations of Leading Global Organisations, Service Innovation and Brand Leadership: Building Brand and Culture and Developing Executive Presence.

Departmental training system and the Train the Trainer Workshop

In FY2022, our hotels continued their departmental training system, which was suggested as a corporate guideline by Dorsett Hong Kong office in 2016 and designed to create a culture of learning among our staff. A departmental trainer is selected to represent each hotel department; they are then responsible for conducting on-the-job training for their respective departments. Prior to running their internal trainings, the departmental trainer attends a two-day “training the trainer” workshop to polish the knowledge and skills needed to conduct effective sessions. Afterwards, the trainers monitor customer feedback to measure the effectiveness of their guidance and refine their methods as needed.

As at 31 March 2022,
there are a
total of 127
departmental trainers
in the Group



5. Employer of Choice

Management development programme

We collaborated with the Vocational Training Council (“VTC”) in Hong Kong to develop a management development programme for our hotel operations in Hong Kong. As a part of our talent development strategy, this programme aims to provide managerial staff with techniques, learning standards and management skills required to be an effective leader. The programme has been postponed for the past two years due to the COVID-19 pandemic; however, we are monitoring the situation to see when it may be feasible to start it up again.

Other job-specific training

We offer a wide range of development programmes in hopes of nurturing our employees and inspiring them to progress in their careers. For example, Lushan Resort in Mainland China collaborated with the Lushan Employment Training Centre to conduct online training courses that equip staff with the skills they need to meet the demands of their current role. In the UK, Dorsett Shepherds Bush provided accounting training to enhance employees’ expertise and assist them in gaining professional qualifications within their career field.



In FY2022, we provided
16,356 hours
of training and development
for our employees

5.3.3.2 Succession planning

We consider succession planning for employees of all different levels across our global businesses and run rigorous leadership development programmes for eligible employees to hone their skills and prepare for future career progression.

5.3.3.3 Talent review and retention

Talent review process

Our Talent Review Process forms the foundation of our succession planning procedure by pinpointing associates with high potential. The Talent Review Process is a standardised review procedure that examines an employee’s engagement, abilities and career aspirations, which is then used to identify high-performing employees within each group who demonstrate the potential to succeed in critical roles. In addition to succession planning, the insight gained also aids managers in preparing personal development plans for their team.

Employee recognition

To recognise employee achievements, Dorsett Shepherds Bush in the UK gives out an “Employee of the Month” award for which department heads may nominate staff from their department. Furthermore, our Hong Kong offices provide a special cash incentive and a “Ten Years Working Golden Prize” for long-serving employees.

5. Employer of Choice



5.4 DIVERSITY AND INCLUSION

5.4.1 Strengthening a culture of inclusion

The Group maintains a zero-tolerance policy towards any form of workplace harassment, which is explained in detail to our employees through Our Code and Employee Handbook. We ensure that our employees are not discriminated against or harassed due to their gender, age, ethnicity, nationality, marital status or religion. Furthermore, we support diversity and are committed to promoting equal opportunities in the workplace, including but not limited to recruitment, career advancement and benefits. To ensure that all employees assist in fostering an inclusive culture, each staff member is required to undergo an annual self-declaration to show that they are compliant with Our Code and related policies.

To better integrate diversity and inclusion into our company culture, our UK offices formalised an Equality and Diversity Policy to embed equality and diversity values into everyday practice, policies, and procedures. This policy outlines our belief that all individuals should be treated on merit and without prejudice and affirms our recognition and encouragement of the valuable and enriching contribution that people from all backgrounds bring to our business.



Core team, Dorsett Group

We uphold a grievance mechanism to encourage an open dialogue between managers and associates and effectively manage and minimise potential grievances by allowing employees to report any concerns to direct supervisors, managers or the HR department. In cooperation with the aforementioned policies, the grievance procedure facilitates a diverse and inclusive workforce. This mechanism is not limited to issues of diversity and inclusion and addresses anything relating to employment and the workplace environment.

5. Employer of Choice

5.4.2 Cultivating a diverse talent pipeline

When it comes to gender equality in the workforce, the hotel management and property industries still have a long way to go. With this in mind, we are very proud of our efforts in gender equality, with the Dorsett team far surpassing industry metrics at 58% of the executive-level team and 69% of general managers being female. The female-to-male ratio of our hotel regional offices sits at 58% female and 42% male. To celebrate our women leaders and their contributions to our Company and the industry as a whole, the Hong Kong offices collaborated to issue an internal newsletter for International Women's Day 2022 highlighting the stories of our female leaders and why their achievements important in a wider context. To further engage our employees, we provide training videos to learn more about women's empowerment initiatives; we also engage across different social media platforms to reinforce our messaging to both employees and other external stakeholders.



The female-to-male ratio of our hotel regional offices sits at **58% female and 42% male**

We foster a friendly environment for our middle-aged and elderly employees to ensure that they are equipped with a wealth of work-related skills, knowledge and experience. Considering the increasingly ageing population, we believe that employing elderly and middle-aged staff is a way of unleashing a potential labour supply. Our hotel operations maintain a corporate guideline of providing the option to rehire associates nearing retirement age, which is subject to local regulations.

Our Manchester operations have been part of the UK government's Disability Confident scheme as a Disability Confident Committed business since November 2020. It is important that we advocate for the local community by upholding equitable hiring practices and paving the way in providing opportunities, training and employment for all.



6. Cultivating Community



6.1 CREATE POSITIVE SOCIAL IMPACT

6.1.1 Challenges and opportunities

We are passionate about corporate citizenship and giving back to our community. Though the COVID-19 pandemic resulted in major worldwide disruptions, it did not impede us from maintaining the quality of our products and services, nor did it hinder us from spreading positive energy within our spheres of influence. Even when the hospitality industry came to a standstill following the evaporation of international travel, we responded by being more innovative and deepening connections with those closest to us by serving our local communities. We are very proud of the ways in which our businesses and facilities served society throughout these unprecedented times and hope to inspire our stakeholders to do the same.

6.1.2 Commitment

We are committed to making positive social impact and contributing to the communities in which we operate. Given our focus on hospitality and real estate, we believe that our company in particular is responsible for engaging and building meaningful, long-lasting relationships with local communities by listening to and advocating for their needs.

Our Community Investment and Donation Policy aims to guide our businesses in adding value to their communities. As a whole, our main focus is the four areas as below:



Youth Education and Development

We invest in youth education and development to equip future leaders with the knowledge and skills needed to tackle complex challenge as well as driving and sustaining development.



Community Wellness

We improve quality of life for the communities we serve by supporting initiatives that address the needs of underprivileged communities.



Arts and Culture

We take pride in our heritage and support initiatives that contribute to the development and appreciation of arts, which improves overall well-being and nurtures an environment of creative thinking.



Environment

We support a wide range of environmental projects and programmes that improve public understanding and awareness on environmental issues, including but not limited to air quality, water usage and protecting natural resources.

6. Cultivating Community

6.1.3 How we work

6.1.3.1 Community investment during COVID-19 pandemic

Supporting underprivileged populations

Throughout the pandemic, Dorsett hotels across multiple regions donated supplies to those in need. In Hong Kong, Dorsett Tsuen Wan continued its work with the Hong Kong Family Welfare Society's Kwai Fong Service Centre and donated 200 anti-epidemic packs to support low-income families or elderly people in the Kwai Chung area, while Dorsett Kwun Tong donated 1,000 face masks to St. James Settlement Kitchen and YMCA as part of its collaboration with the two organisations since FY2021.



Community Investment:
HK\$7.06 million

6.1.3.2 Volunteering initiatives

Dress Casual Day

To support the Community Chest of Hong Kong, an organisation raising funds on behalf of over 160 social welfare member agencies across six major areas and serving over 2.5 million beneficiaries in the city, staff from Dorsett Tsuen Wan participated in Dress Casual Day 2021 to take part in community service and support underprivileged populations.



"Dress Casual Day" participants, Dorsett Tsuen Wan

6. Cultivating Community

Sending warmth and care to the elderly

One of society's most pressing issues is elderly welfare. As such, we are passionate about giving back to and honouring those who came before us and worked hard to give us the lives that we have today. In Hong Kong, our staff at Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel continued our partnership with Wanchai Methodist Centre and visited approximately 20 elderly homes during FY2022. Apart from donating anti-epidemic gift bags, we also shared happy moments with the elderly.

Since FY2020, Silka Far East and Silka Seaview have collaborated with the "Helping Hands" organisation to visit elderly homes two to three times per year during special festivals. In November 2021, Dorsett's office team donated a total of 300 smartphones to local charities. 150 smartphones were donated to the Society for Community Organisation ("SoCO"), 100 were donated to the Chung Shak Hei (Cheung Chau) Home for the Aged and the rest allocated to Dorsett's charity partner, Harmony House, for those who cannot afford smartphones to utilise the Hong Kong's government-mandated "LeaveHomeSafe" mobile application.

Lushan Resort in Mainland China partnered with the Lushan County Wenquan Town Chamber of Commerce to organise a giveaway day for Wenquan Town's elderly care home in November 2021 and distribute cotton coats to send warmth and care to over 20 seniors.

Daily necessities and food donation

To support underprivileged families, Lan Kwai Fong Hotel @ Kau U Fong in Hong Kong donated 200 kg of daily necessities and food to J-Life Foundation, a charitable organisation aiming to mitigate the cycle of child poverty and reduce cross-generational poverty in low-income families in Hong Kong.

6.1.3.3 Promoting art & culture

We have a well-established tradition of supporting arts and culture, with many partnerships and initiatives over the years that support various disciplines of visual and performing arts. Part of this is Dorsett Discoveries, our initiative that embodies an ongoing commitment to bolster artistic talents around the work and use art to communicate our brand's core values.



Collyhurst Park Design Competition, Manchester

Our property development teams supported arts and culture in numerous ways. Our West Side Place development in Australia incorporates street art into the project to promote arts and culture, enhance the project's visual appearance and promote local artists, while our Manchester office team hosted artistic competitions and workshops for local youth to nurture their creative spirits while getting them involved with their community.

Our hotels sponsored different community programs to promote art and culture. In FY2022, Dorsett Hong Kong raised an approximate total of HK\$168,000 in cash contributions for The Hong Kong Academy of Performing Arts's Academy Ball, which is one Hong Kong's most prestigious charity balls. Additionally, a corporate sponsorship of approximately HK\$240,000 was donated to the Chen

Man Visual Arts Exhibition, which took place in July 2021.



J-Life volunteers, Lan Kwai Fong Hotel @ Kau U Fong

6. Cultivating Community

6.1.3.4 Youth and development

Scholarship

In FY2022, Dorsett Hong Kong maintained its ongoing support for Wu Yee Sun College of the Chinese University of Hong Kong, a partnership that began in 2017. The categories include the Dorsett Admission Scholarship for Hospitality and Real Estate scholarship, which was offered to 2 individuals to support their hotel school fees for endeavours in the hospitality industry. The other category is the Dorsett Young Entrepreneur Scholarship, which provides opportunities for student-led project teams to shape their business ideas into reality. During the reporting period, 4 project teams were chosen, with each team awarded HK\$15,000; they may also apply for additional funding in the future.

To nurture young talents and foster innovation and entrepreneurial culture, Dorsett Hong Kong donated HK\$2,000,000 to name the VTC Innovation and Technology Co-Creation Centre ("ITCC powered by Dorsett"), with HK\$900,000 of the donation going to seed innovative student projects by transforming ideas into prototypes and eventually to marketable products or services.

Partnership with non-profit organisation

Dorsett Kwun Tong has partnered with YMCA of Hong Kong and its A-Life candidates since FY2020. In November 2021, several of the hotel's departments and YMCA social workers provided an interview skills training workshop for over 10 students with an interest in the hospitality or service industry. These candidates were able to grasp the concepts of a professional interview, which provides them with practical, hands-on experience while giving them an edge in their future job searches. We and the organisation are looking forward to our next training workshop, which is tentatively planned to be hosted again this year.

During the year, Dorsett Hong Kong office donated HK\$140,000 to support Teach For China, a non-profit organisation that aims to tackle the serious imbalance of educational resources between urban and rural areas in China.

Recruiting from institutions

In FY2021, Dorsett Shanghai implemented a programme to recruit trainees from vocational institutions, which serves a dual purpose of providing valuable work experience to participants while increasing our pipeline of diverse, qualified candidates.

Offering internship opportunities

In addition to trainee programmes, we offer internships and mentor programmes within our hotel operation businesses. Our programmes support institutions and organisations such as the Chinese University of Hong Kong, the Hong Kong Polytechnic University, VTC, the Hong Kong Sea School, and St. Christopher's Home, a social services organisation. Interns can go on to gain tangible and valuable skills, including but not limited to investment decision making, project and events management, hotel operations and corporate office administration.

Following a partnership in FY2021, Dorsett Singapore collaborated with the Institute of Technical Education and Republic Polytechnic again in FY2022 to inspire and promote youth development by offering internships across the hotel's departments and business functions. Interns underwent a 6-month programme introducing cross-department exposure between the front office and the housekeeping departments. One of the participants was hired as a full-time employee upon completing the internship programme.

6. Cultivating Community



6.1.3.5 Affordable housing

As a leading private residential property developer in the UK, we are proud to advance social causes through the development of affordable housing. In Manchester, we will deliver 128 new, high-quality homes at our Victoria Riverside development as part of our agreement with one of England's largest housing associations with gross development value of approximately GBP26 million. Victoria Riverside is part of the Victoria North masterplan, a joint venture between our Company and the Manchester City Council ("MCC") that plans to develop 15,000 new homes across Northern Manchester over the next decade. The mega-scale regeneration development project will provide a range of supporting employment, social, community, cultural and neighbourhood uses and in doing so catalyse 390 acres of brownfield and underutilised land to the North of Manchester City centre.



Victoria Riverside, Manchester

After consulting over 2,500 people, including the local community, another 130 affordable homes will be provided by our Collyhurst project, with 100 units in Collyhurst Village and 30 more in Collyhurst South. They will be in the form of social rent houses and apartments, some of which will be designed for the elderly. This development began in May 2021, with a package of advanced enabling works, with the phased handovers commencing in Q4 2023.

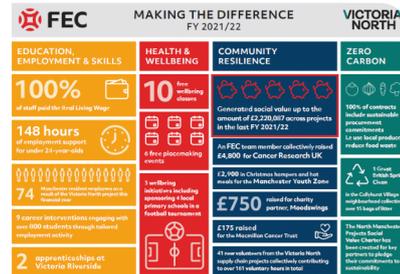
In London, we will offer affordable housing at our Consort Place development through an agreement with a purchaser whose guarantor is a registered housing society under the Co-operative and Community Benefits Societies Act 2014 with gross development value of approximately GBP43 million. The project will provide 136 affordable, high-quality private apartments in the vibrant neighbourhood of Canary Wharf.

6. Cultivating Community

6.1.4 North Manchester Strategy

The North Manchester Strategy, created in partnership with the MCC and NMGH, has been adopted by partners to provide the direction for the Social Value Charter.

The Social Value Charter provides a clear set of commitments for partners to pledge their support against. The commitments are integrated with the Social Benefits Framework and include priorities including paying the Living Wage and using a local workforce and supply chain.



The Social Benefits Framework has been agreed upon by partners and is provided to all contractors and future potential partners active in the North Manchester neighbourhood to understand the five themes set out below, which also detail priorities and opportunities to enable co-ordinated and quality social value delivery. The framework focuses on five social aspects, including:



- Education, Employment and Skills
- Health and Well-being
- Community Resilience
- Digital
- Zero Carbon 2038

Strong governance is in place to ensure that the themes and priorities of our work are embedded into the activity of contractors and partners. We are working towards setting a date for the official signing of the Social Value Charter.

Under the guidance of our Community Liaison Manager, our Manchester team continued to organise activities and events to create positive social impact and contribute to local communities.

Environmental protection

Zero Carbon 2038 – Great British Spring Clean

In June 2021, our wider project teams in Manchester worked with the MCC and North Manchester General Hospital to participate in the Great British Spring Clean, a nationwide campaign to clean up litter. A variety of sites across North Manchester were cleaned up, with our Manchester team and MCC focusing jointly on the Collyhurst Village neighbourhood. In total, we collected approximately 15 bags of litter from streets and park areas. Moving forward, we will continue to support future campaigns and hope to involve more community groups to work together to instil community responsibility in driving change for future generations.



6. Cultivating Community

Health and well-being

Primary Interschools Summer Football Competition

In summer of 2021, we sponsored 4 local primary schools to participate in an end-of-summer term football tournament. These schools are all local to Collyhurst, and pupils enjoyed participating in the tournament. It was a great way to promote healthy projects and supporting schools to participate together in this tournament.

No. 93 Harpurhey

The No.93 Well-being centre supports all sorts of mental health interventions within the heart of the Harpurhey community. The centre holds various sessions from gardening groups, cafes, food support and many more. Our Manchester property development teams offered free service to the centre to relocate the storage shed to a more suitable area, allowing better access to the garden.



Education, employment, and skills

Construction Careers Insight Day

After working with Manchester Communication Academy in FY2021, we continued our partnership and created a Construction Careers Insight Day to explore various disciplines throughout our supply chain. Representatives from our team as well as our suppliers created mini workshops to present to 120 Year 10 pupils at the Academy to provide insight on their job duties and the respective businesses for which they work. The pupils were split into groups and rotated around the different workshops, each focusing on various career pathways and offering different activities.



"Have a Go" event

In November 2021, our team collaborated with a project, cost and programme management company to host a "Have a Go" event for young people in North Manchester. The event exposed the participating youth to an array of careers, some of which they were not previously aware. The event took place in Harpurhey's Manchester Youth Zone, where 180 local primary school students were given a chance to hear from inspirational speakers and "have a go" at activities linked to the Built Environment, Healthcare, Digital and Enterprise. Activities included designing an apartment using an iPad, working with the NHS to intubate a mannequin and having a go at sound engineering.

6. Cultivating Community

6.2 SUSTAINABLE PROCUREMENT

6.2.1 Challenges and opportunities

As a leading regional conglomerate, we are keenly aware of our influence, especially our purchasing power, which can be used to encourage vendors to operate more sustainably. With the extraordinary pressure that the COVID-19 pandemic places across all aspects of our businesses, it remains crucial for us to collaborate with vendors and cultivate a more dynamic industry. To promote this mindset, efficient and sustainable procurement and supply chain management procedures and standards must be present.

6.2.2 Commitment

Our Procurement and Supply Chain Management Policy governs our procurement process and serves as a strict and fair ethics and conduct guideline for our suppliers and contractors, all of whom we consider to be vital partners in our sustainability performance. Given that their practices impact our projects, their sustainability practices can be interpreted as a reflection upon ours; therefore, all of our business units – including corporate functions – utilise this policy as is applicable to their operations when selecting vendors, contractors and suppliers.

6.2.3 How we work

6.2.3.1 Responsible Sourcing

We are firmly committed to the responsible sourcing of materials, which is a core component in ensuring that our businesses operate according to a sustainable and socially conscious mindset. Our property development businesses work closely with numerous contractors and sub-contractors across different projects and leverage these relationships to encourage them to adhere to our social and environmental principles. One example is our Australia office, which outlines the Principal's Project Requirements for contractors to follow, which covers requirements on periodic cleaning and rubbish removal as well as providing clothing to staff to maintain a clean and safe construction site.



**In Hong Kong,
we **only purchase** ethically-sourced,
FSC-certified timber for our
Mount Arcadia project**

In Hong Kong, we only purchase ethically sourced, FSC-certified timber for our Mount Arcadia project; this policy applies to our Manchester properties under development as well. On the hotel side, a few of our hotels provided biodegradable utensils as a part of their sustainable procurement practices. Additionally, Dorsett Group engaged the Lever Foundation, an NGO advocating for the rights of farm animals, and established a global commitment to purchase only cage-free eggs by 2030 for animal welfare and sustainable food supply chains globally.

6. Cultivating Community

6.2.3.2 Local Sourcing

It is well-known that local sourcing lowers overall carbon footprint while supporting local communities. Therefore, we engage local suppliers when possible, to better embed environmental considerations into our procurement processes. One example is Lushan Resort in Mainland China which predominantly procures its food from local sources.

For property development, the majority of raw building materials for our Mount Arcadia project in Hong Kong, such as concrete, steel and timber, are locally sourced from Southeast China. Our Manchester properties under development use 10 local materials suppliers to reduce carbon footprint from the logistics process.

6.2.3.3 Supplier Management

Given the ever-evolving nature of sustainability, regular monitoring and evaluations are carried out to assess the performance of our suppliers. For example, Lushan Resort's supplier inspection team identifies potential improvement areas throughout the supplier assessment process and provides suggestions for suppliers to consider on their sustainability journey.

Considerate Constructors Scheme

Our UK operations apply the Considerate Constructors Scheme, which assesses the contractors we engage with. This includes regularly monitoring, auditing, and evaluating the performance of our suppliers. All the contractors we engage for our UK property developments are signatories of the Considerate Constructors Scheme. This scheme assesses contractors and aims to raise the standards in the construction industry by placing greater importance on environmental protection, the safety of workers, respect for the community, and valuing the workforce. Signatories to this scheme must follow the scheme's Code of Considerate Practice, which is designed to encourage best practice beyond merely following legal requirements. Compliance with the Code of Considerate Practice can be monitored virtually. By only selecting contractors who comply with this scheme, we can ensure that our contractors' principles align with our own.



Hornsey Town Hall, London

7. Placemaking

7.1 EXCEED GUEST EXPECTATIONS

7.1.1 Challenges and opportunities

Despite the diversity of our business operations, our core focus on customer satisfaction never wavers. To ensure high-quality guest experiences, it is crucial to understand and adapt to the changing world around us, especially in amidst the global pandemic. As such, we are committed to holistic evaluations across all aspects of our business operations, including hygiene standards and policies for the protection of staff and guests as well as ways to uphold our dedication to quality service while engaging in sustainable practices. While the decrease in international travel forced our hotels to look inwards and tilt towards local staycations or serve the community as a quarantine or close contact hotel, our preeminent position in the quarantine hotel market provided an opportunity for us to design unique quarantine packages and bring affordable and enjoyable experiences to our guests.

7.1.2 Commitment

To enhance the experiences of our guests, our service is genuine and straight from the heart. Our Product Responsibility Policy outlines our principles in promoting strict product responsibilities across our operations. The fundamental principles are to:

- 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

Fighting COVID-19 through quarantine hotels

We are proud to be a continued supporter of the Hong Kong government's anti-pandemic efforts, starting with our position as the first hotel group to accept guests returning to Hong Kong under the Designated Quarantine Hotel schemes. Since then, our hotels in Hong Kong have also served as Community Isolation Facilities and operated under agreements with the Social Welfare Department; additionally, some of our hotels in Mainland China, Singapore, the UK and more were also engaged for similar purposes. All together, these policies helped mitigate the spread of COVID-19 and kept the community safe. As at 31 March 2022, we have welcomed over half a million quarantine guests globally.

**As at 31 March 2022,
we have welcomed
over half a million
quarantine
guests globally**



Improving air circulation in hotels

All of our Hong Kong hotels comply with the requirements of the Anti-Epidemic Hygiene Measures Certificate as approved by the Hong Kong Quality Assurance Agency. To follow these regulations, the hotels utilise the Momax Robust Smart IoT UV-C HEPA Air Purifier to maintain optimal ventilation and air quality, which have been used as an example of "best practice" by the Centre for Health Protection.

Partnership with Ecolab and A.I. cleaning

To safeguard the health and safety of our staff and guests, we have partnered with Ecolab to introduce hospital-grade disinfectants across our hotel operations. Ecolab is a germicidal and virucidal detergent registered by US Environmental Protection Agency as a safe disinfectant cleaner, effective in killing 30 kinds of pathogens. In addition to, we also clean the outlets and return nozzles of air conditioning units and dust filters with Ecolab disinfectant cleaner.

In order to minimise human-to-human contact, we deploy AI cleaning robots throughout our hotels to minimise exposure risk, as well as using robots to deliver meals and amenities to our guests; these measures were highly appreciated by all of our staff.



Rice the Delivery Robot, Dorsett Wanchai

7. Placemaking

CCTV monitoring systems

Our hotels utilise CCTV monitoring systems across their premises, which are monitored 24/7 by a security team that also patrols hotel perimeters several times a day. These safety measures oversee all aspects of our hotel properties, including electricity supplies, lift systems, gas and fuel supplies, fire alarm systems, water supplies and anti-flooding measures.

Our car park operations employ a “Care Assist” surveillance and security system that connects to all CCTV cameras installed across our car parks. As such, any incidents, crimes or suspicious activities are monitored and recorded.

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

7.1.3.2 Customer privacy

Privacy policies

In accordance with Our Code, all of our employees are required to maintain the confidentiality of all proprietary information that they may be exposed to as a result of their employment. We require that all personal data be collected and stored in encrypted servers, which are periodically backed up to prevent loss of customer data, as well as unauthorised and/or accidental access, disclosure or alteration of said data.

As a company with operations in Europe, we are subject to the European Union’s General Data Protection Regulation (“GDPR”), which requires us to inform customers of the purpose of collecting their data. For our operations in the UK, we strictly comply with the Data Protection Act 2018 to ensure our customer’s personal information is used fairly, lawfully and transparently.

Our hotel operations have a strict set of policies and guidelines regarding the processing and protecting of client data, which requires that all guests consent to our data collection policies, which is outlined in a Personal Information Collection Statement; however, guests are offered the option to opt-out of their data being used for marketing purposes. Our car park and gaming operations also apply a similar personal data policy.



7. Placemaking

Cybersecurity measures

We are committed to protecting our people, assets, reputation and brand through secure digital infrastructure. Our hotels utilise cutting-edge firewalls and end-to-end protection software to enhance cybersecurity and prevent malicious attacks; they also carry out regular inspections and updates to ensure that networks and systems are working properly. Similarly, our gaming operations employ specific cybersecurity policies and procedures, such as Computer, Internet and Email Usage Policy, procedure for the use of public Wi-Fi networks and procedure for securing IT service domain accounts. Potential team members exposed to this policy during their hiring interviews with us; we are introducing two-factor authentication on all our mobile devices to further secure our data. Crisis management procedures are in place for all of our main gaming systems.

Furthermore, the onsite infrastructure and information security management systems at our UK offices are synchronised and backed up to the cloud to ensure that systems can be recovered from major incidents or outages. Hardware support is in place to ensure that any damaged or faulty critical hardware can be rectified within 4 hours.

Employee training

We utilise rigorous training methods to ensure that all of our staff have adequate knowledge of our cybersecurity practices. Our hotel staff receives regular training on data privacy and security to enhance their awareness of increasing cybersecurity risks and how to mitigate them. In our gaming operations, we have specific procedures in place to ensure our staff's familiarity with the GDPR.

7.1.3.3 Wellness

With many of our hotels acting as quarantine or close contact facilities, attention to customer wellness and the provision of a holistic, positive guest experience is more crucial than ever. We offer a wide variety of wellness classes and initiatives to foster healthy physical and mental habits for our guests during their stays, no matter the duration.

Clara A.I. Mental Health App partnership with Neurum Health

As part of our #DorsettCares commitment to wellness, we have partnered with Neurum Health to provide our quarantine guests free exclusive access to the Clara A.I. Mental Health App's lessons and interactive tools to help achieve better sleep and stay positive during their quarantine stays. The gathered data showed a positive improvement in mood from our quarantine guests after using the app.



Flower pot gift, Dorsett Wanchai

7. Placemaking

Offering vegetarian or plant-based meal alternatives for hotel guests

Our aforementioned partnership with Green Monday enables us to offer our quarantine guests more vegetarian and plant-based meals, which encourages more sustainable eating habits while accommodating guests with relevant dietary needs. Dorsett Kwun Tong, Dorsett Wanchai, Dorsett Mongkok, Cosmo Hotel and Lan Kwai Fong Hotel @ Kau U Fong all offer vegetarian meals upon request for this purpose. Similarly, Dorsett Tsuen Wan launched "Menu with GREEN Taste" in April 2021, a 100% plant-based, in-room service menu launched in April 2021 that offers 11 vegetarian and plant-based dishes.

Flowers, #TGIF treats and surprise gift initiatives

Our attention to customer wellness is driven by our unique initiatives, the positive impacts of which are consistently reaffirmed through glowing reviews on Tripadvisor and social media platforms or sent to us by email.

At Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel, we gift quarantine guests with a flower pot gift to take care of during their stay, which serves as a welcome gift; additionally, it symbolises our hope that the guest and the flower can grow together during their time with us. We also have the #TGIF treats initiative, in which we surprise our gifts with a range of complimentary local Hong Kong



#TGIF treat, Dorsett Wanchai

snacks as well as Indonesian and Filipino treats. For some guests, the snacks are a taste of home; for others, they might be an opportunity to broaden cultural horizons, a sentiment that lies at the heart of the tourism and hospitality industries. Either way, food is an important component of wellness and sometimes, little details like these make all the difference.

In addition, Lan Kwai Fong Hotel @ Kau U Fong offered Relaxation Souvenir Packs, which contained items for stress relief such as aromatherapy incense sticks, eye masks and potpourri sachets to help quarantine guests relax and unwind. Dorsett Tsuen Wan distributed little treats and gift packs for our quarantine guests to enhance their staying experience.

7.1.3.4 Experience

Customer satisfaction

Customer feedback is crucial to our understanding of market needs, which enables us to continue improving our product and service quality. Our hotels obtain customer feedback through multiple methods, including social media engagement and in-room questionnaires. Other methods of customer satisfaction management include a tracking system to monitor online reviews from guests across multiple platforms, which is used to calculate the industry-standard Global Review Index, an online reputation score that benchmarks customer satisfaction.

**In FY2022, Dorsett's
satisfaction score was
82.0%**



7. Placemaking

Feedback is also important in our property management business. Our Australia team obtains customer feedback through annual surveys, which helps us pinpoint areas for improvement. Additionally, our Manchester operations have developed a customer charter that aligns with the National House Building Council, a UK customer engagement standard.

Our car park operations receive customer feedback through a 24-hour online support system which covers technical issues, cleaning, and general customer feedback. We employ a similar process in our gaming operations by using a smartphone application to streamline the satisfaction process.

In FY2022, we received 953 product and service-related complaints. In those cases, we immediately contacted the relevant parties to understand their concerns and rectified them as soon as possible. For example, our car park operations appointed a task manager to document and track all customer complaints as a daily practice.

Meeting accessibility needs in property development and hotel operations

A joint study between the World Bank and the World Health Organisation revealed that approximately 15% of the world's population experiences some form of disability. To further disability-inclusive development, a number of our property development projects and hotels have measures in place. For example, all of our developments in Manchester require accommodations such as design finishes that support use by those with restricted visual or hearing acuity. Many of our hotels, such as Dorsett Wanchai, include disability-friendly designs such as wheelchair ramps. Dorsett Kai Tak, the hotel portion of our Kai Tak Development, will provide rooms complying with barrier-free requirements.

Enhancing guest experience in quarantine hotels

We organised various activities and events to enhance our quarantine guest experience. For example, Dorsett Kwun Tong launched weekly programs to make our guests feel appreciated by giving heartfelt treats such as Hong Kong-style afternoon tea sets and healthy drinks. Furthermore, Dorsett Singapore arranged birthday celebrations with guests and presented them with gifts.

At Dorsett Tsuen Wan, fun games are arranged every Friday afternoon for our quarantine guests to have a joyful staying experience, with gifts distributed to game winners. Lan Kwai Fong Hotel @ Kau U Fong organised online DIY workshops at festivals such as the Mid-Autumn Festival, Halloween and Christmas to create a festive atmosphere for guests during their quarantine stay.



#DorsettCares surprise pack, Dorsett Wanchai

7. Placemaking

Maintaining dialogue between hotels and our guests

Our hotel operations make it a top priority to promptly resolve any issues or complaints before, during and after our guests' time with us. Upon receiving a complaint, our front office teams file an incident report, investigate and provide a resolution as promptly as possible so that

they may convert the guest's experience to a positive one prior to their departure. The team takes online complaints from review sites and social media just as seriously. All online complaints are investigated; during this process, we try to contact the guest directly to respond to their concerns. To improve our guest services, we formally document all guest communications and relevant details as well as any actions taken to rectify the situation.



We strive for a high level of customer satisfaction and continuously refine our customer relationship management techniques

Dorsett Mart

During the pandemic, Dorsett launched "Dorsett Mart" across all Dorsett-branded hotels in Hong Kong. Dorsett Mart is an online platform that offers a range of products to quarantine guests, including groceries, fitness equipment, video games and microwaves, all of which are sent directly to guest rooms. This allows us to provide a more customised experience for our guests by ensuring their access to items that they otherwise may not have. Some of these items are available for rent rather than purchase.

Partnership with foodpanda

Dorsett Group has partnered with foodpanda since 2019 to offer hotel guests a greater variety of food and beverage options. This partnership includes a custom menu, which is frequently reviewed in order to offer the best possible selection of options to our guests.

Our partnership with Green Monday allows us to offer more plant-based food options to quarantine guests for order through foodpanda. This action has a dual effect of positive contribution to guest well-being while reducing our overall carbon footprint.



7. Placemaking

7.1.4 Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel



To safeguard the well-being and enhance the experiences of our guests and staff, a series of **creative and innovative initiatives** are in place at Dorsett Wanchai, Dorsett Mongkok and Cosmo Hotel

Check-in

We thoroughly clean and disinfect guestrooms before guests' arrival by different practices, including:

- Hospital-grade Ecolab Disinfectant Cleaner 2.0
- Portable Gambit

We offer a full refund if guests' flights are cancelled or rescheduled, if they are denied by immigration or if they are associated with a confirmed case of COVID-19.



During their stays

We provide a range of virtual activities to help our quarantine guests be happy, healthy and connected, including:

- Virtual wine tasting
- HIIT with F45 Causeway Bay
- Wine hour with live band
- Yoga class with lululemon Hong Kong
- Zoom events (e.g. grounding meditation)



Check-out

To provide an efficient check-out process, our reception counter staff clearly explains check-out arrangements to guests in advance.

To foster eco-friendly habits even after checkout, guests are encouraged to take their complimentary reusable cutlery sets with them.



8. Data Tables

8.1 ENVIRONMENTAL PERFORMANCE⁵

Indicators	Unit	Hotel		Property Development		Car Park ⁶		Gaming		Office ⁷		Total	
		FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
GHG emissions⁸													
Total GHG emissions	tCO ₂ e	25,228.8	23,980.6	5,275.1	4,365.5	272.1	252.8	1,801.2	1,792.4	468.9	461.8	33,046.1	30,853.0
Scope 1 emissions ⁹		1,772.5	1,366.5	3,652.3	3,335.8	14.9	19.0	432.2	410.6	88.0	98.3	5,960.0	5,230.2
Scope 2 emissions ¹⁰		23,149.5	22,454.7	1,611.8	1,026.7	257.2	233.8	1,369.0	1,381.8	351.4	345.6	26,738.8	25,442.5
Scope 3 emissions ¹¹		306.7	159.5	11.0	3.0	0.0	0.0	0.0	0.0	29.6	17.8	347.3	180.3
Total GHG emissions intensity		0.02	0.02	7.5	4.1	0.003	0.003	0.07	0.13	7.1	7.1	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	44,085.7	44,648.8	20,171.2	15,555.3	465.9	442.1	5,026.4	4,977.8	859.8	921.1	70,609.0	66,545.1
Direct energy consumption		8,290.8	9,943.0	17,199.4	13,422.8	54.2	67.9	2,041.7	1,938.7	333.5	356.0	27,919.6	25,728.4
Petrol		93.1	76.9	0.0	73.8	54.2	67.9	3.5	3.1	213.7	324.0	364.5	545.7
Diesel		841.6	633.9	3,715.6	12,860.7	0.0	0.0	372.8	353.5	85.6	0.0	5,015.6	13,848.1
Liquefied petroleum gas (LPG)		0.0	0.0	34.2	35.3	0.0	0.0	282.4	190.4	34.2	32.1	350.8	257.8
Fuel oil		0.0	0.0	337.0	0.0	0.0	0.0	202.1	208.6	0.0	0.0	539.1	208.6
Natural gas		4,233.6	5,501.7	0.0	358.1	0.0	0.0	1,180.8	1,183.1	0.0	0.0	5,414.4	7,043.0
Towngas		3,122.6	3,730.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,122.6	3,730.5
Others ¹²		0.0	0.0	13,112.6	94.8	0.0	0.0	0.0	0.0	0.0	0.0	13,122.6	94.8
Indirect energy consumption		35,794.9	34,705.8	2,971.8	2,132.5	411.6	374.2	2,984.8	3,039.1	526.3	565.1	42,689.4	40,816.7
Electricity		35,775.0	34,683.3	2,936.2	2,132.5	411.6	374.2	2,832.0	2,527.1	526.3	565.1	42,481.1	40,282.2
Heating		18.9	21.5	35.6	0.0	0.0	0.0	152.8	512.0	0.0	0.0	207.3	533.5
Renewable electricity generated and consumed onsite		1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Total energy consumption intensity		0.04	0.04	0.03	0.01	0.005	0.006	0.19	0.35	12.97	14.24	N/A	N/A
		MWh/ room nights		MWh/ square metres GFA completed		MWh/ car park bays		MWh/ thousand euros		MWh/ thousand square feet			

⁵ 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).

⁶ Includes car park bays that are owned or managed by the Group only.

⁷ The FY2021 data figures for Office have been restated in line with update on the energy consumption data.

⁸ GHG emissions comprise carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.

⁹ Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

¹⁰ Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased towngas (for Hotel operations in Hong Kong) and heating.

¹¹ 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.

¹² Include compressed natural gas, petroleum coke, acetylene and other coal gas.

8. Data Tables

Indicators	Unit	Property										Total	
		Hotel		Development		Car Park ⁴		Gaming		Office ⁷		FY2022	FY2021
		FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Use of water													
Water consumption	m ³	296,313.2	319,926.3	30,650.0	42,166.5	536.0	569.0	10,952.0	11,619.0	2,043.9	1,955.1	340,495.0	376,235.8
Water consumption intensity		0.26	0.30	0.04	0.04	0.01	0.01²⁰	0.41	0.82	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													
NO _x emissions	kg	6.6	6.7	121.5	122.7	4.8	5.9	37.1	33.6	14.4	16.4	184.4	185.3
SO _x emissions		1.6	0.0	5.6	19.5	0.1	0.1	0.6	0.6	0.5	0.5	8.3	21.9
Particulate matter emissions		0.5	0.5	8.7	8.9	0.4	0.4	2.7	2.5	1.1	1.2	13.4	13.5
Waste production¹³													
Hazardous waste produced¹⁴	Tonne	0.7	0.7	215.2	716.0	0.0	0.0	0.0	0.0	0.0	0.0	215.9	716.7
Non-hazardous waste produced		759.1	947.1	20,132.3	33,679.1	0.5	0.5	152.9	123.6	8.0	6.6	21,052.8	34,757.0
Commercial waste ¹⁵		759.1	947.1	1,500.8	2,341.4	0.5	0.5	152.9	123.6	8.0	6.6	2,421.3	3,419.3
Construction & demolition waste		0.0	0.0	18,631.5	31,337.7	0.0	0.0	0.0	0.0	0.0	0.0	18,631.5	31,337.7
Non-hazardous waste recycled or reused		25.7	21.9	17,983.6	18,576.4	0.0	0.0	16.9	13.3	2.9	89.0	18,029.0	18,700.6
Paper		18.4	10.6	1.0	149.3	0.0	0.0 ²¹	7.8	6.3	2.7	88.9	30.0	255.1
Plastics		2.9	0.8	1.0	24.7	0.0	0.0	2.3	1.3	0.1	0.0	6.3	26.9
Metal		0.1	0.2	607.0	461.0	0.0	0.0	0.0	0.0	0.0	0.0	607.1	461.1
Glass		4.2	3.6	0.0	0.1	0.0	0.0	5.8	4.8	0.0	0.0	10.0	8.5
Food waste		0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0
Construction & demolition waste		0.0	0.0	16,949.5	16,939.7	0.0	0.0	0.0	0.0	0.0	0.0	16,949.5	16,939.7
Mixed recyclables		0.0	6.8	425.0	999.6	0.0	0.0	1.0	0.9	0.0	0.0	426.0	1,007.3
Hazardous waste intensity		0.57	0.69	0.30	0.67	0.0	0.0	0.0	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		0.67	0.88	0.03	0.03	0.004	0.007	5.7	8.7	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			

¹³ Refer to the production of waste from operational activities, which includes waste that are reused, recycled, landfilled, or processed by other waste management methods. The FY2021 data figures for Property Development have been restated in line with the definition of waste production.

¹⁴ Include construction hazardous waste (e.g. hazardous concrete, bricks, tiles and asbestos), fluorescent tubes, painting, solvents and battery.

¹⁵ Include general waste, food waste, painting, cardboard and metal.

8. Data Tables

8.2 SOCIAL PERFORMANCE^{16, 17}

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Employment										
Total workforce	1,142	1,338	310	171	441	420	325	295	2,218	2,224
By gender										
Male	579	659	237	127	203	199	172	155	1,191	1,140
Female	563	679	73	44	238	221	153	140	1,027	1,084
By region										
Hong Kong	576	630	0	0	0	0	140	124	716	754
Mainland China	475	544	0	0	0	0	30	37	505	581
Singapore	38	50	0	0	0	0	11	13	49	63
UK	53	114	26	26	0	0	65	51	144	191
Australia	0	0	238	99	0	0	51	44	289	143
Malaysia	0	0	46	46	0	0	0	0	46	46
Czech Republic	0	0	0	0	441	420	28	26	469	446
By age group										
30 or below	173	248	67	34	126	123	47	43	413	448
31-40	290	348	88	54	154	140	120	115	652	657
41-50	353	398	72	45	92	94	83	76	600	613
50 or above	326	344	83	38	69	63	75	61	553	506
By employee category										
Senior management	57	64	16	8	7	6	57	45	137	123
Middle management	228	259	7	20	24	23	84	84	343	386
General staff	857	1,015	287	143	410	391	184	166	1,738	1,715
By employee type										
Full-time	1,140	1,320	238	163	400	384	314	289	2,092	2,156
Part-time	2	18	72	8	41	36	11	6	126	68
New employees	234	184	93	50	99	35	127	76	553	345
By gender										
Male	132	100	68	34	47	13	67	38	314	185
Female	102	84	25	16	52	22	60	38	239	160
By region										
Hong Kong	115	104	0	0	0	0	60	32	175	136
Mainland China	71	50	0	0	0	0	9	15	80	65
Singapore	33	20	0	0	0	0	1	2	34	22
UK	15	10	0	0	0	0	26	11	41	21
Australia	0	0	83	34	0	0	23	13	106	47
Malaysia	0	0	10	16	0	0	0	0	10	16
Czech Republic	0	0	0	0	99	35	8	3	107	38
By age group										
30 or below	77	65	30	17	51	15	33	30	191	127
31-40	60	28	35	16	21	12	48	24	164	80
41-50	48	39	14	9	17	5	24	14	103	67
50 or above	49	52	14	8	10	3	22	8	95	71 ²¹

¹⁶ The social performance table only includes social data within the scope of ESG reporting. The total number of employees of the Group is approximately 3,500 while the total number of employees within the scope of ESG reporting is 2,218.

¹⁷ 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.

8. Data Tables

Indicators	Hotel		Car Park		Gaming		Office		Total	
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Employee turnover rate (%)	36.3	34.1	49.0	36.3	17.0	20.0	28.3	25.1	33.0	30.4²²
By gender										
Male	34.4	35.2	38.0	35.4	20.2	18.1	25.6	24.5	31.4	30.8
Female	38.2	33.0	84.9	38.6	14.3	21.7	31.4	25.7	35.0	30.0
By region										
Hong Kong	34.0	19.5	0.0	0.0	0.0	0.0	38.6	28.2	34.9	21.0
Mainland China	33.1	43.9	0.0	0.0	0.0	0.0	20.0	24.3	32.3	42.7
Singapore	113.2	78.0	0.0	0.0	0.0	0.0	9.1	0.0	89.8	61.9
UK	34.0	48.2	0.0	0.0	0.0	0.0	21.5	15.7	22.2	33.0
Australia	0.0	0.0	58.8	46.5	0.0	0.0	27.5	31.8	53.3	42.0
Malaysia	0.0	0.0	26.1	34.8	0.0	0.0	0.0	0.0	26.1	34.8
Czech Republic	0.0	0.0	0.0	0.0	17.0	20.0	10.7	30.8	16.6	20.6
By age group										
30 or below	82.1	64.1	62.7	64.7	21.4	26.0	46.8	48.8	56.4	52.2
31-40	31.4	27.9	53.4	38.9	11.0	21.4	30.0	25.2	29.3	26.9
41-50	23.5	22.9	43.1	17.8	18.5	14.9	20.5	21.1	24.7	21.0
50 or above	30.1	31.7	38.6	28.9	20.3	12.7	22.7	13.1	29.1	26.9
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	16	20	1	0	7	0	2	1	26	21
Work-related injuries rate (per 100 employee)	1.40%	1.49%	0.32%	0.00%	1.59%	0.00%	0.62%	0.34%	1.17%	0.94%
Lost days due to work-related injury	1,186	667	90	0	217	0	258	0	1,751	667
Learning & development¹⁸										
Average training hours per employees	12.4	11.7	0.0	12.8	2.7	0.6	3.3	1.6	7.4	8.4
By gender										
Male	10.7	10.9	0.0	5.1	2.9	0.8	3.6	2.1	6.2	7.3
Female	14.0	12.5	0.0	35.2	2.4	0.4	2.9	1.1	8.7	9.5
By region										
Hong Kong	5.0	3.3	0.0	0.0	0.0	0.0	2.6	0.5 ²¹	4.6	2.9
Mainland China	21.4	19.8	0.0	0.0	0.0	0.0	5.2	3.8	20.4	18.8
Singapore	27.8	19.0	0.0	0.0	0.0	0.0	0.0	0.0	21.5	15.1
UK	0.3	16.1	0.0	0.0	0.0	0.0	1.4	0.9	0.7	9.9
Australia	0.0	0.0	0.0	17.3	0.0	0.0	0.3	1.1	0.1	12.3
Malaysia	0.0	0.0	0.0	10.4	0.0	0.0	0.0	0.0	0.0	10.4
Czech Republic	0.0	0.0	0.0	0.0	2.7	0.6	15.5	7.5	3.4	1.0
By employee category										
Senior management	12.5	13.2	0.0	98.5	3.0	40.0	2.1	2.6	6.3	16.2
Middle management	12.1	9.6	0.0	20.5	3.3	0.0	7.3	2.3	10.1	8.0
General staff	12.4	12.2	0.0	6.9	2.6	0.0	1.8	1.0	6.9	7.9 ²¹

¹⁸ 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	
	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021	FY2022	FY2021
Percentage of employee who received trainings (%)	81.5	86.5	0.0	67.3	78.5	1.4	23.7	12.9	61.0	59.2
By gender										
Male	77.0	83.0	0.0	61.4	83.3	2.0	21.5	13.5	54.7	57.0
Female	86.1	89.8	0.0	84.1	74.4	0.9	26.1	12.1	68.4	61.4
By region										
Hong Kong	63.7	68.3	0.0	0.0	0.0	0.0	24.3	8.9	56.0	58.5
Mainland China	107.6	108.6	0.0	0.0	0.0	0.0	13.3	10.8	102.0	102.4
Singapore	92.1	86.0	0.0	0.0	0.0	0.0	0.0	0.0	71.4	68.3
UK	34.0	81.6	0.0	0.0	0.0	0.0	13.8	21.6	18.8	54.5
Australia	0.0	0.0	0.0	113.1	0.0	0.0	3.9	9.1	0.7	81.1
Malaysia	0.0	0.0	0.0	6.5	0.0	0.0	0.0	0.0	0.0	6.5
Czech Republic	0.0	0.0	0.0	0.0	78.5	1.4	100	30.8	79.7	3.1
By employee category										
Senior management	82.5	75.0	0.0	37.5	114.3	100.0	26.3	17.8	51.5	52.8
Middle management	78.9	77.6	0.0	65.0	100.0	0.0	32.1	16.7	67.3	59.1
General staff	82.1	89.5	0.0	69.2	76.6	0.0	19.0	9.6	60.6	59.7
Percentage of employee receiving regular appraisal (%)	96.6	93.0	19.4	25.7	84.8	1.4	69.8	66.4	79.5	67.0
Customer relationship										
Products and service-related complaints received	582	611	255	201	0	0	116	9	953	821
Community investment										
Donation amount (HK\$)	-	-	-	-	-	-	-	-	7,063,000 ¹⁹	8,458,000 ¹⁹
No. of volunteers	440	121	0	0	18	0	44	24	502	145
Arts & culture	20	10	0	0	0	0	2	3	22	13
Environment	137	25	0	0	0	0	10	1	147	26
Community wellness	279	86	0	0	18	0	15	16	312	102
Youth education & development	4	0	0	0	0	0	17	4	21	4
Volunteering hours	3,128	705	0	0	75	0	208	186	3,411	891
Arts & culture	320	80	0	0	0	0	18	10	338	90
Environment	1,334	383	0	0	0	0	20	4	1,354	387
Community wellness	1,466	242	0	0	75	0	92	141	1,633	383
Youth education & development	8	0	0	0	0	0	78	31	86	31

¹⁹ The methodology used to disclose monetary donations has been revised for FY2022 to ensure consistency with the figure disclosed in our Annual Report 2022.

²⁰ Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the Report are due to rounding.

²¹ Figures have been restated due to a reporting error.

²² The employee figures had been updated after preparation of last year's ESG report. Hence, the total employee turnover rate in FY2021 has been restated.

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	<ul style="list-style-type: none"> (i) the process to identify and the criteria for the selection of material ESG factors; and (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).	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).	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	Information on: a) the 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	Information on: a) the policies on minimising the issuer's significant impact 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

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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) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	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, and how they are implemented and monitored.	5. Employer of Choice
Aspect B3: Development and Training		
General Disclosure	Information on: (a) the 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

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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	Information on: (a) the policies on managing environmental and social risks of the supply chain.	6. Cultivating Community
KPI B5.1	Number of suppliers by geographical region.	To ensure alignment and consistency of the definition of the data reported, we aim to report on this indicator in 2023.
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

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Aspect B6: Product Responsibility		
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 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.	No. of recall of safety and health reasons: 0
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, and 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 whistleblowing 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

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Community		
Aspect B8: Community Investment		
General Disclosure	Information on: (a) the 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 and sport).	6. Cultivating Community
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	6. Cultivating Community 8. Data tables



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