

# Environmental, Social and Governance Report 2021



國浩集團有限公司  
**GuocoGroup Limited**

A Member of the Hong Leong Group

(Stock Code: 53)

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## Message from the Board

The board of directors (the "Board") of Guoco Group Limited ("Guoco", and together with its subsidiaries (the "Group" or "Guoco Group")) is pleased to present our Environmental, Social and Governance ("ESG") Report of Guoco Group for the financial year ended 30 June 2021.

In 2021, the Intergovernmental Panel on Climate Change issued a report warning that irreversible and unprecedented changes to the planet are being caused by climate changes. As a result, there is a call to action for policymakers around the world to ramp up their climate ambitions, starting with their commitment to net zero carbon dioxide emissions. The Group's principal operations are in the United Kingdom ("UK"), Singapore, Malaysia and China, which have all committed to net zero emissions. In addition, the UK and Singapore have mandated a Task Force on Climate-Related Financial Disclosures in their respective jurisdictions. As a responsible corporate citizen with operations across the globe, the Group has implemented a comprehensive sustainability development strategy and framework to govern the ESG performance of our business groups. This includes a group-wide climate risk management policy which was adopted during the year to provide a systematic process for the Group companies to proactively identify, assess and manage climate change-related issues. We will continue to embed ESG into our strategy and operations, including embarking on decarbonisation exercises, as we align ourselves with international and national sustainability agendas.

At Guoco Group, we are committed to building an organisation with robust governance practices that are rigorous and conscientious, capable of catering to an ever-evolving operating landscape to ensure a strong compliance culture throughout the Group. We strive to integrate our commitment into various aspects of our business activities to ensure that we do our part in promoting sustainability and contribute towards improving the well-being of our people, our communities and the environment in which we operate. The Group prioritises the career development and well-being of employees. Despite the COVID-19 outbreak that disrupted the business, we did not neglect the training and development of our employees. In addition, our business groups regularly engaged with their employees and implemented mental awareness and wellbeing programmes to ensure their health and welfare.

We would like to express our heartfelt gratitude to all our shareholders, valued customers and business partners for their continued support especially during this unprecedented time. To our management team and staff, we thank you for your unwavering dedication and hard work throughout the year as well as for initiating operational changes and responding well during the COVID-19 crisis.

## About this Report



Guoco is pleased to present the ESG report for the year ended 30 June 2021 ("FY2021") which provides an annual update on the sustainability performance of the Group.

This report is prepared in accordance with the ESG Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "HKEX"). The businesses of the Group include Principal Investment, Property Development and Investment, Hospitality and Leisure Business and others with a geographical span covering Hong Kong, China, Singapore, Malaysia, the UK and New Zealand. The business activities undertaken by our subsidiary groups are shown below. Our listed subsidiaries also publish their separate sustainability reports or operating responsibility statements with reference to the sustainability reporting requirements of their respective stock exchanges. These reports can be accessed on their corporate websites.



# About this Report


## Report Scope

This report outlines the commitment to and progress towards sustainability through disclosure of selected performance measures of significant assets and operations of our respective subsidiary groups.

Business	Subsidiary Group	Principal Business	Geographical Span
Principal Investment	 <b>GuocoGroup</b> Guoco Equity Assets Limited www.guoco.com	Investment and treasury management	Headquartered in Hong Kong with investments in global markets
Property development and investment	 <b>GuocoLand</b> GuocoLand Limited ("GuocoLand", listed on Singapore Exchange ("SGX")) www.guocoland.com.sg	A premier regional property company engaging in residential, commercial, retail, hospitality, mixed-use and integrated developments	Singapore and China
	 <b>GuocoLand (Malaysia)</b> GuocoLand (Malaysia) Berhad ("GLM", listed on Bursa Malaysia Securities Berhad) www.guocoland.com.my	An established property developer in developing community-centric residential townships as well as innovative commercial and integrated development projects	Malaysia
Hospitality	 <b>GLH Hotels Group Limited</b> ("GLH") www.glhhotels.com	The largest hotel owner-operator in London with 5,000+ rooms and other hotels in UK, operating majority of its hotels under four owned brands: The Clermont Hotels, Guoman Hotels, Thistle and Thistle Express. It also operates Hard Rock Hotel London under a third party brand	UK
Leisure	 <b>Rank Group</b> The Rank Group Plc ("Rank", listed on London Stock Exchange) www.rank.com	A leading European gaming company headquartered in the UK with established gaming-based entertainment operations including bingo clubs and casinos together with branded websites and mobile offerings	UK and Spain
Others	 <b>Manuka Health New Zealand Limited</b> ("MHNZ") www.manukahealth.co.nz	A leading New Zealand company in production, distribution and sales of branded premium manuka honey and bee-based natural products	New Zealand

# About this Report

## Assets and Operations



**01 Guoco Equity Assets Limited**  
Operation of Hong Kong headquarter

**02 GuocoLand Limited**  
Guoco Midtown, Guoco Tower, Martin Modern, Meyer Mansion, Midtown Bay, Midtown Modern, Sofitel Singapore City Centre, 20 Collyer Quay, Guoco Changfeng City in Shanghai, Chongqing GuocoLand 18T in Chongqing

**03 GuocoLand (Malaysia) Berhad**  
Portfolio of residential, commercial and industrial developments, property investment and management and hotel business in Malaysia

**04 GLH Hotels Group Limited**  
Core hospitality business covering 13 owner-operator hotels and 4 managed hotels in the UK

**05 The Rank Group Plc**  
Gaming based entertainment operations including 72 Mecca bingo clubs and 52 Grosvenor Casinos in the UK, together with branded websites and mobile offerings

**06 Manuka Health New Zealand Limited**  
Operations in New Zealand and Germany  
Export to 45 countries globally

Due to the COVID-19 pandemic, each of the business groups has been affected to different degrees arising from government-mandated closures of workplaces and reduced business operations. The environmental data disclosed in this report does not represent the normal operations of a full year. While many of the key initiatives aimed at improving our sustainability practices were suspended across the year, in particularly our hospitality and leisure segment, we repositioned our focus towards our employees with primary concern revolving around their health and safety, in tandem with job protection and retention. We also continued our environmental protection efforts while ensuring our properties and operating facilities remained protected and safe during the lockdown period.



## Our Core Values

Guoco Group, being part of the Hong Leong Group, is built on the strong heritage of value creation for our stakeholders and communities within which we operate. Over the years, we have taken a progressive approach in integrating sustainability into our businesses, towards a stronger, more resilient group. We are committed to: growing our businesses responsibly, balancing environmental factors with economic considerations, as well as creating a positive impact for our stakeholders and contributing to our communities. Our core values continue to serve as our compass in all that we do.

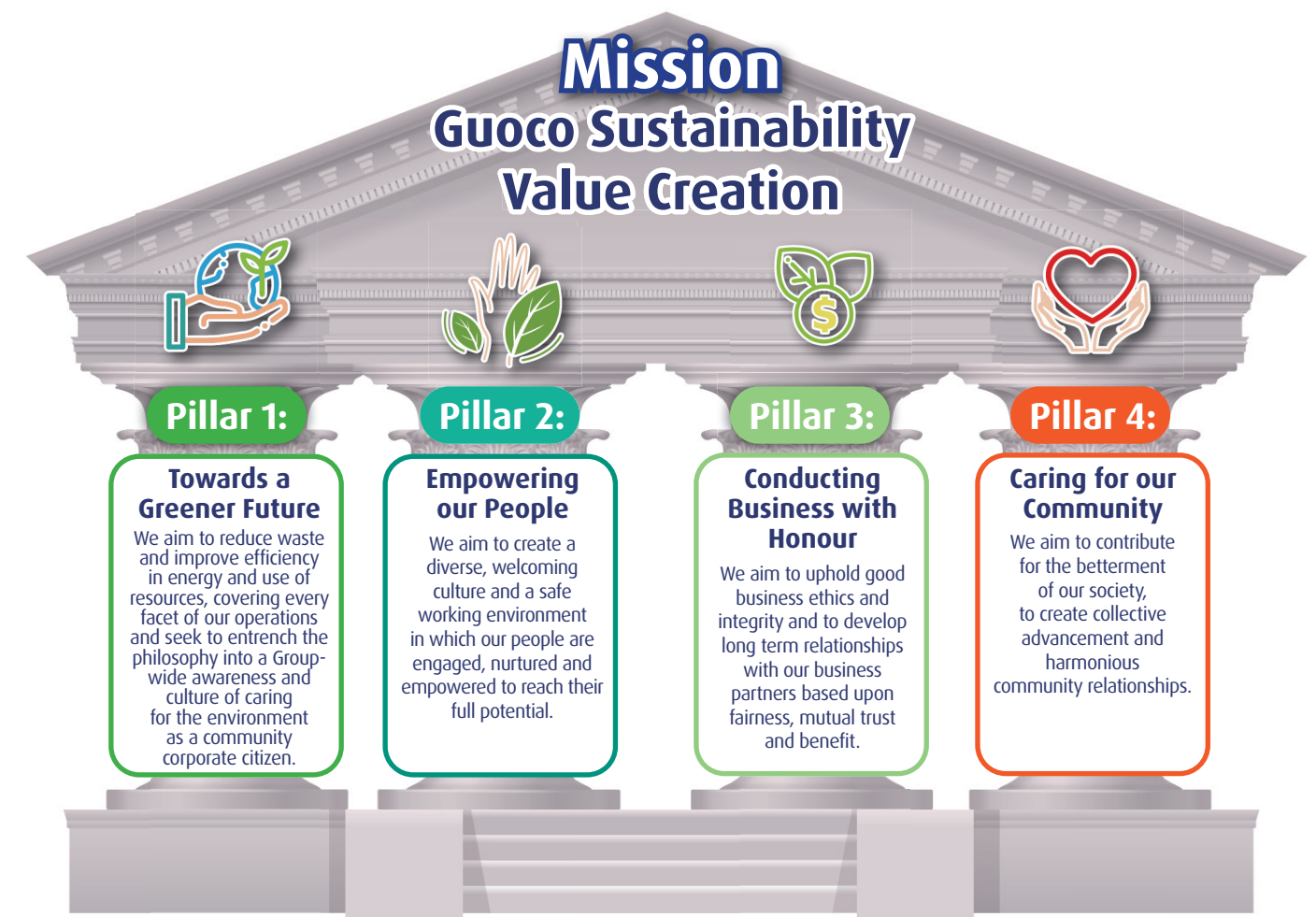
It is our belief that our values will be the foundation and principles for the Group's continued dedication to long-term sustainable corporate practices, taking into account the interests of our stakeholders, and thereby contributing to our core objective of realising long term shareholder value and business sustainability.



## Guoco Group ESG Framework

Guoco Group is committed to protecting the environment, developing its business groups and workforce, and contributing to the society and local communities. The Board of Guoco has set forth a mission "Guoco Sustainability Value Creation" to provide a roadmap for all business groups to proceed towards the same direction of creating sustainable long-term value for all stakeholders.

The Group has established a holistic ESG framework across all business groups which comprises four pillars, namely Towards a Greener Future, Empowering our People, Conducting Business with Honour, and Caring for Our Community to implement and enhance our efforts on sustainability development and reporting. Pursuant to the integrated four-pillar sustainability framework, all business groups develop their own ESG capabilities under the same ambit and manage their operational conduct according to the industries and countries in which they operate.



# Group Sustainability Governance

## Governance Structure

The Group's governance structure underpins a solid edifice to integrate sustainability efforts at all levels from the Guoco Board, Board Committees to the respective boards of business groups and committees / offices as well as their operations for developing and delivering our commitment towards "Guoco Sustainability Value Creation". The Board has overall responsibility for sustainability at Guoco Group. Through the support of the Group ESG Steering Committee, the Board is accountable for setting forth the sustainability mission and the related reporting framework, and oversees significant policies which guide the implementation of relevant ESG strategies at the business group level. The Board Audit and Risk Management Committee also assists in managing the related ESG risks. Group-wide sustainability philosophy, visions and messages for adoption by the business groups continue to be reviewed and developed under the guidance of the Group ESG Steering Committee during the year.

## Business Group Level

The boards of directors of our business groups, with the support of their committees or offices, assume the ESG accountability for their respective business groups. They provide oversight on the formulation of policies, strategies, initiatives and goals, etc. to maintain their relevance in line with the Group's mission and reporting framework and to monitor the overall ESG performance at the business group level.

GuocoLand has its own Sustainability Committee which is tasked to identify material ESG factors and assess each factor's significance to the business and the key stakeholders and maintain oversight of how these ESG factors and the related risks and opportunities are managed. At GLM, such functions are overseen by the Group Managing Director's office. At Rank, a safer gambling committee has been established to assist in the formulation and monitoring of Rank's safer gambling strategy. In FY2021, the Rank Board decided to expand the existing Safer Gambling Committee to incorporate wider ESG matters and renamed it as the ESG & Safer Gambling Committee. Its terms of reference were approved in August 2021 and it has primary responsibility for approving the new sustainability strategy and monitoring its delivery. MHNZ has identified its material topics from an ESG perspective and will establish its sustainability committee in FY2022. Since 14 June 2021, GL Limited has been delisted and GLH has been under the oversight of Guoco Group's Board Committee.



The day-to-day implementation of the sustainability approach of each of the business groups are undertaken by the respective working groups and task forces.



# Our Approach

Being an integrated group with diverse businesses and multiple geographical footprints across Asia, Europe and Australasia, the material sustainability issues facing our business groups are different. Materiality is defined as any area that the Group's businesses have the greatest impact on and have the greatest influence on our businesses and stakeholders. Materiality assessments were conducted to identify sustainability issues that are considered more relevant to our specific business activities and markets. They prioritise the material topics that have significant impacts on the Group's ability to achieve its mission of "Guoco Sustainability Value Creation" based on the importance of these issues to our key stakeholders, regulators' expectations and industry benchmarks.

We note that climate change disclosure requirements are increasing across our geographies of operation. We also recognise the impacts of climate change and how they can affect our financial performance and business resilience. In light of this, we have added climate change as a new material topic and have disclosed our climate risk management approach and policies.

## Material Topics




Pillars	Material Topics	Key Impact Boundary / Stakeholder Groups				
		GuocoLand	GLM	GLH	Rank	MHNZ
Towards a Greener Future	1. Emissions	• Development projects • Managed properties	• Managed properties	• Hotel operations	• Operation • Venues/ premises	• Production
	2. Use of Resources	• Managed properties	• Managed properties	• Hotel operations	• Operation • Venues/ premises	• Production
	3. The Environment and Natural Resources	• All business operations	• All business operations	• All business operations	• All business operations	• All business operations
	4. Climate Change	• All business operations	• All business operations	• All business operations	• All business operations	• All business operations
Empowering our People	5. Employment	• Employees	• Employees	• Employees	• Employees	• Employees
	6. Health and Safety	• Employees • Contractors	• Employees • Contractors	• Employees	• Employees	• Employees
	7. Development and Training	• Employees	• Employees	• Employees	• Employees	• Employees
	8. Labour Standards	• All business operations	• All business operations	• All business operations	• All business operations	• All business operations
Conducting Business with Honour	9. Supply Chain Management	• Development projects	• Development projects	• Hotel operations	• Operation • Venues/ premises	• Production
	10. Product Responsibility	• Development projects • Managed properties	• Development projects • Managed properties	• Hotel operations	• Operation • Venues/ premises	• Production
	11. Anti-Corruption	• All business operations	• All business operations	• All business operations	• All business operations	• All business operations
Caring for our Community	12. Community Investment	• Community	• Community	• Community	• Community	• Community

# Our Approach

## Stakeholder Engagement

Communication and engagement with our stakeholders are fundamental to the Group's sustainability. Our business groups regularly conduct stakeholder engagement exercises to better understand their needs and expectations. Such engagements are important to provide insights for identifying areas for growth and improvement.

The insights shared through these engagements feed into determining our material issues and our responses to stakeholder needs are expressed under the different sections of this report.

Stakeholder Group	Engagement Platforms	Frequency
 Employees	<ul style="list-style-type: none"> <li>• Performance review discussions</li> <li>• Management / operations meetings</li> <li>• Lunch talks</li> <li>• Knowledge sharing session</li> <li>• Internal newsletters and e-communications</li> <li>• Festive celebrations</li> <li>• Employee engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Staff excursions</li> <li>• Scorecards</li> <li>• Employee volunteerism</li> <li>• Training courses</li> </ul> Throughout the year
 Shareholders/Investors	<ul style="list-style-type: none"> <li>• General meetings</li> <li>• Annual / interim results announcements and reports</li> <li>• Announcements and circulars</li> <li>• Corporate websites</li> <li>• Investor meetings / Analyst briefings</li> <li>• Media releases</li> <li>• Email and phone channels</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Quarterly</li> <li>• Annually</li> <li>• Regularly</li> <li>• Ad hoc</li> </ul>
 Guests/Customers	<ul style="list-style-type: none"> <li>• Email and phone channels</li> <li>• Letters</li> <li>• Networking sessions</li> <li>• Survey / Research</li> <li>• Meetings</li> <li>• Customer service teams</li> <li>• Social media channels</li> </ul>	<ul style="list-style-type: none"> <li>• Festive events</li> <li>• In-person feedback</li> <li>• User manuals</li> </ul> Throughout the year
 Suppliers	<ul style="list-style-type: none"> <li>• On-site inspections / visits</li> <li>• In-person meetings</li> <li>• Online procurement platform</li> <li>• Email and phone channels</li> <li>• Supplier assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly</li> <li>• Monthly</li> <li>• Quarterly</li> <li>• Annually</li> <li>• Regularly</li> <li>• Ad hoc</li> </ul>
 Regulators/Government	<ul style="list-style-type: none"> <li>• Regulatory filings</li> <li>• Circulars and guidelines</li> <li>• Ad-hoc enquiries</li> <li>• On-site inspections</li> <li>• Responding to public consultations</li> <li>• In-person meetings</li> <li>• Email and phone channels</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Quarterly</li> <li>• Annually</li> <li>• Regularly</li> <li>• Ad hoc</li> </ul>
 Community	<ul style="list-style-type: none"> <li>• Partnering with charity organisations</li> <li>• Participation in community / fund raising exercises</li> <li>• Employee volunteer programmes</li> <li>• Community dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> </ul>



# ESG Highlights of Guoco Group for FY2021

The Group continues to pursue the mission “**Guoco Sustainability Value Creation**” set forth in FY2020 and our business groups have made progress under each of the 4-pillar ESG framework during FY2021 with highlights as follows:



## Towards a Greener Future

### Climate Change

- Implemented a group-wide climate risk management policy

Initiatives:

- **Guoco** reviewed its Principal Investment policy to incorporate climate risk-related events to be considered in investment decision
- **GuocoLand** embarked on a decarbonisation journey to reduce carbon footprint and mitigate climate-related risks
- **GLH** implemented a group-wide Carbon Footprint Assessment
- **Rank** is in the course of developing a reporting framework that takes into account the four TCFD pillars of governance, strategy, risk management and metrics and targets



## Empowering our People

### Health, Safety, Wellbeing

**Work-related fatalities: 0**

**GuocoLand** was awarded the title of “National Outstanding Walking Organisation” in a health campaign in China to promote an active and healthy lifestyle

Initiatives on mental health awareness in light of the pandemic:

- **GLH** established an Employee Assistance Programme that provides continuous counselling services
- **Rank** conducted an organisation-wide training of Mental Health First Aiders (“MHFA”) and 154 employees at Rank obtained MHFA certification



## Conducting Business with Honour

### Customer satisfaction and safety

- **GuocoLand** and **GLM** achieved zero incidents of non-compliance with building safety matters
- Guest satisfaction score of **GLH** has improved in FY2021 compared to FY2020
- **GLH** conducted two external audits to maintain health and safety, hygiene, and fire safety compliance of hotels

### Quality recognition

**GuocoLand** garnered the following awards:

- Real Estate Asia Awards 2021 – Developer of the Year in Singapore
- 15<sup>th</sup> Asia Property Awards 2020 – Best Developer (Asia)



## Caring for our Community

### Donations made

**US\$1,790,000**

Supported various charitable initiatives and projects in Hong Kong, Mainland China, Singapore and the UK

### Serving community needs

- Over 210,000 free meals were cooked from **Rank’s** Grosvenor and Mecca venues for vulnerable members of the local communities and for National Health Service and emergency workers
- **GuocoLand** participated in planting of trees at the Discover Tanjong Pagar Community Green to make the area greener and more liveable

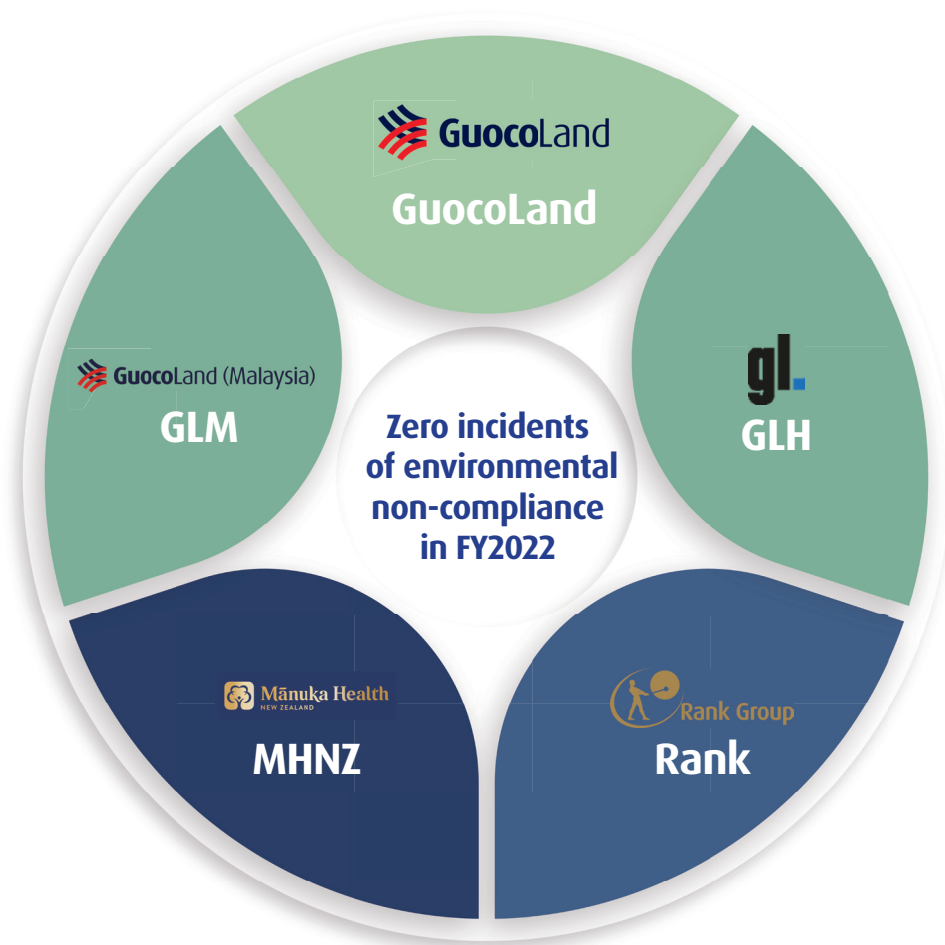
**Pillar 1:**

# Towards a Greener Future

As a global corporate citizen, Guoco Group is committed to reducing the environmental impact of our operations and we inculcate the philosophy and culture of caring for the environment across the Group. This serves as the building block of all initiatives, policies and practices of our business groups, aiming to improve energy efficiency and resource usage as well as reducing waste.

The Group is not aware of any incidents of environmental non-compliance with relevant laws and regulations that have a significant impact on the Group relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste in FY2021.

## Environmental Compliance Targets



## Sustainable Properties

There has been increased awareness and movement towards sustainability and globally, countries and industries are becoming more environmentally conscious. The property sector has been incorporating eco-friendly designs and practices into their developments. This is also driven by green building rating systems, such as the Building and Construction Authority (“BCA”) Green Mark scheme, that evaluate the environmental impact and performance of buildings.

Singapore has implemented the Singapore Green Plan 2030 which is a nation-wide sustainable development agenda that aims to help Singapore fulfil its commitments under the United Nations’ 2030 Sustainable Development Agenda and the Paris Agreement. GuocoLand’s commitment to develop and manage buildings sustainably can help Singapore achieve its Greener Infrastructure and Building targets under the Singapore Green Plan 2030’s ‘Energy Reset’ pillar.

As a property developer and manager, **GuocoLand** and **GLM** are committed to reducing the environmental impact of their properties. Setting the tone from the top, environmental issues are considered in the design and construction of their properties. In doing so, GuocoLand and GLM are aligning with international and national sustainable development goals while mitigating climate related risks.

**GuocoLand’s** development projects embed environmentally friendly designs and features to ensure optimal building performance without compromising on the safety or comfort of occupants. GuocoLand works with its partners to develop sustainable developments that adhere to green building ratings and certifications. For instance, GuocoLand promotes the use of electric vehicles, bicycles and public transport at its developments by providing amenities such as electric vehicle charging stations and cycling parks, which are in alignment with Singapore Green Plan 2030’s ‘Sustainable Living’ and ‘Energy Reset’ pillars.



Guoco Midtown, Singapore (Artist Impression)



## Sustainable Properties

In addition to sustainable building designs, **GuocoLand** implements environmentally friendly construction processes and sustainable sourcing of materials and its contractors are guided by the BCA Green and Gracious Builder Scheme. GuocoLand uses energy-saving, green label appliances and water-efficient fittings, motion sensors for lights and portable rechargeable lights. To further reduce energy, selected systems are powered by solar energy, including the real-time noise and earth monitoring systems. In China, renewable energy is generated at worksites and the purchase of green power lowers the overall demand for energy from traditional fossil fuels with a larger environmental footprint.

**GuocoLand** works together with its partners to develop sustainable developments that adhere to green building ratings and certifications. The list of green certifications is as detailed in the table below:

Entity / Property	Green Certifications
<b>Singapore</b>	
<b>GuocoLand</b>	• BCA Green Mark Champion
 Guoco Midtown & Midtown Bay	• BCA Green Mark Platinum
 Guoco Tower	• BCA Green Mark Platinum • LEED Platinum certified
 Martin Modern	• BCA Green Mark Gold <sup>Plus</sup>
 Sofitel Singapore City Centre	• BCA Green Mark Platinum • Platinum status for Planet 21 Programme by Accor
 20 Collyer Quay	• BCA Green Mark Award (Certified)

Further to the obtained certifications, GuocoLand is working towards green building certifications for its development projects as detailed below:

Property	Awards
<b>Singapore</b>	
Midtown Modern	• Working towards BCA Green Mark Gold <sup>Plus</sup>
Meyer Mansion	• Working towards BCA Green Mark Gold <sup>Plus</sup>
<b>China</b>	
Guoco Changfeng City, Shanghai	• First commercial project in Shanghai's Putuo District with LEED Platinum Pre-certification • Two-Star Green Building
GuocoLand 18T, Chongqing	• China Green Standard Certification upon project completion

## Sustainable Properties



### Sustainable Property Spotlights

#### Green Construction

At the development site of Midtown Modern, a mobile app was implemented to reduce by 80% paper usage for site inspections and training.

#### Green Building Features

Midtown Modern infuses nature into urban city living with more than one hectare of gardens and landscape areas, which is larger than the size of the land the development sits on.





## Energy and Emissions Management

The countries where our business groups operate have committed to emissions reduction targets, and it is essential for the Group to manage its energy and emissions and play our part in reducing energy consumption and carbon footprint.

Under the Paris Agreement, Singapore aims to peak its emissions at 65 million tonnes by around 2030, targeting to nearly halve that amount to 33 million tonnes by 2050, and achieve net zero emissions sometime in the second half of the century. Malaysia has set nationally determined targets agreed at the 2015 Paris Agreement to reduce its GHG emissions intensity of Gross Domestic Product (“GDP”) by 45% by 2030 relative to the emissions intensity of GDP in 2005. In 2021, the UK government enacted a new climate change law targeting a 78% cut in greenhouse gas emissions by 2035 compared to 1990 levels and committed to achieve net zero in 2050.

### Management Approach

Guoco Group has inculcated the commitment to energy conservation and emissions reduction across all business groups. We seek to improve operational efficiency in all operations and ensure compliance with all relevant environmental laws and regulations. Our business groups have implemented environmental policies that provide guidelines on energy management and implement energy efficiency measures where possible to reduce energy wastage. We also engage our stakeholders as appropriate to increase their awareness of energy conservation and responsible consumption.

### Energy Awareness

**GuocoLand** actively raises awareness of energy conservation among employees, tenants and guests. GuocoLand’s facilities management team regularly engages with tenants to encourage the adoption of energy conservation measures. In extension to this initiative, energy consumption reports are made available to all tenants at 20 Collyer Quay to enhance their awareness of environmental sustainability. Employees at Sofitel Singapore City Centre undergo training on energy conservation to promote environmental stewardship among hotel guests.

**GLH** engages both employees and guests to reduce environmental impact and inculcate sustainable hotel operations.

### Engage Energy Consultant

**GLM**, in efforts to reduce its environmental footprint, has engaged an external energy consultant to inspect Menara HLX, Plaza Zurich DC Mall and Carpark. The consultant assesses GLM’s energy consumption trends and identifies solutions for where and how GLM can optimise its energy consumption. This process involved the installation of intelligent energy monitoring devices at Menara HLX and Plaza Zurich that monitor energy consumption on a real-time basis. The management will be notified of energy consumption beyond the maximum energy demand limit so as to curb electricity usage. In FY2021, Plaza Zurich reduced average monthly maximum demand from 1,444.08 kWh to 1,369.33 kWh (5.2% reduction) and Menara Guoco reduced average monthly maximum demand from 964.50 kWh to 914.33 kWh (5.2% reduction). This is a testament to GLM’s energy conservation efforts.

## Energy and Emissions Management

### Technology Upgrades for Energy Efficiency

**GLM** implemented a zoning system at DC Carpark to control the lighting use and installed LED lights which led to progressive monthly savings in energy. Motion sensors were also installed at Menara Guoco to curb unnecessary lighting use.

**GLH** continually explores ways to improve the energy efficiency of its buildings and facilities, including low-carbon heating and cooling, LED lighting and solar photovoltaic panels to generate clean energy. In addition, GLH reviews its hotel equipment to determine whether any repair or upgrade is needed to improve energy efficiency.

### Energy Conservation

**MHNZ** endeavours to reduce its energy consumption in the honey processing operations where possible. Energy conservation measures include reducing temperatures in the drum warehouse, using efficient heating technology and insulating buildings to reduce electrical usage. The heating process is kept efficient through regular review and improvement of the heat pump efficiency. No coal or gas burners are used, thus ensuring that the process is low-carbon and sustainable.

Energy audits are conducted periodically at Sofitel Singapore City Centre of **GuocoLand** to monitor and analyse energy flows for energy conservation in the building. Energy surveys are conducted at **GLH** and action plans are outlined for each property to monitor energy conservation and efficiency.

### Energy and Emissions Management Performance

Guoco Group’s energy consumption and CO2e emissions in FY2021 are detailed in the table below:

	GuocoLand	GLM	GLH	Rank
Fuel Consumption (Gj) <sup>3</sup>	N.A.	N.A.	1,857	16,376
Gas Consumption (Gj) <sup>3</sup>	N.A.	N.A.	77,239	195,494
Purchased Electricity (Gj)	95,623	35,584	68,203	171,176
Scope 1 Emissions (tonnes) <sup>1,3</sup>	N.A.	N.A.	4,078	11,926
Scope 2 Emissions (tonnes) <sup>2</sup>	12,903	6,373	4,023	9,758

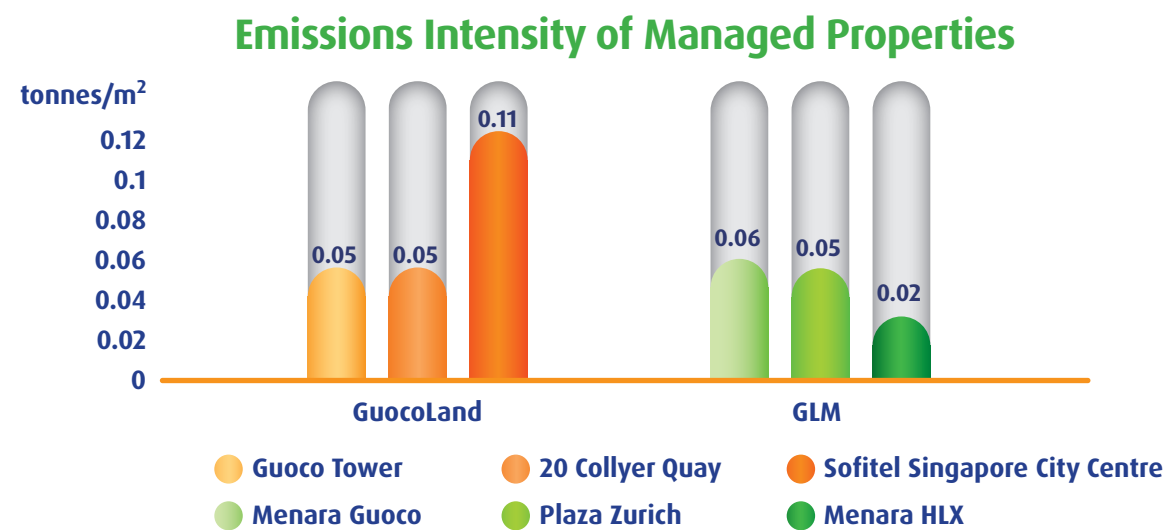
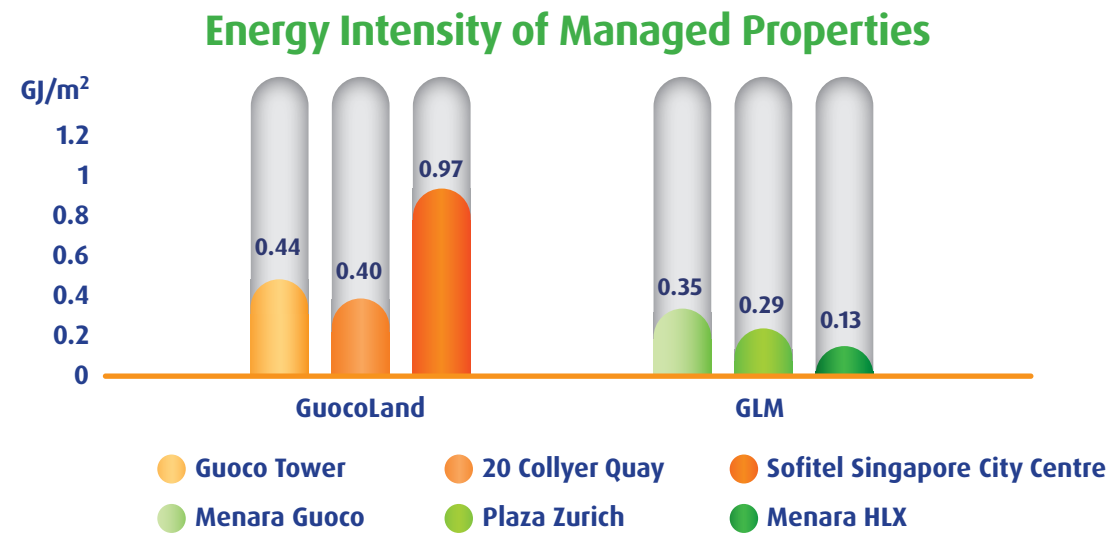
<sup>1</sup> Conversion is in accordance with the CO2e emissions factors in HKEX Reporting Guidelines

<sup>2</sup> The emissions factors (kg CO2e/kWh) used are the latest available factors: Singapore: 0.4085 (IGES 2019), East China: 0.7921 (IGES 2019), Malaysia: 0.645 (IGES 2017), UK: 0.212 (DEFRA 2021), New Zealand: 0.101 (IGES 2018)

<sup>3</sup> Fuel consumption, gas consumption and scope 1 emissions are not applicable to the business operations of GuocoLand and GLM

## Energy and Emissions Management

The energy and emissions intensity of managed properties of GuocoLand and GLM are detailed in the graph below:



In addition, the energy and emissions intensity at GLH and Rank are detailed in the table below:

	GLH	Rank
Energy Intensity	1.6 GJ/room sold	1,162 GJ/£m revenue
Emissions Intensity	0.09 Tonnes/room sold	65.8 Tonnes/£m revenue

## Energy and Emissions Management

In FY2021, GuocoLand met the energy targets set for the year as detailed in the table below:

Boundary	FY2021 Target	FY2021 Status
Guoco Tower	Maintain electricity energy consumption at FY2020 levels	Target met
Sofitel Singapore City Centre	Achieve a 1% reduction in electrical energy consumption	Target met
20 Collyer Quay	<ul style="list-style-type: none"> <li>Achieve Green Mark certification in FY2021</li> <li>Achieve 0.5% reduction in electrical energy consumption</li> </ul>	Target met

### Energy and Emissions Management Targets

Business Group	Boundary	FY2022 Target
GuocoLand	Guoco Tower Sofitel Singapore City Centre 20 Collyer Quay	<ul style="list-style-type: none"> <li>Achieve a 1% reduction in electricity energy consumption from FY2019 levels</li> <li>Achieve a 1% reduction in electrical energy consumption from FY2019 levels</li> <li>Achieve 0.5% reduction in electrical energy consumption</li> <li>Reduce carbon footprint of the building</li> </ul>
	GLM	<ul style="list-style-type: none"> <li>Upgrade the efficiency of chiller system and control the operating hours of chillers for increased energy savings</li> <li>Install motion sensor to curb unnecessary lighting</li> <li>Launch cashless operations and license plate recognitions in FY2022 for improved operational efficiency</li> </ul>
GLH	Menara Guoco	<ul style="list-style-type: none"> <li>Increase energy savings by installing motion sensors and target to install more energy saving products</li> <li>Develop an energy saving strategy by closely studying energy consumption</li> <li>Reduce the maximum demand schedule and increase off-peak electricity usage by shifting any non-essential consumption from on-peak to off-peak</li> </ul>
	Hotel Properties	<ul style="list-style-type: none"> <li>Reduce energy intensity per room relative to the FY2021 baseline of 1.6 MJ/room sold in FY2022</li> <li>Conduct Scheme surveys in line with mandatory reporting for FY2022</li> <li>Launch 'Sustainable Stays, Caring Ways', GLH's 2030 CSR programme, setting 2030 targets across its 4 pillars</li> <li>Continue to purchase 100% renewable electricity</li> </ul>
Others	Group-wide	<ul style="list-style-type: none"> <li>Decarbonise the organisation by 2030</li> </ul>
	Manufacturing	<ul style="list-style-type: none"> <li>Put in low energy bulbs wherever possible and practicable</li> <li>Consider low energy options in any new build and capital projects</li> <li>Replace the thermaliser in the heat room to increase efficiency in the heat tipping process</li> <li>Reduce hours in heat room at the Carterton extraction plant</li> </ul>

Note: Rank has conducted a comprehensive materiality assessment and is in the course of developing a holistic program with defined goals to achieve reduction in energy consumption and carbon emission.

## Water and Effluents Management

Globally, we are facing water shortage and pollution problems that severely impact the environment and human health. As a responsible corporate citizen with operations across the globe, our management of water and effluents is pertinent to minimising any negative impact on the surrounding water bodies and local communities.

### Management Approach

The Group's main source of water is from municipal sources. We implement water conservation measures and increase water efficiency of our operations where possible. Our business groups also regularly engage with their stakeholders to encourage the adoption of water conservation measures.

### Water and Effluents Management Performance

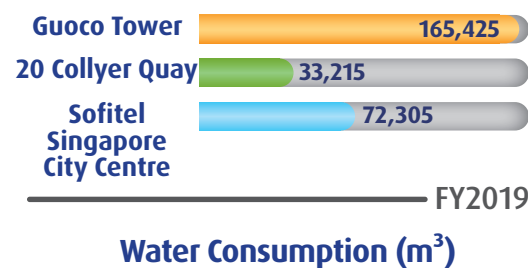
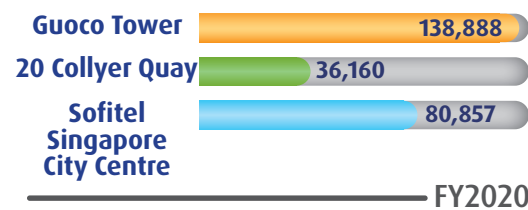
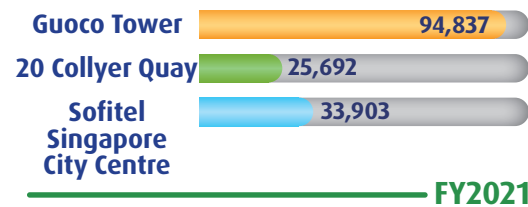
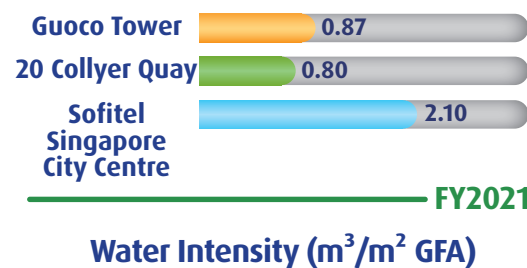
#### GuocoLand

#### Properties under Management

Water consumption and intensity at GuocoLand's managed properties are detailed in the graphs below.

The properties under management registered a reduction of water consumption in FY2021. Besides lower levels of office activity at Guoco Tower and 20 Collyer Quay as work-from-home was the default mode recommended by the government for most of FY2021 which led to reduced water consumption, GuocoLand's proactive management of water usage and maintenance also resulted in the significant decrease in water consumption.

Similar to the reduced energy consumption in FY2021, Sofitel Singapore City Centre recorded lower levels of water consumption due to lower occupancy in FY2021 compared to FY2020.

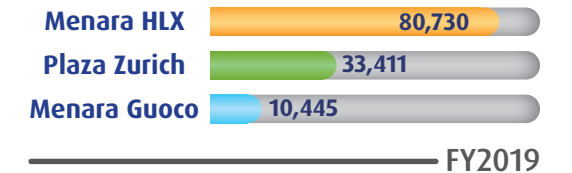
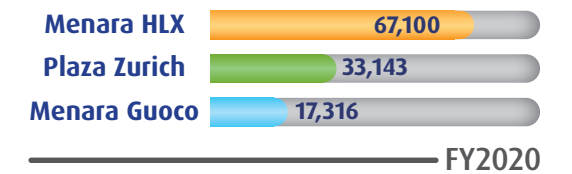
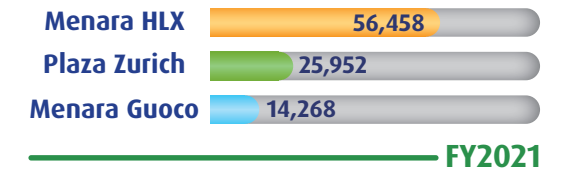
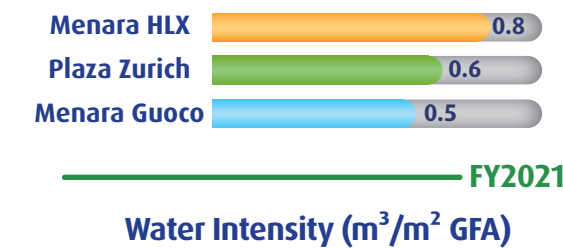


## Water and Effluents Management

### GLM

Water consumption and intensity at GLM's managed properties are detailed in the graphs.

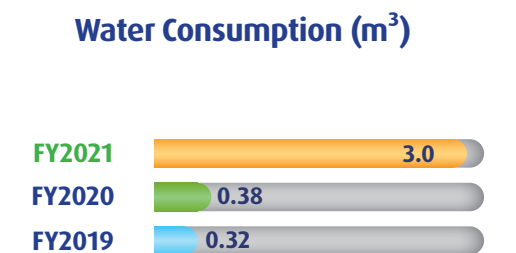
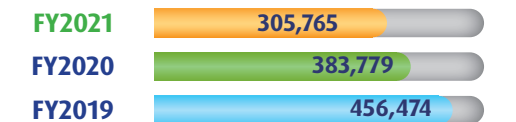
Lower water consumption was recorded at each of the managed properties of GLM in FY2021, due to lower office activities as nationwide Movement Control Order was implemented in Malaysia to contain the pandemic outbreak during the year.



### GLH

Water consumption and intensity at GLH's hotel properties are detailed in the graphs.

GLH's water intensity increased in FY2021 as compared to FY2020 due to closure periods as a result of COVID-19 restrictions, leading to less rooms sold over the reporting period.





## Water and Effluents Management

### Rank

Water consumption and intensity at Rank are detailed in the graphs.

The water intensity in FY2021 increased by 70.7% from FY2020 due to a significant decrease in revenue in FY2021.

**FY2021** 209,259

**FY2020** 237,306

#### Water Consumption (m<sup>3</sup>)

**FY2021** 634.9

**FY2020** 371.9

#### Water Intensity (m<sup>3</sup>/£m revenue)

### Others

MHNZ's properties under management are equipped with rainwater harvesting systems for non-domestic consumption and MHNZ recycles rainwater for consumption in production and amenities. Its water discharge is removed by a registered waste removal company. In addition, as the wash water from honey processing contains honey, MHNZ engaged a brewing company to recycle the wash water to be treated and used in its manuka honey cider beverage.

## Water and Effluents Management Targets

Business Group	Boundary	FY2022 Target
GuocoLand	Guoco Tower Sofitel Singapore City Centre 20 Collyer Quay	<ul style="list-style-type: none"> <li>Achieve a 1% reduction in water consumption from FY2019 levels</li> <li>Maintain water consumption at FY2020 levels</li> <li>Reduce water consumption by 2% per annum</li> </ul>
GLH	Hotel Properties	<ul style="list-style-type: none"> <li>Conduct water surveys in FY2022 at each hotel property to investigate the use of tap diffusers, economical shower heads and lower toilet flush ratios to reduce water consumption in both guest bedrooms and public areas</li> </ul>
	Group-wide	<ul style="list-style-type: none"> <li>Achieve 15% reduction in water consumption across the estate by FY2030</li> <li>A report of the opportunities will be compiled, carbon impact and financial requirements will be outlined</li> </ul>
Others	Manufacturing	<ul style="list-style-type: none"> <li>Investigate water treatment system at Carterton factory to treat chlorine water for reuse</li> <li>Investigate water holding tanks to reduce utilisation of local water during summer</li> </ul>

Note: Rank has conducted a comprehensive materiality assessment and is in the course of developing a holistic program with defined goals to achieve reduction of water consumption.

## Waste Management

We generate waste from the daily activities of our operations. We see a trend of waste reduction commitments across the countries where we operate in. For example, Singapore and the UK are working towards reducing the consumption of materials, and reusing and recycling where possible to reduce waste to landfill. Thus, it is pertinent for us to monitor our waste generation and play our part in reducing our waste footprint.

### Management Approach

Across the Group, our business groups are committed to managing their waste effectively through continuous recycling efforts and reusing resources appropriately. All business groups engage licensed waste collectors to ensure proper waste disposal and mitigate plastic leakage into the environment. Hazardous wastes are disposed through registered disposal companies for safe disposal. Waste segregation bins are also stationed at our operating sites to facilitate waste recycling in our premises.

## Waste Management Performance

### GuocoLand

GuocoLand is exploring ways to reduce waste through sustainable procurement. Where possible, recyclable products are used in operations and innovative initiatives are implemented to reduce resource consumption. For instance, a mobile application was developed for GuocoLand's Midtown Modern project to reduce 80% of paper usage during the construction stage.

### Properties under Management

The waste generated and waste split by respective management methods at GuocoLand's managed properties including Guoco Tower, 20 Collyer Quay and Sofitel Singapore City Centre are detailed below.

#### FY2021 Waste generated

Total Hazardous Waste (tonnes)	N.A.
Total Non-hazardous Waste (tonnes)	1,317
Total Waste (tonnes)	1,317

#### Breakdown By Management Method (tonnes)

Reuse	N.A.
Recycling	323
Other recovery (including energy recovery)	180
Incineration	813

Waste Intensity (tonnes/m<sup>2</sup> GFA) 0.01

## Waste Management

### GLH

In FY2021, GLH implemented a food waste reduction programme to reduce waste related to its food and beverage operations. GLH also achieved its 2025 target of zero waste to landfill. GLH has set a new goal of achieving a group-wide recycling rate of 75% by 2030.

GLH tendered its waste disposal contract in 2020, thus the waste data presented is for the period from 8 December 2020 to 30 June 2021. The waste generated and waste split by respective management methods at GLH's hotel properties are detailed below.

#### FY2021 Waste generated

Total Hazardous Waste (tonnes)	N.A.
Total Non-hazardous Waste (tonnes)	253
Total Waste (tonnes)	253

#### Breakdown By Management Method (tonnes)

Reuse	N.A.
Recycling	112
Other recovery (including energy recovery)	141
Incineration	N.A.

Waste Intensity (MT/room sold) 0.003



GLH has committed to "No Plastics in Nature by 2030", a business initiative that aims to eliminate plastic pollution in nature and move towards a circular economy on plastics.

GLH has implemented environmental surveys and an online dashboard to track its waste output across all hotels. GLH's online dashboard includes a recycling league table which tracks and displays all hotels' proportion of recycled waste, acting as an encouragement for hotels to improve their recycling performance. Through analysis of the waste output, GLH implements proactive waste management plans to mitigate its waste impact.



GLH also reviews the food waste collected at the hotels' food digesters to monitor the true volume of food waste generated in its hotel operations.

In addition, regular site audits and meetings are held with stakeholders onsite to review existing waste management processes and investigate improvements.



## Waste Management

### Rank

The waste generated and waste split by respective management methods at Rank are detailed below.

#### FY2021 Waste generated

Total Hazardous Waste (tonnes)	1.31
Total Non-hazardous Waste (tonnes)	1,133
Total Waste (tonnes)	1,134.31

#### Breakdown By Management Method (MT)

Reuse	N.A.
Recycling	1,009
Other recovery (including energy recovery)	N.A.
Incineration	124

### Waste Management Targets

Business Group	Boundary	FY2022 Target
GuocoLand	All assets in Singapore and China	• Continually improve waste management performance and waste reporting
	Guoco Tower	• Target recycling rate of 15% for FY2022
GLH	Group-wide	• Maintain zero waste to landfill in FY2022 • Achieve a 50% group-wide recycling average in FY2022

Note: Rank has conducted a comprehensive materiality assessment and is in the course of developing a holistic program with defined goals to uplift waste management practices.

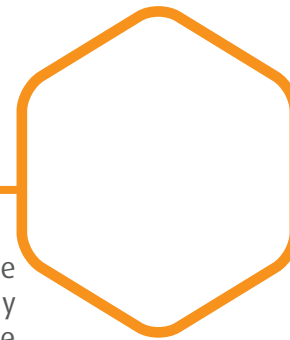
## Packaging Management

Product packaging is used in MHNZ's daily operations which results in consumption of plastic and disposal of products and packaging materials after use. We are aware that this is a steadily growing environmental challenge that must be managed.

### Management Approach

MHNZ has implemented sustainable packaging measures where applicable to limit use of packaging and eliminate single-use plastic where possible. The total packaging materials used for finished products in FY2021 was 203 tonnes with intensity of 0.15 tonne packaging materials used for each tonne of honey produced.

MHNZ uses packaging for the delivery of its honey products. As part of its commitment towards sustainable packaging, MHNZ started using recycled paper for international packages instead of the conventional plastic bubble wrap. In addition, all web shop orders dispatched in New Zealand now use paper instead of plastic wrapping and void fill. This has significantly reduced the use of plastic in its distribution of products.



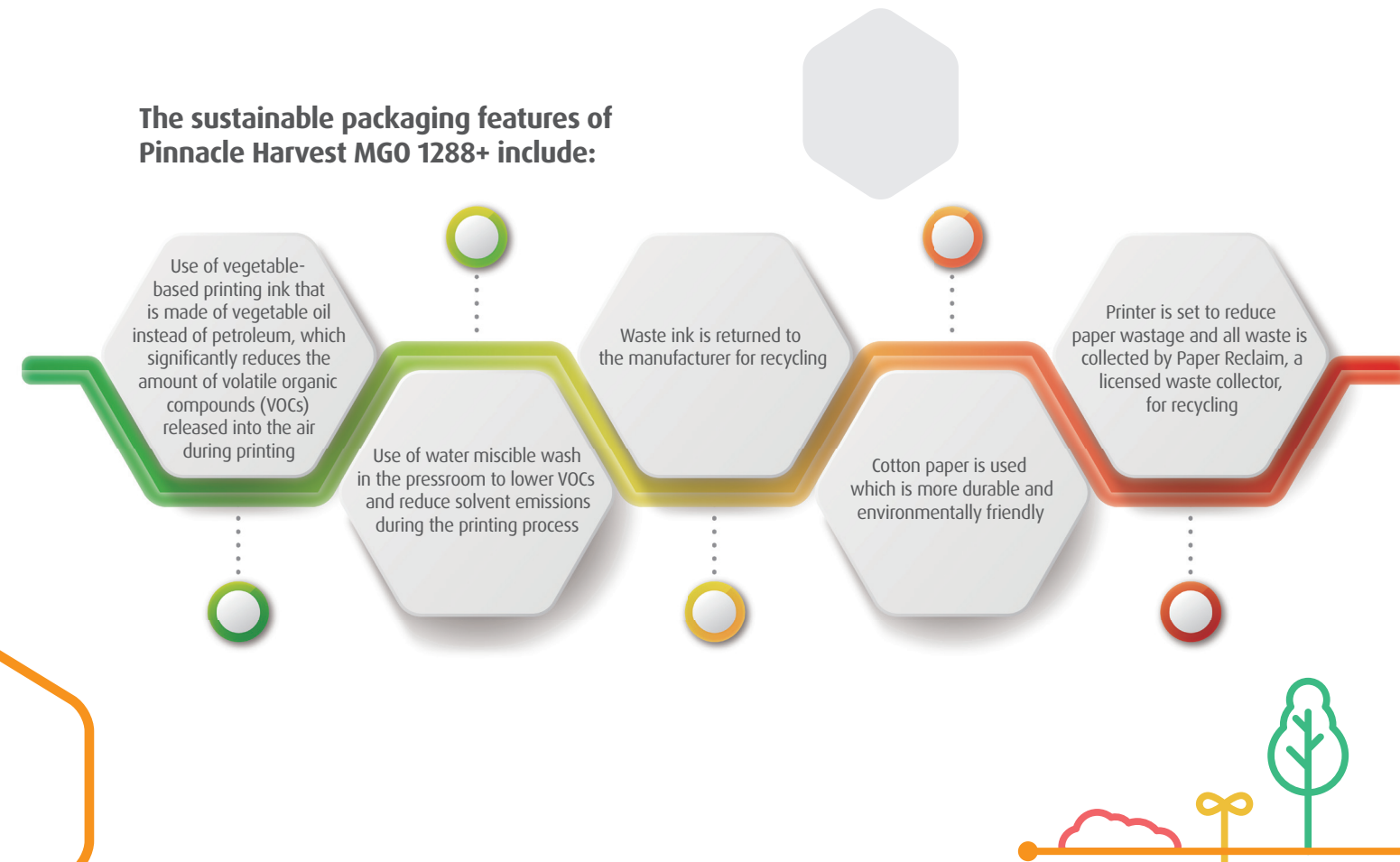
Notably, MHNZ's pinnacle product, Pinnacle Harvest MGO 1288+, is a luxury high potency limited edition Mānuka honey that received the following awards for its packaging:

- **Gold medal** in the packaging category at the annual Apiculture New Zealand 2021 National Honey Competition for its originality, innovation and presentation; and

- **Gold medal** at the Pride in Print Awards 2021, recognised as top in the Luxury Products packaging category.

## Packaging Management

The sustainable packaging features of Pinnacle Harvest MGO 1288+ include:





# Climate Change



Our businesses operate in geographies that are susceptible to physical risks arising from climate change. We also face significant transition risks through an influx of climate related regulations. These include increasing carbon prices, low carbon building materials, changing customer needs among others. We also see opportunities from a low-carbon transition including those arising from operational efficiencies, tenant acquisition and access to sustainable finance.

## Management Approach

Guoco Group has implemented a group-wide climate risk management policy that incorporates some major elements under the Recommendations of the Task Force on Climate-Related Financial Disclosures (“TCFD”). The policy sets out a systematic, disciplined process for identifying, assessing and managing the Group’s climate-related risks for sustainable business development. We encouraged all subsidiaries to conduct climate risk assessments to evaluate the physical and transition risks of their operations. We endeavour to strengthen our climate risk management to ready us all for future challenges.

Governance	Strategy	Risk Management	Metrics & Targets
<p>The management is responsible for the implementation of climate risk management and the Board provides oversight function. The Board Audit and Risk Management Committee assists the Board to oversee and manage the risk of the Group including, amongst others, the climate risk.</p> <p>The risk management team independently reviews and validates the climate risk assessment process.</p> <p>The internal audit team independently assesses the adequacy and effectiveness of the climate risk management process.</p>	<p>The level of exposure and potential impact of climate-related risks are location-, business- and industry-specific.</p> <p>Accordingly, each business group will consider the relevance and materiality of climate risks in the context of its own business.</p> <p>Our business groups have started their journey of assessing the climate risks to their business under different climate change scenarios.</p>	<p>The relevance and extent of both physical and transition risks of climate change is being considered.</p> <p>Climate risks will be separately identified in the risk register and, if assessed relevant and material, separately highlighted in the entity’s risk profile report and heat map that are submitted to local and group’s management and board/board risk management committees for review on a quarterly basis.</p>	<p>Refer to Energy and Emissions Management, Water and Effluents Management, Waste Management and Packaging Management sections.</p>

# Climate Change

## Progress of Business Groups

In respect of our Principal Investment business, we have reviewed our investment policy and revised our investment manual to incorporate climate risk-related events that should be considered in the investment decision.

In FY2021, GuocoLand embarked on a decarbonisation journey with the goal of reducing its carbon footprint and aligning with international and national priorities, such as the Singapore Green Plan 2030 and China’s plan to achieve carbon neutrality before 2060 while mitigating climate-related risks.

In addition, GLH has implemented a group-wide carbon footprint assessment and environmental surveys to comply with energy assessment obligations in line with the Streamlined Energy and Carbon Reporting requirements (SECR). It also tracks resource consumption and benchmarks emissions in accordance with methodologies set out by the GHG Protocol.

In FY2021, Rank developed a reporting framework that takes into account the four TCFD pillars of governance, strategy, risk management, metrics and targets. Rank will track its metrics and targets and disclose in alignment with the TCFD reporting framework.

## Pillar 2:

# Empowering our People

At Guoco Group, our employees are of utmost importance to us as we believe them to be the backbone of our success. We nurture, attract, motivate and retain our talent by enforcing occupational health and safety, providing a mix of competitive compensation packages and benefits to promote employee wellbeing, staff engagement initiatives, organisational diversity and inclusion, and training and development opportunities. The Group is not aware of any incidents of non-compliance with relevant laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare during FY2021.



## Human Capital Development

Ensuring that our workforce is fostered, engaged, motivated and skilled enhances their capabilities, fortifying our position as industry leaders with a competitive advantage. We aim to nurture loyalty and a sense of belonging amongst our employees as this will stimulate longevity and a welcoming culture within our group.

### Management Approach

As our employees are pivotal to our business successes, we develop our human capital through a focus on the following key aspects:



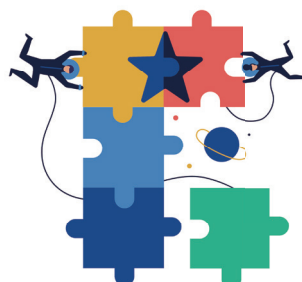
Employee Engagement



Employee Wellbeing



Training and Development



Diversity and Inclusion

## Employee Engagement

Guoco Group actively initiates employee engagement opportunities and continuously seeks to obtain feedback to ensure employee satisfaction. Our business groups adopt various engagement tools and exercises to ensure timely, clear and supportive internal communication.

Our business groups conduct staff engagement surveys to collect feedback on their experiences working across their respective business entities. These employee surveys ascertain feedback on areas for improvement, reasons for retention, opinions on employee diversity, overall employee satisfaction and issues of concern in need of resolving.

Our internal communications channels differ across our business groups. They are all robust in their capabilities of reaching out, disseminating information, providing resources for psychosocial support, staying connected and engaged with our employees, despite the disruptions resulting from the pandemic.

In the regular "town halls" organised by Rank, executive directors and senior management are actively involved in the engagement of employees. The town halls are utilised as a forum to host an awards ceremony to present and offer recognition to individuals and teams, who have been nominated for excelling in demonstrating Rank's values in their work as follows:





## Employee Wellbeing

The wellbeing of employees is pertinent to Guoco Group, as it directly impacts their job performance and productivity. We promote employee wellbeing across all our entities to create positive working environments for our employees to thrive.

The Group offers a wide range of benefits to our employees to promote health, personal development and work life balance. We provide our employees with insurance coverage, medical and dental benefits, and employee discount schemes for the Group's products and at the Group's properties and hotels. As means of fostering a family-friendly culture, the Group encourages flexible working arrangements, pro-family benefits and welfare practices, aligned with the pro-family legislation. Both female and male employees are entitled to parental leave.

We acknowledge the importance of safeguarding mental wellbeing and health. In light of the pandemic, our entities placed a significant focus on mental health awareness in FY2021. In May 2021, GLH celebrated the Mental Health Awareness Week by disseminating tips on mental health to employees. Furthermore, they have established an Employee Assistance Program (EAP) that provides continuous confidential counselling services. Rank continues to hone mental health awareness and has conducted an organisation-wide training of Mental Health First Aiders ("MHFA") to ensure proper responses to cases of mental affliction. This resulted in 154 employees at Rank obtaining the MHFA certification.



**GLH Employee Assistance Programme**

**Workplace Wellness**

Workplace Wellness are a free and confidential support service who can offer unlimited access to advice and information and coaching & counselling where appropriate.

The service is available 24 hours a day, 365 days a year to help you manage all of life's events and support you through the challenges. Their expert advisers are available both online and on the phone.

Areas that are covered:

• Work/Career	• Health & Wellbeing
• Housing	• Management Support
• Relationships	• Your Rights
• Children	• Retirement
• Managing Money	• Family & Personal Crises
• Emotional Support	• Illness/Trauma

UK Landline: 0800 111 6387 / Management Support: 0800 111 6385

[www.my-eap.com](http://www.my-eap.com) (login code: GLDwell)



In FY2021, GuocoLand was involved in a health campaign in China to promote an active and healthy lifestyle. In Shanghai, 30 of our employees participated in a government-initiated health campaign to encourage physical activity in the district. GuocoLand China was awarded the title of "National Outstanding Walking Organisation" and our participating colleagues won three group prizes and three individual prizes.



## Training and Development

At Guoco Group, we endeavour to strengthen our performance and remain competitive across industries through the continuous development and feedback of our employees' skills, capabilities and knowledge.

As we believe that a competent and agile workforce is essential for business sustainability, we invest into the professional and personal development of our employees. Training opportunities are made available to all our employees, thereby equipping them with the required knowledge and skills to excel in their respective roles. Furthermore, training opportunities ensure that our workforce remains abreast with industry advancements, requirements and trends.

We organise regular workshops, seminars, e-learning modules and training programmes for employees, for both technical and soft skill-based learning. Our training opportunities cover various topics and aspects for employees to improve upon and maximise their potential. Moreover, we encourage our employees to enrol in external development programs, opportunities and job-related courses, ultimately enriching and upskilling themselves and their qualifications.

Our career development programme is designed to enable our employees to progress within the Group, whilst simultaneously offering internal mobility across the Group's entities and teams. The programme also enables participation within different areas of operations and in cross-group projects. Our internal succession development plan further solidifies career development within Guoco Group, as it cultivates our internal talent through the identification and training of successors.

The Group Human Resources department is responsible for periodically reviewing the Group's performance appraisal system to enhance our internal performance management processes. All our employees undergo an annual performance appraisal, which identifies training needs and evaluates the individual's achievements against a comprehensive set of financial and non-financial targets, aimed at delivering business results.

We have incorporated long-term incentive schemes, such as an executive share scheme, into our remuneration framework for key management personnel, as means of promoting endurance and longevity within the Group. Additionally, our employees are rewarded fairly for their contributions as we ensure that all remuneration is aligned with internal, industry and market standards.

GLH continued with its Apprenticeship Scheme, launched in 2019 in partnership with HIT Training Limited, due to its popularity amongst employees. The training entails modules to enhance leadership, business administration, culinary and hospitality skills amongst our GLH employees. In FY2021, 11 of our employees completed the training course. Currently, 25 employees are in the midst of the programme and 10 are projected to commence in the upcoming financial year.



44,000

39,000

Increased hours spent on employee development training

Rank used periods of lockdown to improve training and technology process to ensure that on reopening, its colleagues had refreshed tools and knowledge to enable them to have more effective interactions with customers and enable the business to adapt according to customer feedback. As a result, the hours spent on employee development training for FY2021 increased to 44,000 compared to 39,000 of last year.



## Training and Development

### Human Capital Development Performance

#### Average Training Hours in FY2021

Due to the challenges presented by the COVID-19 pandemic, including disrupted in-person training schedules and the shorter duration of online courses, our average training hours in FY2021 decreased in comparison to the previous financial year. Despite these adverse impacts, the Group achieved a total of 63,537 employee training hours and an average of 6.9 training hours per employee in FY2021, with 96.2% of the Group's workforce participated in employee training.

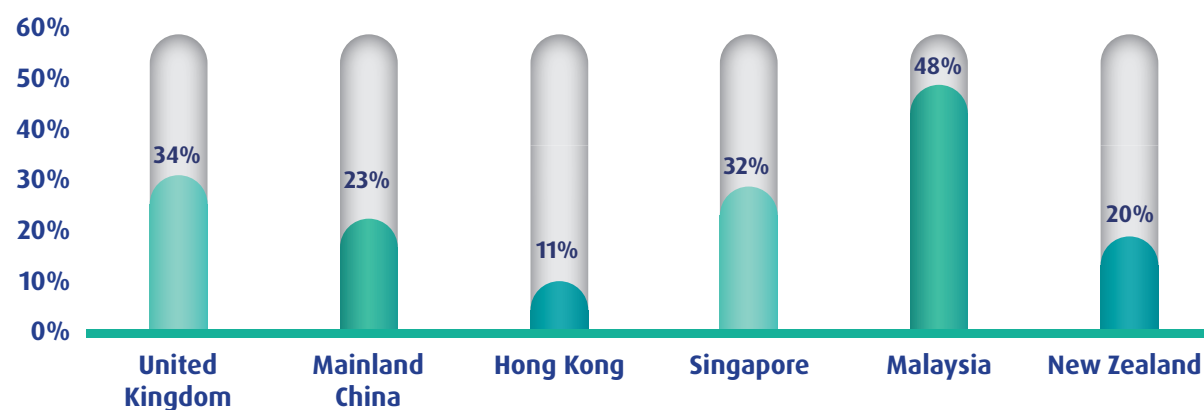
	Employees trained (%)	Average training hours
<b>By Gender</b>		
Male	53%	6.9
Female	47%	7.0
<b>By Employee Category</b>		
Senior Management	0.3%	2.3
Management	11.2%	4.9
Non-Management	88.5%	3.0

### Employee Turnover

In FY2021, we had a group-wide employee turnover rate<sup>4</sup> of 33.8%. The turnover rate by gender, age group and geography is detailed in the graphs.

	Turnover Rate (%)
<b>By Gender</b>	
Male	34%
Female	33%
<b>By Age Group</b>	
<30 years old	46%
30-50 years old	29%
>50 years old	28%

### Turnover by Geography



<sup>4</sup> Turnover rate = number of employees that have left the Group/employees at end of FY2021

## Training and Development

### Human Capital Development Targets

Business Group	FY2022 Target
GuocoLand	<ul style="list-style-type: none"> <li>• Ensure 100% of permanent employees receive regular performance and career development reviews</li> <li>• Continue to develop key talents and high-potential employees via on-the-job training and collaboration with various departments in projects, in accordance with their training needs identified during performance review</li> <li>• To update the Individual Development Plan in accordance with changes in development needs identified during performance reviews and/or due to the change of role</li> <li>• Continue to update the new hire orientation programme to reflect business updates and ensure alignment with Hong Leong Group</li> </ul>
GLM	<ul style="list-style-type: none"> <li>• Develop current internal talents via succession planning</li> <li>• Commence hybrid or digital employee engagement activities</li> <li>• Organise a virtual town hall in July 2022</li> <li>• Organise a mid-year review by January 2022</li> </ul>
GLH	<ul style="list-style-type: none"> <li>• Ensure that all new employees are fully compliant in all mandatory training within their first weeks</li> <li>• Provide an annual refresher training on key health and safety issues for all employees</li> <li>• Publish career paths that clearly defined development needs depending on the employees' future career goals</li> <li>• Conduct an employee survey</li> <li>• Formulate a workforce diversity plan</li> </ul>
Rank	<ul style="list-style-type: none"> <li>• All staff to complete annual training on a regular basis</li> <li>• Continue the safer gambling culture training and assessment work with colleagues</li> </ul>

## Diversity and Inclusion

As a global corporate citizen with operations across continents, Guoco Group’s commitment to develop a diverse, inclusive and welcoming culture is pertinent in the nurturing and empowerment of the workforce. Ensuring a healthy variety of individuals from differing backgrounds and cultures results in the balance of voice and diversity that is required for Guoco Group to succeed.

Guoco Group is committed to be a diverse and inclusive employer. We adopt an inclusive recruitment approach to build a diverse workforce where employees aid in growing and contributing to the Group through their vastly varied expertise and experience. We align ourselves to global diversity policies and fair working practices to advise and educate our business on areas of diversity and inclusion. Through these initiatives, we hope to position ourselves as an ‘employer of choice’.

### Our Employee Profile

As at 30 June 2021, the Group employed 9,437 staff.



Male	4,927, 52%
Female	4,510, 48%



<30 years old	2,566, 27%
30-50 years old	4,975, 53%
>50 years old	1,896, 20%



United Kingdom	8,484, 90%
Mainland China	180, 2%
Hong Kong	46, 1%
Singapore	301, 3%
Malaysia	221, 2%
New Zealand	205, 2%



Full Time	8,677, 92%
Part Time	760, 8%

## Occupational Health and Safety

Ensuring health and safety of all employees is a crucial priority for the Group as we care for them and their wellbeing, whilst simultaneously mitigating health and reputational risks. Guoco Group aims to establish a safe working environment for its employees, which is paramount in successful business outcomes and building employee faith.

### Management Approach

Our business entities implement and enforce health and safety policies to enhance procedures and management systems, in accordance with regulatory standards. We are stringent in our compliance with statutory requirements and aim to continue improving upon our health and safety practices throughout our business. The Group continuously monitors means to expand and better its health and safety policies. The Group is not aware of any incidents of non-compliance with relevant laws and regulations that have a significant impact on the Group relating to the provision of a safe working environment and protection of employees from occupational hazards during FY2021.

In light of the COVID-19 pandemic, Guoco Group’s entities continued to ensure the health and safety of its employees through the provision of Personal Protective Equipment, including face masks, hand sanitisers and hand gloves. Extensive health and safety measures (including capacity limits, floor markings and signage, use of protective equipment, machine dividers and screens and enhanced cleaning regimes) and training in relation to COVID-19 restrictions are continuously implemented.

The Group has clear health and safety policies in place to provide a safe and supportive work environment that is compliant with all relevant legislations. Our relevant teams across each business group remain abreast with regulatory updates pertaining to occupational health and safety legislations and are quick to comply, implement and disseminate across our workforce, contractors and all relevant stakeholders. Across all our business entities, we provide health and safety training, catered to our employees and their functions, to enforce our policies and procedures.

Our health and safety management systems ensure adherence to government regulations, closely monitor safety performances and identify potential risks. We promote conducting hazard and risk assessments and have implemented a safety reporting system to track near miss and safety incidents to ensure all incidents are investigated and resolved. Additionally, the Group’s management system outlines emergency responses to unforeseen incidents through annual fire drills and regular internal safety briefings. As means of enforcing health and safety, we undergo internal audits and conduct regular checks to assess compliance with health and safety measures, ensure no breaches and address corrective actions required.

The Group maintained zero work-related fatalities during the financial years ended 30 June 2019, 2020 and 2021.

## Occupational Health and Safety

GuocoLand Singapore possesses a robust Workplace Safety and Health (“WSH”) management system that mandates appointed main contractors to be bizSAFE certified and audited by external independent consultants. GuocoLand’s WSH management system ensures adherence to the Workplace Safety and Health Act 2012 in Singapore and relevant laws in China. In addition to mandatory government regulations, GuocoLand China has voluntarily complied with the Shanghai and Chongqing Municipality Site Environment, Health and Safety Standards, which sets out the criteria and guidelines to promote occupational safety, environment protection and gracious practices during construction.



## Occupational Health and Safety

### Employee Health and Safety Performance

Business Group	No. of non-fatal workplace injuries in FY2021	No. of lost days due to injuries in FY2021	FY2021 Target	FY2021 Status
GuocoLand	0	0	To maintain zero work-related incidents involving employees resulting in fatality	Target met
GLM	0	0	To achieve zero work place incident and zero fatality	Target met
GLH	26	0	To maintain no serious work related employee injuries or fatalities	Target met
Rank	172	N.A. <sup>Note</sup>	To reduce number of employee accidents in UK by 5% compared to FY2019	Target met

<sup>Note</sup> Rank’s venues businesses were closed for 59% of available operating days under the UK pandemic lockdown. The data is considered to be not meaningful as it does not reflect the condition under a normal operating year.

### Employee Health and Safety Targets

Business Group	FY2022 Target
GuocoLand	• Maintain zero work-related incidents involving employees resulting in fatality
GLM	• Maintain zero workplace fatalities
GLH	• Maintain no serious injuries or fatalities to employees or guests as a result of work-related activities in FY2022
Rank	• To reduce number of employee accidents in UK by 5% compared to FY2019



## Pillar 3:

# Conducting Business with Honour

At Guoco Group, we aspire to uphold good business ethics and integrity across all business groups and develop long-term relationships with our business partners based on fairness, mutual trust and benefit.

## Corporate Code of Conduct

At Guoco Group, conducting business with honour is of utmost important as it safeguards the reputation and interests of the Group and our stakeholders. The Group has established a Corporate Code of Conduct entailing policies and procedures espousing good business conduct and ethics.

The whistle-blowing policy adopted by our business groups outlines the steps to be undertaken in the event of complaints, who to contact, and the manner by which the law protects whistle-blowers through confidentiality. Such policy provides proper avenues and channels for employees and any other individual to report concerns about serious wrongdoings, misconduct, malpractices or improprieties, relating to the Group.

## Anti-Corruption

Enforcing integrity and transparency across our operations, through anti-corruption, business ethics and stringent policies, are imperative in building trust, creating a positive impact and being a good corporate citizen. As we uphold our corporate governance values, Guoco Group acknowledges the importance of anti-corrupt behaviours in establishing itself as a sincere and reputed industry player.

## Management Approach

Guoco Group disseminates its Anti-Corruption Policy to all its employees. We are dedicated to upholding integrity and honesty in all our operations, and have adopted zero tolerance towards fraud, corruption and unethical actions. The Group has implemented policies on anti-corruption and procedures concerning offering or accepting gifts and gratuities, which require employees to consider the appropriateness of the giving and receiving of gifts and hospitality. All employees are required to become acquainted with and to abide by these policies and procedures. In addition, our business groups have in place training, management systems and internal controls to prevent corruption from occurring. .

In FY2021, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees.



## Labour Standards

Enforcing compliant labour management across the Group is pertinent to being a good corporate citizen. We acknowledge the importance of staying compliant with international and national labour laws and practices to establish Guoco Group as a trustworthy employer.

## Management Approach

At Guoco Group, we abide by stringent labour standards. We object to child and forced labour. This fundamental proposition is non-negotiable, and its observance is compulsory across all our business groups, their contractors, suppliers or service providers.

At **GLH**, all employees and service providers are subject to GLH's Child Protection Policy as they have a responsibility towards the safeguarding and welfare of children. The Child Protection Policy offers guidance in reporting any allegations or concerns of harm or criminal offences relating to a child. These are subsequently reported to a designated officer, who will lodge an official complaint to the local authority or the police.

**GLH and Rank** maintain a Modern Slavery Policy pursuant to the statutory obligations under the UK Modern Slavery Act, which offers guidance in identifying suspected cases of forced labour, as well as human trafficking. Our affiliated suppliers are required to abide by a code of conduct, to prohibit them from using, participating in or benefitting from such practice.

In FY2021, the Group is not aware of any incidents of non-compliance with relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labour.

## Business Ethics

### Business Ethics Performance

Business Group	FY2021 Target	FY2021 Status
GuocoLand	<ul style="list-style-type: none"> <li>Provide updates, and where applicable, provide training to all our employees and new hires on the policies and practices relating to business ethics and anti-corruption practices</li> </ul>	Target met
GLM	<ul style="list-style-type: none"> <li>Maintain zero incidents of corruption or unethical behaviour in FY2021</li> </ul>	Target met
GLH	<ul style="list-style-type: none"> <li>Review and recirculate the whistle-blowing policy, and publish it on the intranet with a new starter pack in FY2021</li> <li>Aim for no incidents of corruption in FY2021</li> </ul>	One incident of fraud was noted in FY2021 regarding misappropriation of funds in a retail outlet. The employee was dismissed

Note: There were no incidents of corruption at Rank in FY2021.

### Business Ethics Targets

Business Group	FY2022 Target
GuocoLand	<ul style="list-style-type: none"> <li>Provide updates, and where applicable, provide training to all our employees and new hires on our policies and practices relating to business ethics and anti-corruption practices</li> <li>Zero incidents of corruption and bribery</li> </ul>
GLM	<ul style="list-style-type: none"> <li>Maintain zero incidents of corruption, or unethical behaviour in FY2022</li> </ul>
GLH	<ul style="list-style-type: none"> <li>Review and recirculate the whistle-blowing policy and publish it on the intranet with the new starter pack in FY2022</li> <li>Aim for no incidents of corruption in FY2022</li> </ul>

Note: Rank has conducted a comprehensive materiality assessment and is in the course of developing a holistic program with defined goals to uphold ethical business practices.

## Product Quality & Service Responsibility

The creation and delivery of safe products and services establishes Guoco Group as a credible, responsible and respected key player in the industry. As we aim to abide by regulations, foster meaningful relationships and create positive impacts, upholding high standards in our quality and services will further consumer loyalty and build trust. Guoco Group aims to deliver quality products and services whilst embedding health and safety features, ensuring customer satisfaction whilst abiding by our corporate values.

### Management Approach

At Guoco Group, we enforce our high standards of product quality and service responsibility through the following key aspects:



Product / Service Safety and Quality



Customer Satisfaction and Safety



Intellectual Property



Data Protection

### Product Quality & Service Responsibility Performance

Business Group	FY2021 Target/KPI	FY2021 Performance
GuocoLand	Maintain zero incidents of non-compliance with building safety matters for our new and ongoing constructions in FY2021	Target met
	Achieve and maintain compliance with laws and regulations; continually improve health and safety considerations at our managed properties	Target met
GLM	Maintain zero incidents of non-compliance with building safety matters for the new constructions in FY2021	Target met
	Continue to incorporate and improve health and safety considerations in GLM's properties	Target met
	Maintain zero incidents of breaches customer data privacy in FY2021	Target met
GLH	Improve guest satisfaction scores in FY2021 from the FY2020 performance baseline	Target met
Rank	Number of customer interactions data regarding problem gambling	472,000 <sup>Note</sup>

<sup>Note</sup> The number of customer interactions data regarding problem gambling increased by 118% in FY2021 following the introduction of additional measures in response to the COVID-19 pandemic.

## Product Quality & Service Responsibility

### Product Quality & Service Responsibility Targets

Business Group	FY2022 Target/KPI
GuocoLand	Maintain zero incidents of non-compliance with building safety matters for new and ongoing constructions
	Achieve and maintain compliance with laws and regulations; continually improve health and safety considerations at managed properties
GLM	Maintain zero incidents of non-compliance with building safety matters for new constructions
	Achieve a good rating in the Quality Assessments (QLASSIC) for completed projects
	Continue to incorporate and improve health and safety considerations in GLM's properties to ensure the safety standards of the buildings
	Maintain zero incidents of corruption, unethical behaviour or reports of breaches in customer data privacy in FY2022
GLH	Improve guest satisfaction scores in FY2022 from the FY2021 performance baseline
Rank	Roll out more player-centric, risk-based affordability assessment models in Grosvenor venues
	Roll out further refreshed safer gambling messaging and communications across Rank businesses
	Introduce real-time view of customer play across all brands and channels to help detect earlier potential at risk customers in venues and online
	Implement a more robust customer interaction evaluation framework to help inform and evolve its approach to player protection
	Further develop a holistic and risk-based model for early intervention for potentially at-risk play

## Product/Service Safety and Quality

**GuocoLand** and **GLM** are committed to building quality developments that enhance the lives of their occupants and members of the community. Adopting a people-focused approach, developments are designed to meet the modern lifestyles and expectations of their customers.

Through the Construction Quality Assessment System ("CONQUAS") administered by the Building and Construction Authority ("BCA"), GuocoLand has been recognised as one of the top 10 developers in Singapore. The CONQUAS assesses the quality of workmanship in GuocoLand's structural, architectural, mechanical and electrical work, by sampling a number of representative units in a housing development.

In GLM, the Quality Assessment Systems in Construction ("QLASSIC") is utilised to inspect our buildings. The assessment awards points based on structure, architecture and monitoring and evaluation procedures. In FY2021, GLM achieved a notable 83% QLASSIC score for the Emerald Rawang property, which is testimonial of the safety and quality standards of its buildings.

In recognition of its commitment to quality, innovative and sustainable developments, GuocoLand has received multiple awards and accolades. This includes the Quality Champion (Gold Plus) Award — Developer Category at the BCA Quality Excellence Awards 2020. At the Real Estate Asia Awards 2021, GuocoLand was named Developer of the Year in Singapore. GuocoLand China was named as one of the Top 10 Developers in Chongqing in 2020 by the Chongqing Morning Post.

The awards garnered by GuocoLand are highlighted below:

Entity	Location	Award
GuocoLand	Singapore	<b>BCA Quality Excellence Awards 2020</b> Quality Champion (GoldPlus) - Developer <b>BCI Asia Awards 2020</b> Top Ten Developers Award <b>15<sup>th</sup> Asia Property Awards 2020</b> Best Developer (Asia) <b>10<sup>th</sup> Asia Property Awards (Singapore) 2020</b> Best Developer Best Mixed-use Developer Special Recognition in Sustainable Design Special Recognition in Building Communities
GuocoLand	China	<b>The Chongqing Morning Post</b> Top 10 Developers in Chongqing in 2020





## Product/Service Safety and Quality

The following properties developed by GuocoLand and GLM were accorded the following awards in recognition of the quality, innovation as well as the design excellence:



Properties	Location	Award
Guoco Tower	Singapore	<b>2021 FIABCI World Prix d'Excellence Awards</b> World Silver Winner - Office
Guoco Midtown	Singapore	<b>15<sup>th</sup> Asia Property Awards 2020</b> Best Mixed-use Development in Asia <b>4<sup>th</sup> EdgeProp Excellence Awards 2020</b> Mixed-use Development Excellence Award
Martin Modern	Singapore	<b>International Property Awards 2020</b> Best Residential Development in Singapore
Wallich Residence	Singapore	<b>15<sup>th</sup> Asia Property Awards 2020</b> Best Condo Development in Asia <b>10<sup>th</sup> Asia Property Awards (Singapore) 2020</b> Best Condo Development Best Ultra Luxury Condo Development
Midtown Bay	Singapore	<b>4<sup>th</sup> EdgeProp Excellence Awards 2020</b> Innovation Excellence Award, Residential Development (Uncompleted)
Chongqing GuocoLand 18T	China	<b>Asia Pacific International Property Awards 2021 – 2022</b> 5-Star Best Residential High-Rise Architecture China 5-Star Best Residential High-Rise Architecture Chongqing Municipality, China Best Residential High Rise Architecture Asia Pacific – Nominee <b>Architecture MasterPrize 2020</b> Honorable Mention in the Architectural Design - Restoration & Renovation category <b>2020 Chongqing Real Estate Annual Exhibition by Xinhuanet (Chongqing)</b> Property Excellence in Quality and Value <b>The 8<sup>th</sup> Global Chinese Real Estate Summit by iFeng Chongqing</b> 2021 Iconic Property in Chongqing
Emerald 9	Malaysia	<b>StarProperty Awards 2021</b> The Skyline Award – Best HighRise Residential Development (Excellence) The Proximity Award – Best Integrated Transit-Oriented Development (Honours)
Sofitel Singapore City Centre	Singapore	<b>Haute Grandeur Global Hotel Awards 2020</b> Best Conference Venue Hotel (Singapore) Best General Manager (Singapore) Best Hotel Service (Singapore) Best Wedding Hotel (Singapore)
Racines	Singapore	<b>Haute Grandeur Global Restaurant Awards 2020</b> Best Wedding Cuisine (Global) Best French Cuisine (Asia) Best Gourmet Cuisine (Singapore) Best Hotel Restaurant (Singapore)
1864	Singapore	<b>Haute Grandeur Global Restaurant Awards 2020</b> Best Tapas Restaurant (Global) Best Luxury Restaurant Bar (Singapore) Most Unique Experience (Singapore)

## Customer Satisfaction and Safety

### Guest Satisfaction and GLH

Guest satisfaction is at the core of **GLH's** purpose as it prioritises the comfort and safety of guests in hotels to ensure a memorable experience, and their return. Our hotel employees are expected to adhere to the highest standards of ethics and professionalism, as highlighted in GLH's ethical and equal opportunity policies and principles.

GLH monitors the satisfaction of its guests through an extensive survey programme and the conscientious tracking of survey results over time. Our hotel group makes a concerted effort to incorporate the feedback ascertained from the survey to continuously develop and improve its service delivery. The survey follows the journey of our guest from their reservation till their departure from the hotel. This includes monitoring our front desk service, in-room experience, problem resolution techniques, food and drink quality, facilities and overall services.

In the kitchens, GLH adheres to strict food safety standards to deliver quality food. GLH undertakes two audits per year, through a nominated external company, to maintain customer and employee safety, hygiene, and fire safety compliance processes. GLH shares and regularly reviews the results of these audits with its general managers.

In FY2021, GLH received 8,254 survey responses with valuable feedback, out of which 1,712 complaints were received. The responses were collated along with online reviews from approximately 200 websites onto a single platform, which allows GLH to examine the consolidated feedback for each hotel's guest experience improvement plan. In addition, GLH scored 82.6% in the Global Review Index, which was an improvement from FY2020.

### Safer gambling measures for customers at Rank

The protection of players and safer gambling measures are a priority for Rank. The business group actively seeks to implement safer gambling processes in product development, venue layout, marketing and roll-out processes for new technology, whilst reflecting industry developments, customer and regulator feedback.

Safer gambling is managed via a dedicated workstream within Rank's Transformation Programme to ensure accountability in ongoing developments and the delivery of safer gambling initiatives. Rank continues to evaluate the impact of these initiatives for continuous enhancements to safe gambling measures.

Key safer gambling initiatives delivered in the year include the introduction of machine loss and time limits in Grosvenor venues, the integration of ID scan technology in Grosvenor's venues and introduction of an enhanced real-time customer monitoring tool known as 'Hawkeye' for the digital brands.



Additionally, Rank continues to collaborate with industry groups including, the Betting and Gaming Council and the Bingo Association, its peers and regulators to discuss the shared objectives of safer gambling and improving player protection processes, for the benefit of its customers. Rank has also engaged with the Government as discussions continue regarding conducting a widescale review of the gambling legislation in the UK. Rank is committed to ensuring that vulnerable customers are protected and customers enjoy their gaming experience with no gambling-related harm.

## Customer Satisfaction and Safety

### Customers' confidence in MHNZ

At **MHNZ**, products and services maintain their credibility and reputation through the quality and safety features inculcated in them. MHNZ carries out stringent evaluations to assess the safety and quality standards of its products and services. The management and operation teams at various business operations remain abreast with best practices and industry standards by regularly attending conferences and informational courses to enhance the quality of its products and services.

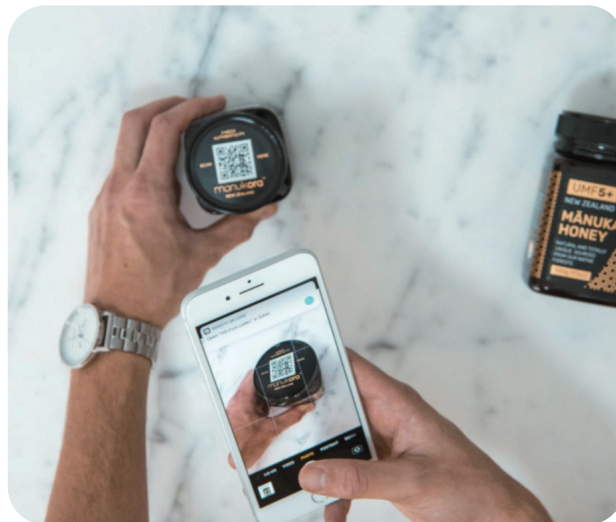
As means of ensuring complete quality control at MHNZ, there are embedded quality programmes during the manufacturing processes, which are subject to annual audits. MHNZ ensures the absolute integrity and purity of precious Manuka honey through strict in-house quality testing processes, which include testing microbiology, toxins, sugars, pollen, moisture content, flavour, colour and enzyme activity. Furthermore, MHNZ pioneered a transparent testing and rating system that gives consumers assurance of its product quality.

With regards to product recall procedures, MHNZ has documented a set of standard operating processes (SOP) relating to product recalls and product traceability. The documentation and processes are externally audited to ensure the robustness around product recalls. In the event that any affected product with public health and safety risk has reached the marketplace and/or consumers, consumer-level recall will be implemented. In FY2021, MHNZ had no products subject to recalls due to health and safety reasons.

MHNZ has implemented revolutionary new technology, whereby every jar of Manuka Honey manufactured by MHNZ can be traced and authenticated by simply scanning the Trust Code – a unique QR code on the lid. Every jar of Manuka Honey carries trusted independent certifications to ensure traceability, authenticity and potency.

MHNZ's Manuka honey is independently tested in accordance with rigorous industry standards set by the New Zealand Government, and only honey that meets these standards can be certified for export and labelled as New Zealand Manuka honey.

MHNZ monitors its customer satisfaction and tracks all complaints received from customers. MHNZ has SOP around investigations and complaint and deviation processes. There is a clearly documented process that is externally audited to ensure actions are taken and complaints are investigated. In FY2021, MHNZ received 32 complaints per million units of honey sold.



Scanning Trust Code on MHNZ Manuka Honey jar lid

## Intellectual Property

Intellectual Property is paramount in safeguarding the identity and brands affiliated with Guoco Group, thereby, mitigating reputational risks and legal infringements.

We strive to protect the Group's intellectual property rights and respect third party intellectual property rights according to all related applicable laws and regulations.

The Group's worldwide portfolio of intellectual property, including trademarks, designs and patents, are reviewed from time to time to ensure new and existing rights are adequately preserved. We also require our service providers, suppliers or business partners to undertake and warrant as appropriate that there is no infringement of third-party intellectual property rights. Infringement, whether of our own rights and that of others, is not tolerated.

## Data Protection

The Group takes its data protection and privacy obligations very seriously. We have established internal policies, manual and processes to comply with the applicable data protection laws. We also regularly review and revise internal policies and processes in response to operational needs and any regulatory changes.

The Group is not aware of any incidents of non-compliance with relevant laws and regulations that may have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters relating to products and services provided in FY2021.

## Supply Chain Management

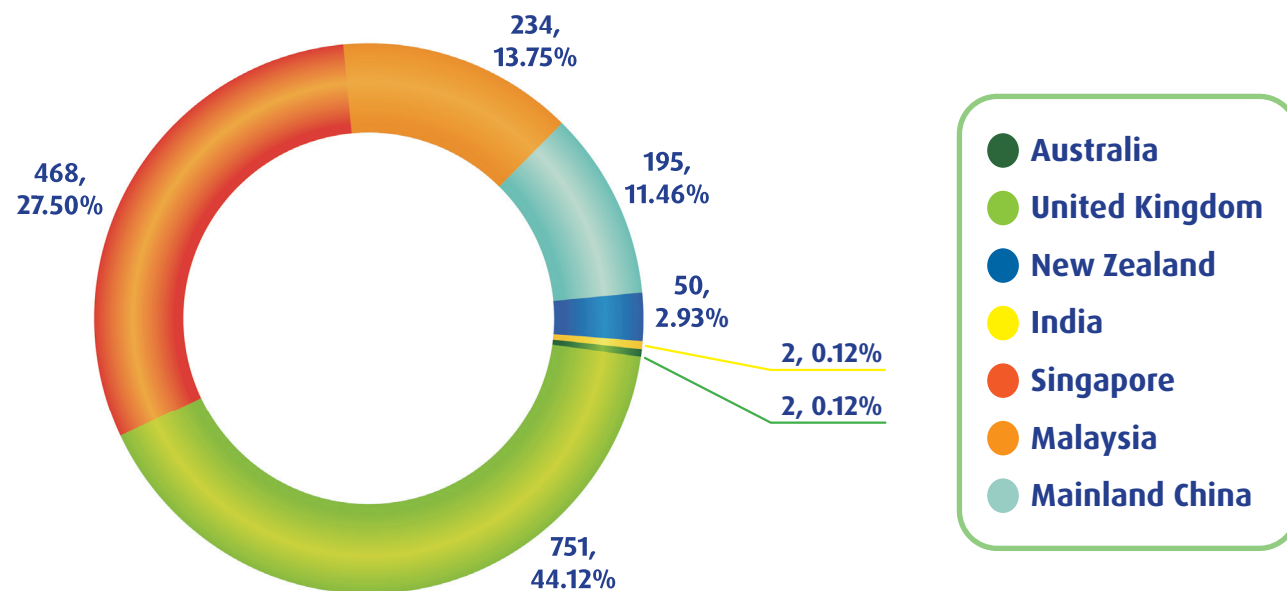
We recognise that our operations are highly dependent on a responsible and sustainable supply chain that allows us to receive the goods and services we require. As a responsible business, we safeguard our values along our supply chain to protect our principles of ethics and lawfulness.

### Management Approach

Our business groups have implemented policies and guidelines for supplier selection and contractor selections (procurement policy). Legal and regulatory compliance, work safety track records, material quality, labour reliability (i.e. prohibition of illegal workers), are some of the criteria that are considered when selecting these suppliers or contractors.

In FY2021, the Group's suppliers by geography are detailed in the graph below:

### Suppliers by Geography



## Supply Chain Management

### Supply Chain Initiatives

Selecting certified green contractors	<b>GuocoLand</b> Contractors and suppliers are appointed in accordance with its procurement policies, and are expected to sign and abide by GuocoLand's Supplier Code of Conduct. Its main contractors are ISO9001/14000/OHSAS18001 certified. These certifications of environmental management systems demonstrate contractors' ability to control the impact of their activities on the environment.
Stringent Tender Process for contractors	<b>GLM</b> GLM has stringent tender processes in place which include social and environmental requirements. The awarded contractor is also stipulated to a site public safety clause which requires them to comply with all prevailing site and public safety regulations, by-laws and other statutory requirements as well as compliance with the Occupational Safety and Health Act 1994 (Act 514).
Supplier assessment	<b>GLH</b> To protect GLH's principles of ethics and lawfulness, the most critical suppliers undergo a high-level supplier vetting assessment during which they are rated on several criteria.
Suppliers abide by Code of Conduct and legislations	<b>GuocoLand</b> At Sofitel Singapore City Centre, suppliers sign a Procurement Charter through which they agree to comply with the charter and ensure that their own suppliers and sub-contractors fulfil the same criteria. Suppliers also agree to introduce an environmental policy aiming to achieve the profession's best practices related to the environment and comply with all environmental regulations. In addition, all suppliers must comply with the United Nations Universal Declaration of Human Rights, Core Conventions of the International Labour Organisation and United Nations Global Compact.  <b>GLH</b> All suppliers are asked to sign up to GLH's Code of Conduct prior to being approved to work with GLH. The Code stipulates GLH's position on areas such as human rights, labour conditions, environmental protection and business ethics. In FY2021, 100% of new suppliers signed GLH's Code of Conduct or had their own equivalent codes and 10% of existing suppliers signed the Code of Conduct.
Modern Slavery Act 2015 (MSA)	<b>GLH</b> GLH's Supplier Code of Conduct states that GLH does not under any circumstances support slavery or human trafficking and prohibits suppliers from using, participating in or benefitting from such practice.
Environmentally and socially conscious suppliers	<b>GLH</b> At GLH, animal welfare is central to its values and integral to its business. Together with its suppliers, GLH is committed to enhancing the welfare standards for animals and farmed fish across the supply chain.
Vendor Approval Programme	<b>Others</b> MHNZ's key suppliers are subject to a vendor approval program. These suppliers are also audited by MHNZ to ensure a high level of conformity.



**Pillar 4:**

# Caring for Our Community

Guoco Group aims to contribute to the betterment of our society, collective advancement and harmonious community relationships.



## Community Investment

A sustainable business cannot detach itself from its social responsibility. At Guoco Group, we endeavour to engage with our local communities through community investment and outreach activities.

### Management Approach

The Group has long been committed to the policy of social responsibility by striving for the betterment of the society. Collective advancement and harmonious community relationships create win-win possibilities. To this end, we are dedicated to charity work and active engagement with communities.

<p><b>Donations</b></p> <p><b>US\$1,790,000</b></p>	<p><b>Areas of Contribution</b></p> <p>Healthcare, Education, Sports, Poverty, Vulnerable Groups, Community Needs</p>
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## Community Investment

### Guoco Group

Guoco and Guoco Management Company Limited have been awarded “Caring Company” designation by The Hong Kong Council of Social Service for the seventh year in recognition of the continuous dedication and enduring efforts in performing corporate social responsibilities.



### GuocoLand

- Monetary contribution to the Temasek Public Resilience Infectious Disease Emergency Fund targeted at strengthening resilience amongst families and vulnerable seniors in Singapore amid the COVID-19 pandemic.
- Monetary donation to the National University of Singapore, in support of the Kishore Mahbubani Professorship in Medicine & Health Policy at the NUS Yong Loo Lin School of Medicine.
- Engaged Bizlink Centre, a non-profit organization dedicated to serving disadvantaged individuals, to create festive greeting cards sent to business associates.

## Community Engagement

“Reaching out to you” is a corporate motto. Our employees are encouraged to contribute their time and skills to various social causes to create positive impact in the communities.

### Discover Tanjong Pagar



GuocoLand is a member of Discover Tanjong Pagar, where it partners with other property and business owners to drive the transformation of the precinct through programmes and campaigns to support businesses and bring the community together.

In FY2021, the urban park at Guoco Tower frequently hosted fitness activities conducted in line with safe distancing measures, in conjunction with the Health Promotion Board and Virgin Active. Such events create opportunities for people to connect and foster stronger relationships among the community.

GuocoLand also participated in the planting of trees at the Discover Tanjong Pagar Community Green, as part of efforts to make the area greener and more liveable. Discover Tanjong Pagar has pledged to plant 100 trees over the next five years in support of the National Parks Board's One Million Trees movement.

## Serving Community Needs

We continue to support our local communities through community programmes and donations to charities and non-profit making institutions of a public character.

### Supporting The Community Chest of Hong Kong

Guoco has always been supporting The Community Chest of Hong Kong ("The Community Chest") which raises funds for over 165 social welfare member agencies to provide services to more than 2.5 million beneficiaries in Hong Kong. Guoco participated in the 2020/21 Corporate and Employee Contribution Programme donated over HK\$1,000,000 towards this fund-raising programme. In January 2021, the Hong Kong staff joined the Walk for Millions for the fifteenth year rolling. Our staff also participated in the Dress Casual Day, Skip Lunch Day and the Love Teeth Day organised by The Community Chest. To recognise our enthusiastic participation and contribution, Guoco has been awarded the Award of Excellence in the year 2020/21.

### Outreach Programmes in Singapore

GuocoLand employees at Sofitel Singapore City Centre organised their own outreach programmes in FY2021. These included working with the Autism Resource Centre (Singapore) to provide gallery space for their art pieces with all proceeds going to the artists. Staycation packages including merchandise from the Autism Resource Centre (Singapore) were introduced. The hotel also partnered with the Community Chest Singapore in a first-of-its-kind electronic contribution programme. Community Chest supports about 80 social service agencies in Singapore, allowing them to focus on caring for the disadvantaged.



Art gallery featuring art pieces and merchandise for sale from the Autism Resource Centre (Singapore) at Sofitel Singapore City Centre



## Serving Community Needs

### Donation campaign at Guoco Tower

A donation campaign was organized by GuocoLand in December 2020. Shoppers were given the option to donate their Guoco Tower cash vouchers to beneficiary centres and low income households from Blessings in A Bag and Montfort Care. In addition, 500 meals were also purchased from the F&B tenants at Guoco Tower to donate to low income households through the Food Bank Singapore in the same month.

### Rank Cares – Partnership with Carers Trust

As at FY2021, Rank has established a seven-year relationship with the Carers Trust. During the year, Rank raised £267,263 for the Carers Trust, which works to improve support, services and recognition for anyone living with the challenges of caring for a family member or friend who is ill, frail, disabled or has mental health or addiction problems. During the year, Rank raised a further £185,000 for good causes.

### Community Kitchen

From the start of the COVID-19 pandemic, Rank has been conscious of the need to contribute to the wider national effort to support National Health Service (“NHS”), key workers and the most vulnerable members of the communities during this time of crisis. Venues across Mecca and Grosvenor have participated and provided over 210,000 meals to vulnerable people in their local communities and to NHS and emergency workers. Rank has also been providing free parking at over 40 sites across Grosvenor and Mecca estates to NHS and critical care workers via the Your Parking Space and Just Park websites. In addition, Rank donated unused food from many of its venues following their closures in March and Rank has made over 11,000 calls to the most vulnerable group of customers and those who have been isolating.



### Free Online Bingo Rooms

Rank’s Mecca have been running free online bingo rooms together with online chat facilities so customers can not only play for free, but can stay connected to their friends from their local clubs. Rank has stepped up to further support its partner charity, Carers Trust. Rank’s digital team have increased the number of charity bingo games available through Meccabingo.com and 100% of the profits from these games are going to Carers Trust, as well as ongoing fundraising taking place through ‘Text to Donate’ campaign and various other individual and team challenges throughout lockdown.

## Performance Data Summary

Environmental Performance Data

Unit	Property Development		Hospitality and Leisure		Others		Total		
	2021	2020	2021	2020	2021	2020	2021	2020	
<b>Greenhouse Gas (GHG) emissions</b>									
Scope 1 emissions	metric tonne CO <sub>2e</sub>	N.A.	N.A.	16,004	16,805	616	680	19,355	17,485
Scope 2 emissions	metric tonne CO <sub>2e</sub>	19,276	21,414 <sup>1</sup>	13,781	22,283	114	119	23,619	43,816
<b>Total GHG emissions</b>	<b>metric tonne CO<sub>2e</sub></b>	<b>19,276</b>	<b>21,414<sup>1</sup></b>	<b>29,785</b>	<b>39,088</b>	<b>730</b>	<b>799</b>	<b>42,974</b>	<b>61,301</b>
<b>Waste</b>									
Hazardous waste produced	tonne	N.A.	N.A.	1.31	N.A.	1	N.A.	2.31	N.A.
Non-hazardous waste produced	tonne	1,317 <sup>2</sup>	N.A.	1,386	6,749	159	41.54	2,977	6,790.54
<b>Energy Consumption</b>									
Fuel	GJ	N.A.	52,227 <sup>2</sup>	18,233	12,068 <sup>3</sup>	9,083	874	59,503	184,175
Diesel	GJ	N.A.	1,857 <sup>2</sup>	272,733	407,225	N.A.	41	272,951	955,025
Natural gas	GJ	131,207	119,555 <sup>1</sup>	239,379	200,873 <sup>3</sup>	4,060	4,370	364,667	1,054,132
<b>Total Energy Consumption</b>	<b>GJ</b>	<b>131,207</b>	<b>173,639</b>	<b>530,345</b>	<b>620,166</b>	<b>13,143</b>	<b>5,285</b>	<b>697,121</b>	<b>2,193,332</b>
<b>Water consumption</b>									
Water consumption	m <sup>3</sup>	194,652	N.A.	515,024	621,085	2,399	3,332.9	712,075	624,417.9
<b>Packing materials</b>									
Packaging material used for finished products	tonne	N.A.	N.A.	N.A.	456 <sup>3</sup>	203	211.24	203	667.24
Packaging material used per unit produced	tonne	N.A.	N.A.	N.A.	N.A.	0.2 tonne/tonne of honey produced	N.A.	0.2 tonne/tonne of honey produced	N.A.

Note: Environmental KPIs which are not included above are either not material or not applicable to those businesses.

1. Not applicable to GuocoLand

2. Not applicable to GLM

3. Not applicable to GLH



# Performance Data Summary

Social Performance Data

Unit	Principal Investment		Property Development		Hospitality and Leisure		Others		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>Staff information</b>										
Total workforce	46	50	702	807	8,484	10,074	205	205	9,391	11,136
<b>2021</b>										
<b>By Gender</b>										
Male	17		329		4,457		124		4,927	
Female	29		373		4,027		81		4,510	
<b>By Employment Type</b>										
Full time	46		681		7,754		196		8,677	
Part time	0		21		730		9		760	
<b>By Age Group</b>										
<30 years old	3		121		2,406		36		2,566	
30-50 years old	21		500		4,316		138		4,975	
>50 years old	22		81		1,762		31		1,896	
<b>By Geography</b>										
United Kingdom	0		0		8,484		0		8,484	
Mainland China	0		180		0		0		180	
Hong Kong	46		0		0		0		46	
Singapore	0		301		0		0		301	
Malaysia	0		221		0		0		221	
New Zealand	0		0		0		205		205	

# Performance Data Summary

Social Performance Data

	Principal Investment	Property Development	Hospitality and Leisure	Others
<b>2021</b>				
<b>Turnover Rate</b>				
<b>By gender</b>				
Male	12%	42%	34%	21%
Female	10%	28%	34%	19%
<b>By Age Group</b>				
<30 years old	67%	28%	48%	33%
30-50 years old	10%	28%	29%	16%
>50 years old	5%	42%	28%	23%
<b>By Geography</b>				
United Kingdom	N.A.	N.A.	34%	N.A.
Mainland China	N.A.	23%	N.A.	N.A.
Hong Kong	11%	N.A.	N.A.	N.A.
Singapore	N.A.	32%	N.A.	N.A.
Malaysia	N.A.	48%	N.A.	N.A.
New Zealand	N.A.	N.A.	N.A.	20%
<b>Health and Safety</b>				
Number of fatalities	0	0	0	0
Lost days due to work injury	0	0	0	100
Number of reported injury	0	0	198	12
<b>Training &amp; Development</b>				
Percentage of employees trained				
Percentage of employees trained	74%	54%	100%	100%
Percentage of employees trained by gender				
Male	35%	47%	53%	60%
Female	65%	53%	47%	40%
Percentage of employees trained by employee category				
Senior management	12%	2%	0%	0%
Management	41%	30%	10%	24%
Non-management	47%	68%	90%	75%
Training hours				
Total training hours	116.5	12,927.0	45,168.0	7,325.0
Average training hours per employee	2.5	18.4	5.3	35.7

# Performance Data Summary

Social Performance Data

	Principal Investment	Property Development	Hospitality and Leisure	Others
<b>2021</b>				
<b>Training &amp; Development</b>				
Average training hours by gender				
Male	3.0	15.4	5.4	35.7
Female	2.3	21.1	5.2	35.7
Average training hours by employee category				
Senior management	5.0	2.1	6.3	32.0
Management	2.8	14.0	7.1	35.8
Non-management	1.8	23.2	4.7	35.8
<b>Supply Chain Management</b>				
Number of suppliers	N.A.	898	52	52
Percentage of suppliers where supply chain management is implemented	N.A.	92%	100%	100%
<b>Product Responsibility</b>				
Percentage of products subject to recalls	N.A.	N.A.	N.A.	0%
Number of complaints received	N.A.	N.A.	1,712	32 per million units sold
<b>Anti-Corruption</b>				
Number of concluded legal cases	0	0	0	0

# HKEX ESG Reporting Guide Content Index

This Content Index includes references to Key Performance Indicators of the HKEX ESG Reporting Guide.

Subject Areas, Aspects, General Disclosures and KPIs		Section Reference
<b>A. Environmental</b>		
<b>Aspect A1: Emissions</b>		
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	Energy and Emissions Management Water and Effluents Management Waste Management
A1.1	The types of emissions and respective emissions data	Energy and Emissions Management
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)	Energy and Emissions Management
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Waste Management
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Waste Management
A1.5	Description of emission target(s) set and steps taken to achieve them	Energy and Emissions Management
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	Waste Management
<b>Aspect A2: Use of Resources</b>		
General Disclosure	Policies on efficient use of resources including energy, water, and other raw materials	Energy and Emissions Management Water and Effluents Management Packaging Management
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)	Energy and Emissions Management
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility)	Water and Effluents Management
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Energy and Emissions Management
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	Water and Effluents Management
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Packaging Management
<b>Aspect A3: The Environment and Natural Resources</b>		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources	Energy and Emissions Management Water and Effluents Management Waste Management Packaging Management
A3.1	Description of the significant impacts of activities on the environment and natural resources and actions taken to manage them	Energy and Emissions Management Water and Effluents Management Waste Management Packaging Management

# HKEX ESG Reporting Guide Content Index

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Subject Areas, Aspects, General Disclosures and KPIs		Section Reference
<b>Aspect A4: Climate Change</b>		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	Climate Change
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	Climate Change
<b>B. Social</b>		
<b>Aspect B1: Employment</b>		
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	Employee wellbeing Training and Development Diversity and Inclusion
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region	Diversity and Inclusion
B1.2	Employee turnover rate by gender, age group and geographical region	Training and Development
<b>Aspect B2: Health and Safety</b>		
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	Occupational Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	Occupational Health and Safety
B2.2	Lost days due to work injury	Occupational Health and Safety
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	Occupational Health and Safety
<b>Aspect B3: Development and Training</b>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Training and Development
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	Training and Development
B3.2	The average training hours completed per employee by gender and employee category	Training and Development
<b>Aspect B4: Labour Standards</b>		
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	Labour Standards
B4.1	Description of measures to review employment practices to avoid child and forced labour	Labour Standards
B4.2	Description of steps taken to eliminate such practices when discovered	Labour Standards

# HKEX ESG Reporting Guide Content Index

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Subject Areas, Aspects, General Disclosures and KPIs		Section Reference
<b>Aspect B5: Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain	Supply Chain Management
B5.1	Number of suppliers by geographical region	Supply Chain Management
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	Supply Chain Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Supply Chain Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Supply Chain Management
<b>B6: Product Responsibility</b>		
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	Product Quality & Service Responsibility
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Product/Service Safety and Quality
B6.2	Number of products and service related complaints received and how they are dealt with	Customer Satisfaction and Safety
B6.3	Description of practices relating to observing and protecting intellectual property rights	Intellectual Property
B6.4	Description of quality assurance process and recall procedures	Product/Service Safety and Quality
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Data Protection
<b>B7: Anti-corruption</b>		
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	Anti-Corruption
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	Anti-Corruption
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Anti-Corruption
B7.3	Description of anti-corruption training provided to directors and staff	Anti-Corruption



## HKEX ESG Reporting Guide Content Index

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Subject Areas, Aspects, General Disclosures and KPIs		Section Reference
<b>Aspect B8: Community Investment</b>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities takes into consideration communities' interests	Community Investment
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Community Investment
B8.2	Resources contributed (e.g. money or time) to the focus area	Community Investment Community Engagement Serving Community Needs



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