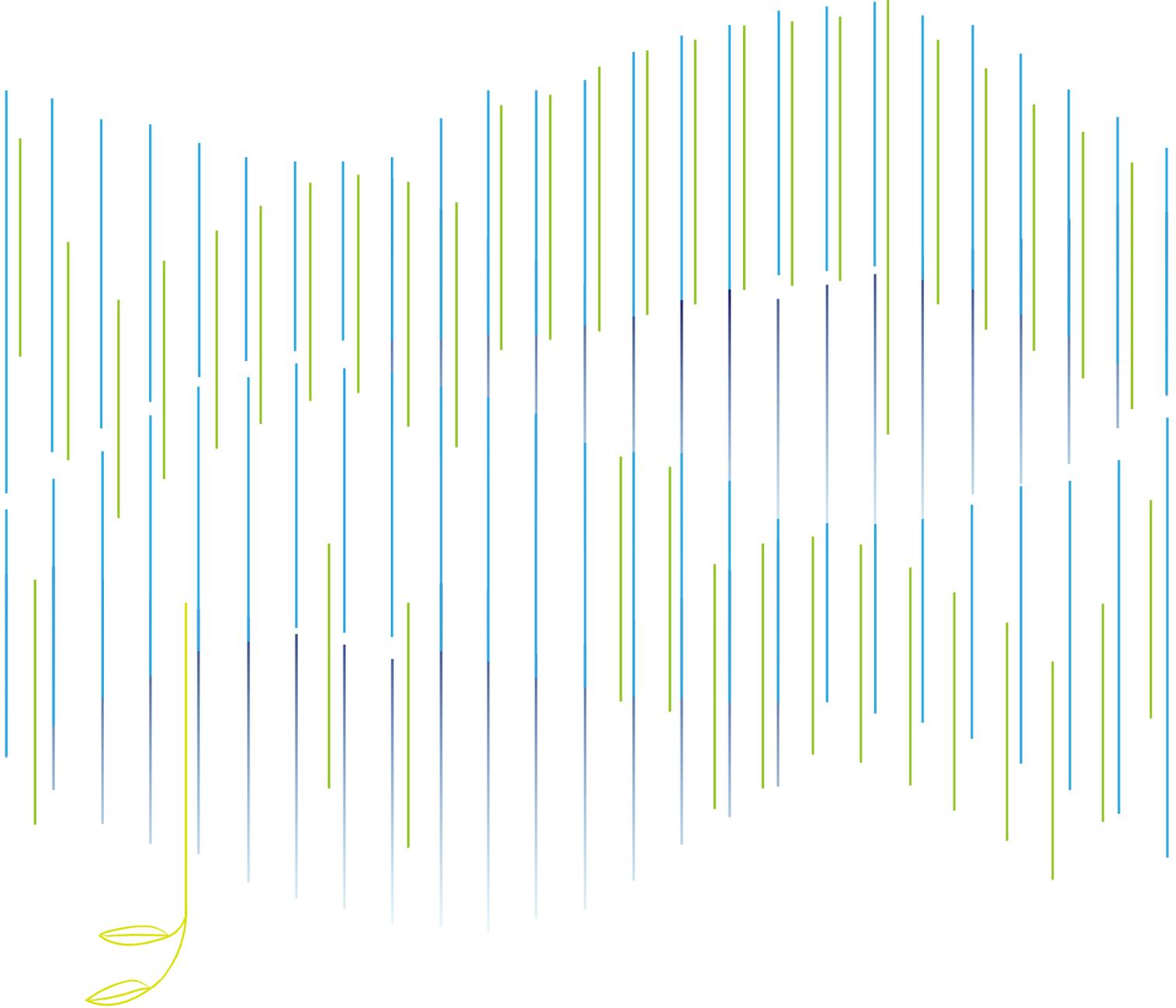


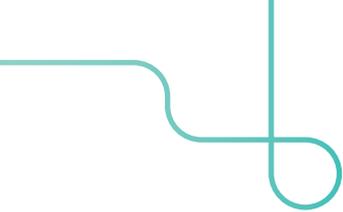
Environmental, Social and Governance Report 2022



國浩集團有限公司
GuocoGroup Limited

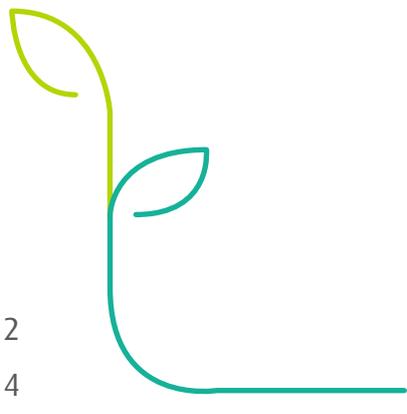
A Member of the Hong Leong Group

(Stock Code: 53)



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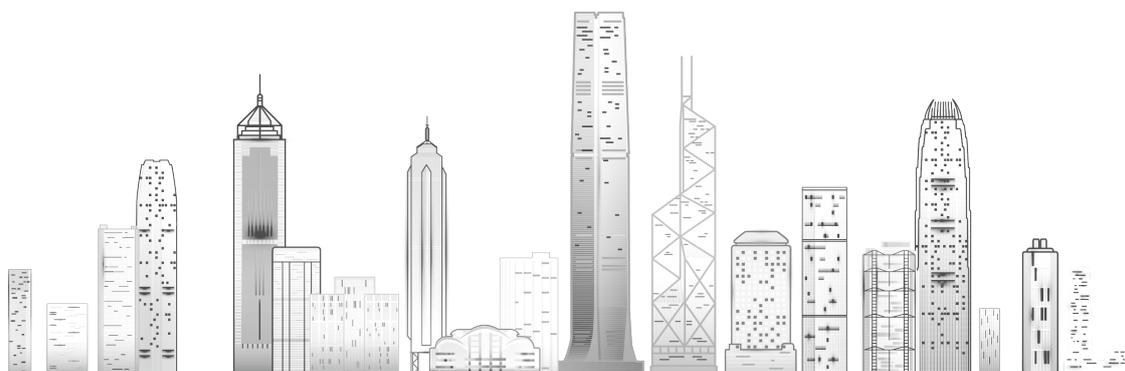
Message from the Board

The board of directors (the “Board”) of Guoco Group Limited (“Guoco” and together with its subsidiaries the “Group”) is pleased to present our Environmental, Social and Governance (“ESG”) Report of the Group for the financial year ended 30 June 2022.

With the impact of the COVID-19 pandemic continuing to be felt worldwide, the operating environment in 2022 remained challenging for our company. In the meantime, the 26th UN Climate Change Conference of the Parties held in Glasgow in November 2021 accelerated action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. Being an integrated group with operations across the globe, the Group continues to adapt and strengthen its resilience while embedding a sustainable development strategy and related framework into such operations.

To fulfil our duty as a good global citizen, we have 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. We also aligned our ESG framework with the relevant United Nations Sustainable Development Goals (“SDG”) to promote the sustainable development of society.

Managing climate change is an important part of the Group’s sustainability efforts and we are committed to doing our part, as we see the world confronts the increasing incidence of heatwaves, droughts, floods and wildfires, threatening crops and a deepening energy crisis. With a commitment in reducing its carbon footprint, our property development company, GuocoLand, has recently completed an exercise and designed a high-level decarbonisation plan to serve as a guide towards carbon emission reductions. Our gaming group Rank is also mapping out its environmental commitments and assessing the implementation of carbon reduction measures. Our hotel group GLH is undertaking an in-depth energy audit across selective hotels to identify initiatives to support decarbonisation. Moreover, the Group strived to alleviate its environmental impact over the year by implementing different initiatives, such as energy, water and waste management. We will continue to incorporate these factors into our efforts to drive towards a greener future.



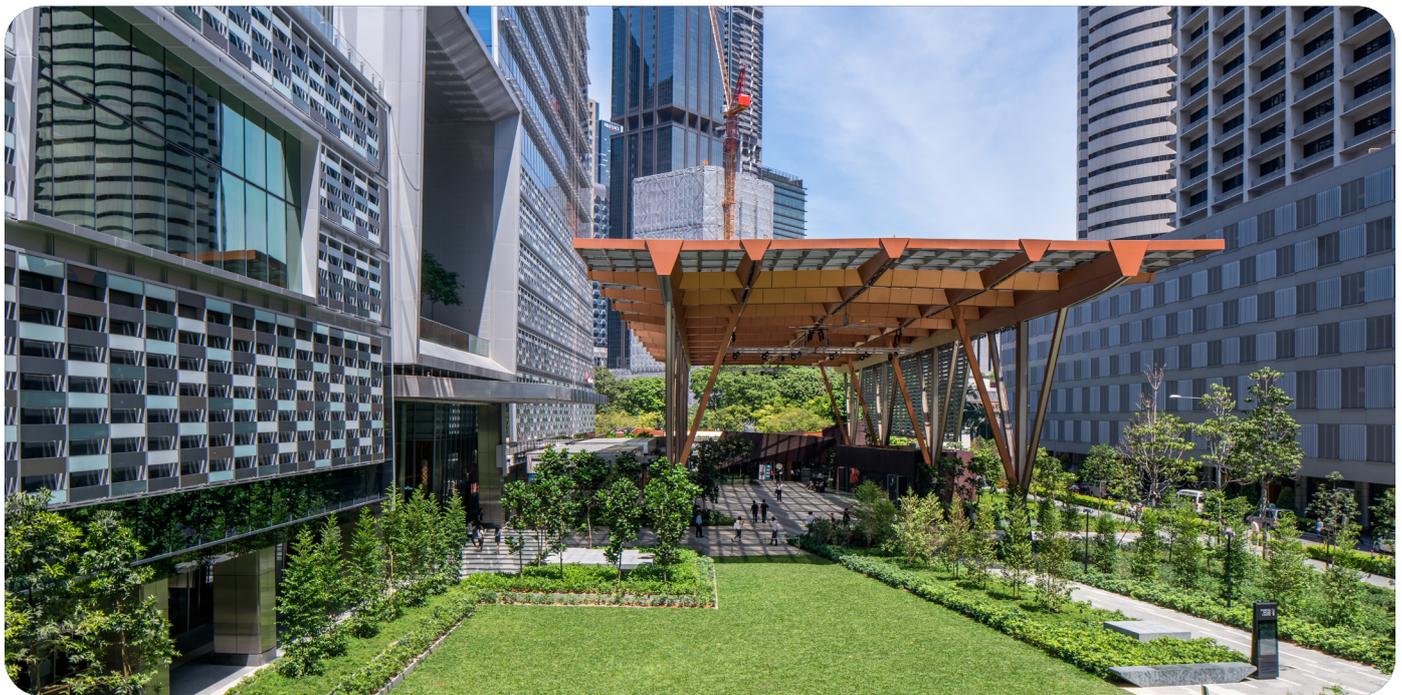
Message from the Board

Guoco sees people as an important asset of the Group irrespective of where we operate. We are committed to empower and train our colleagues to develop their potential, enabling them to perform their roles to the best of their ability. In order to create a work environment that promotes deep engagement, we continually seek to create a forward-thinking and engaging workplace through offering various opportunities for feedback and open discussion with colleagues. We also introduced different mental awareness and well-being programmes to enhance employee wellness and to foster an inclusive environment.

The Group upholds the highest standards in product quality, health and safety; and we know that conducting business with honour will create a culture of excellence. Anti-corruption training is provided to raise awareness on the topic and to promote ethical decision making. We also work closely with our suppliers to ensure that they comply with all applicable laws and regulations to ensure health and safety are maintained across our operations. Our businesses also benchmark their products and services against globally recognized standards as they relentlessly pursue to improve quality and customer satisfaction.

As a responsible company, we are committed to contributing to the communities in which we operate. Be it partnering with local organisations or initiating programmes of our own, we look to generate a positive impact and build resilience where we can make a difference. The Group is proud of the various ESG achievements of our operating businesses over the year despite the challenges in the market environment. A selection of those achievements can be seen in the FY2022 Group Highlights and Overview section in the report.

We would like to express our profound thanks to our shareholders, valued customers and business partners, who have shown their belief in the Group. In the coming years, the Group will continue to make strides in improving its ESG strategy and practices, while bringing sustainable value to the environment and society.



About this Report

Report Period and Scope

The Report covers the sustainability performance of Guoco and its subsidiaries for the year ended 30 June 2022 (the “reporting period”). We aim to provide an accurate and balanced account of the Group’s performance and progress in material areas of sustainability.

The scope of this Report includes activities and data from significant assets and operations of our subsidiary groups as follows.

Business	Subsidiary	Principal Business
Principal Investment	 國浩集團 GuocoGroup Guoco Equity Assets Limited	Investment and treasury management
Property Development and Investment	 GuocoLand GuocoLand Limited ("GuocoLand", listed on Singapore Exchange)	A premier regional real estate group engaging in premium residential, commercial, retail, hospitality, mixed-use and integrated developments
	 GuocoLand (Malaysia) GuocoLand (Malaysia) Berhad ("GLM", listed on Bursa Malaysia Securities Berhad)	An established property developer in developing community-centric residential townships as well as innovative commercial and integrated development projects
Hospitality	 glh. GLH Hotels Group Limited ("GLH")	The largest hotel owner-operator in London with 5,000+ rooms, operating majority of its hotels under four owned brands: The Clermont, Guoman, Thistle and Thistle Express. It also operates Hard Rock Hotel London under a third-party brand
Leisure	 Rank Group The Rank Group Plc ("Rank", listed on London Stock Exchange)	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
Others	 Mānuka Health NEW ZEALAND Manuka Health New Zealand Limited ("MHNZ")	A leading New Zealand company in production, distribution and sales of branded premium manuka honey and bee-based natural products

About this Report

Assets and Operations under the Report Scope

01 Guoco Equity Assets Limited

Operation of Hong Kong headquarters

02 GuocoLand Limited

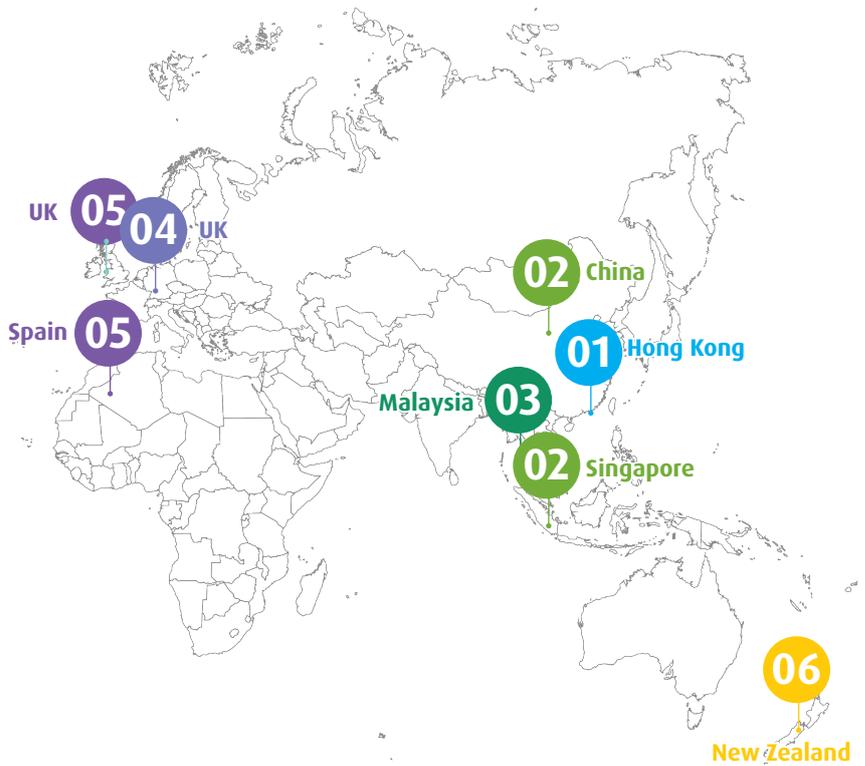
Guoco Midtown & Midtown Bay, Guoco Tower, Midtown Modern, Meyer Mansion, 20 Collyer Quay and Sofitel Singapore City Centre in Singapore; Guoco Changfeng City, Shanghai and Chongqing GuocoLand 18T in Mainland China

03 GuocoLand (Malaysia) Berhad

Plaza Zurich, Menara Guoco, Menara HLX, Emerald Hills, Emerald 9, Emerald Sepang, Emerald Rawang and Sofitel Kuala Lumpur in Malaysia

04 GLH Hotels Group Limited

Core hospitality business covering 16 owner-operated hotels and one managed hotel in the UK



05 The Rank Group Plc

Gaming based entertainment operations including 64 Mecca bingo clubs, 52 Grosvenor Casinos in the UK, nine Enracha venues in Spain, 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, our business groups have been affected to different degrees arising from government-mandated closures of workplaces, reduced operations, and shortages in labour. Hence, some of the critical environmental initiatives may not have been carried out as planned due to a need to re-prioritise our immediate focus on managing these challenges. Some environmental data disclosed in this report could also be affected.

Reporting Principles

This Report has been prepared according to the ESG Reporting Guide as set out in Appendix 27 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (“SEHK”).

In the preparation of this ESG Report, the Group has followed the four reporting principles as set out in the SEHK ESG Reporting Guide:

Materiality

Material environmental and social issues were identified and prioritised with inputs from internal and external stakeholders of the Group and are disclosed in this ESG Report.

Please refer to the “Materiality and Stakeholder Engagement” Chapter for more information.

Quantitative

The Group accounts for and discloses key performance indicators (KPIs) in quantitative terms to properly evaluate the effectiveness of ESG policies and actions.

Quantitative KPIs for evaluating the Group’s ESG performance are compiled and disclosed in this Report. Please refer to the SEHK ESG Guide Content Index in the Appendix for the locations of the KPIs disclosed. Information on the standards, methodologies, assumptions and/or calculation tools used, and the source of conversion factors for the KPIs are stated wherever appropriate.

Balance

This ESG Report aims to disclose data objectively to provide stakeholders with a balanced overview of the Group’s overall ESG performances.

Consistency

The Group adopts a consistent measurement methodology to achieve meaningful comparison of ESG performances over time whenever practicable. Any updates in the methods or KPIs used are disclosed.

Due to the realignment of calculation methodology, some of the FY2021 data are not included in this year’s report for comparison.

Endorsement and Approval

The Board is responsible for overseeing statutory compliance, stakeholder engagement, ESG performance and risk management. The ESG Report was approved by the Board on 13 October 2022.

Feedback for this Report

The Group strives to manage its stakeholders’ best interests and address their concerns wherever possible. We value your feedback regarding our ESG report and sustainability performance. If you have any questions or suggestions, please contact us at comsec@guoco.com.

FY2022 Group Highlights and Overview

Key Highlights of the Group



Pillar 1: Towards a Greener Future

Property Development and Investment

- **GuocoLand's** Guoco Changfeng City in Shanghai obtained **LEED Platinum Certification** and WELL Core Platinum Certification
- GuocoLand 18T obtained **Smart Premises (Three-Star) Design Certification**, and China Green Standard Certification upon project completion
- **Reduced construction waste** in **GLM's** Emerald 9 project by replacing the use of brick wall partitions with non-load bearing reinforced concrete walls

Hospitality

- **GLH maintained zero waste to landfill** and achieved greater than **50%** in the group-wide **recycling** average in FY2022
- **Achieved using 100% renewable electricity** in FY2022; will seek to achieve the same level in FY2023

Leisure

- Rank made **maiden disclosure in alignment with TCFD** to address the potential impact of climate change risk on its business

Others

- **MHNZ** installed a new honey processing facility to **improve its energy efficiency and lower energy usage**
- Achieved **43% reduction in landfill waste** and **61% increase in recycled waste** year-on-year
- **Replaced plastic wrapping** with eco-friendly materials



Pillar 2: Empowering Our People

Property Development and Investment

- **GuocoLand's** employees received an **average of 12.9 training hours**, on topics including IT, communication and professional skills as well as workplace health and safety

Hospitality

- **GLH** introduced **Hybrid Working Policy** to formalise flexible working arrangements
- **Established the glh Academy** to provide staff trainings and also induction trainings to new starters, **reducing its 90-day turnover rate for more than 50%**
- **Launched Career Paths** to establish talent pipeline resulting in the commitment to **hire 40%** of its **vacancies internally** by July 2023

Leisure

- **Rank** partnered with PepTalk to provide **weekly live interactive wellbeing talks** for its employees
- **Partnered with leading charity GamCare, to deliver additional training to over 1,000 employees**, building knowledge to enhance customer interaction and to better recognise changes in patterns of play
- Conducted Employee Opinion Survey twice a year, with **survey engagement score up 3 ppts to 68%** in FY2022

Others

- **MHNZ** organised **monthly health and safety training sessions** catered to its employees and their functions
- **Held quarterly online business updates** to inform employees of its most recent operational initiatives and **increase their involvement** in its business
- Occupational Health and Safety performance improved year-on-year: **27% reduction on incident, 16% reduction on Lost Time Injury**



Pillar 3: Conducting Business with Honour

Property Development and Investment

- **GuocoLand established policies and procedures espousing good business conduct and ethics**, and were published on the intranet and accessible by employees at all times

Hospitality

- **GLH is finalising a 24/7 Security Operations Centre** to react to any issues raised by the IT system
- Actively leverages on guest sentiment system **ReviewPro to enhance service quality**; procedures are in place to ensure guest issues will be resolved timely
- **Provided in-room on-demand fitness for guests** at Hard Rock Hotel London and Clermont Hotels; offered access to the hotels' yoga and fitness partners' services

Leisure

- **Rank** invested to further develop data models, including a **new 'markers-of-harm' model and affordability assessments for online gaming customers** and a holistic risk matrix for Grosvenor casino customers, to enhance its safer gambling measures
- To ensure guest data privacy and protection, **Rank undertook an initial assessment of its performance** against the Information Commissioner's Office's Accountability Framework. **No areas of concern were flagged**
- Received a **customer satisfaction score of 3.85/5** across 25,707 customer survey responses received during the year

Others

- **MHNZ received a Net Promotor Score of 70**, a world class score for a fast-moving consumer goods business



Pillar 4: Caring for our Community

The Group

- **The Group's overall donation** for FY2022 at **US\$620,000**

Property Development and Investment

- **GLM** initiated the **"United Malaysia, GuocoLand Cares"** donation campaign to help local community affected by the pandemic
- **GuocoLand China supported Heart to Heart Shanghai**, raising funds to help underprivileged children across China with congenital heart disease

Hospitality

- **GLH launched a domestic internship programme** to encourage college and/or university leavers to explore hospitality careers
- **GLH partnered with Macmillan Cancer Support on fund raising** and volunteering, with support from its employees on various team running challenges

Leisure

- **Rank's employees and customers raised £300,000 for Carers Trust** during the year
- **Mobilised all of its Mecca clubs to create and pack 4,100 hampers for vulnerable** and isolated people in the last two Christmas

Others

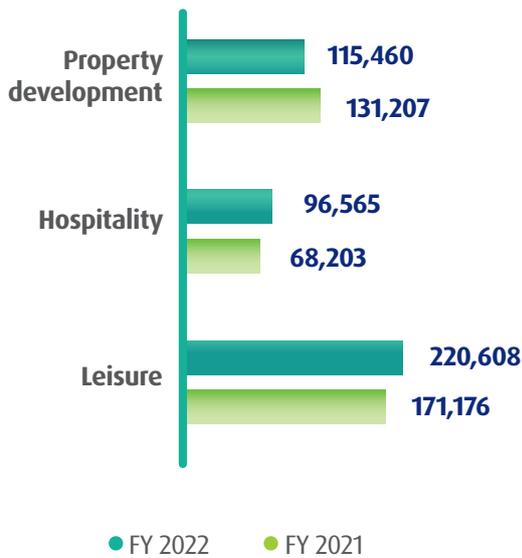
- **MHNZ** worked with local communities and Māori landowners to **create jobs and improve the productivity and revenue from their native land**
- **MHNZ donated its honey products** to several local charitable organisations, to support local activities and provide aid to the underprivileged in the community

FY2022 Group Highlights and Overview

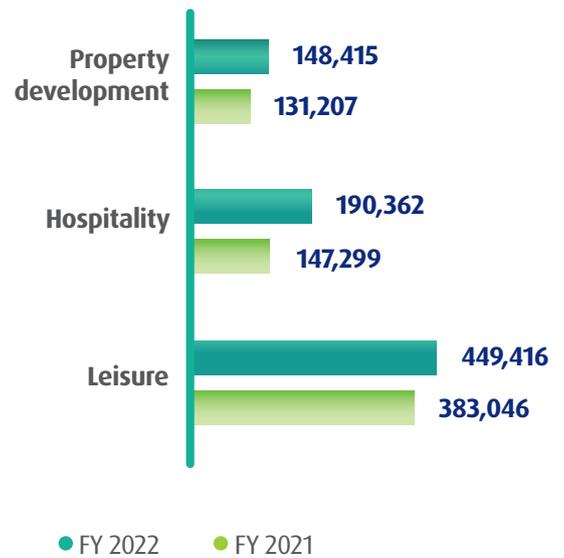
The Group ESG Performance Overview

Key Environmental Figures

Group's Electricity Consumption (GJ)



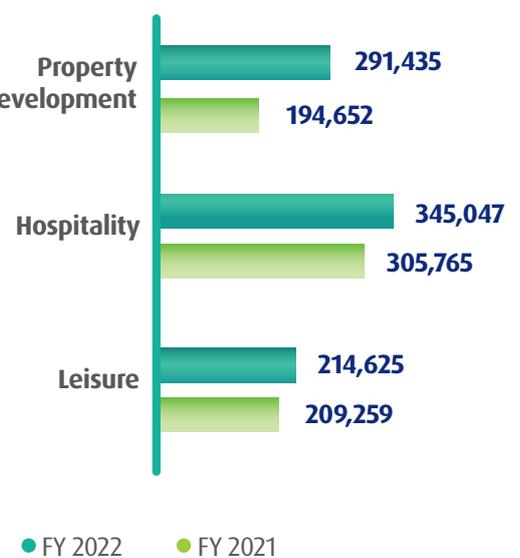
Group's Energy Consumption (GJ)



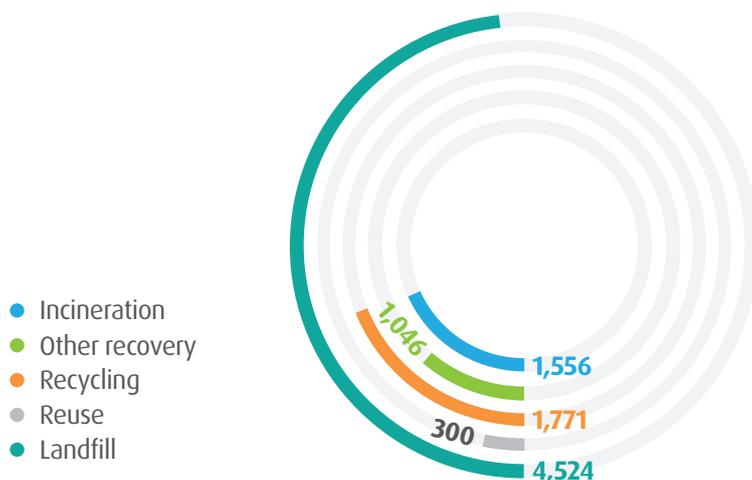
Group's GHG Emissions (tonnes CO₂e)



Group's Water Consumption (m³)



Non-hazardous waste management method (tonnes)



	Unit	FY2022	FY2021
Intensity			
GHG emissions intensity (Scope 1 and 2)			
Headquarters	tCO ₂ e/ft ² GFA	0.0005	N/A
GuocoLand	tCO ₂ e/m ² GFA	0.012	N/A
GLM	tCO ₂ e/m ² GFA	0.009	N/A
GLH	tCO ₂ e/room sold	0.015	0.09
Rank	tCO ₂ e/£m revenue	39.3	65.8
MHNZ	tCO ₂ e/NZ\$m revenue	6.9	N/A
Water intensity			
Headquarters	m ³ /ft ² GFA	N/A	N/A
GuocoLand	m ³ /m ² GFA	0.20	N/A
GLM	m ³ /m ² GFA	0.16	N/A
GLH	m ³ /room sold	0.49	3.00
Rank	m ³ /£m revenue	333.27	634.9
MHNZ	m ³ /NZ\$m revenue	15.04	N/A

Note:

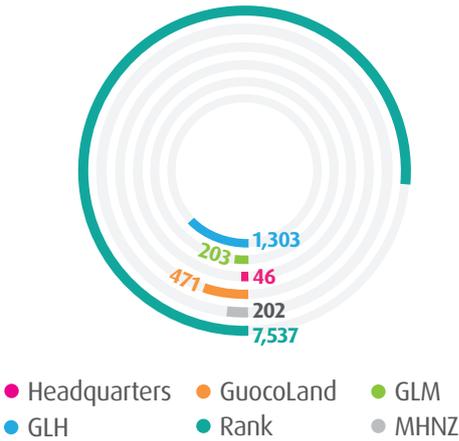
- Environmental KPIs are not shown for Headquarters as they are not material compared to the other businesses.
- Some of the FY2021 GHG emissions and water intensity data were not disclosed in the report due to a change in data collection and calculation methodology.
- Our leisure and hospitality business segments have experienced an increase in GHG, electricity, water, and energy emission as a result of the increased occupancy in our hotels and resumption of operations activities in FY2022, following the lifting of anti-pandemic restrictions in May 2021. It also caused the decrease in the intensity of GHG emissions and water intensity.
- Water consumption for our property development segment increased in FY2022 due to the expansion of reporting boundary.

FY2022 Group Highlights and Overview

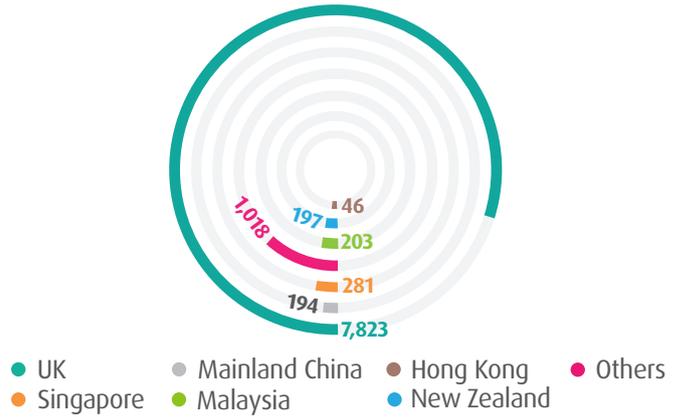
The Group ESG Performance Overview

Key Social Figures

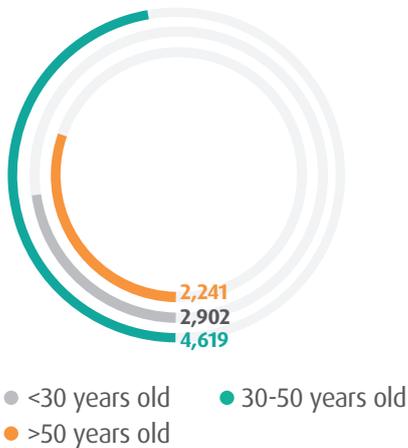
Number of employees by company



Number of employees by geographical location



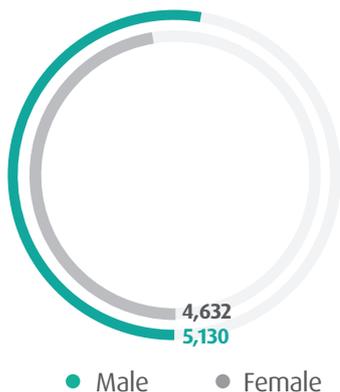
Number of employees by age group



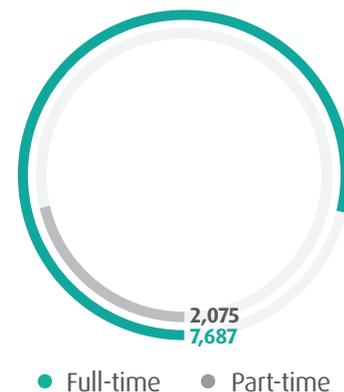
Number of employees by employee category



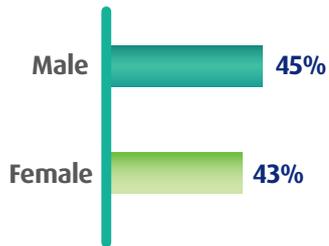
Number of employees by gender



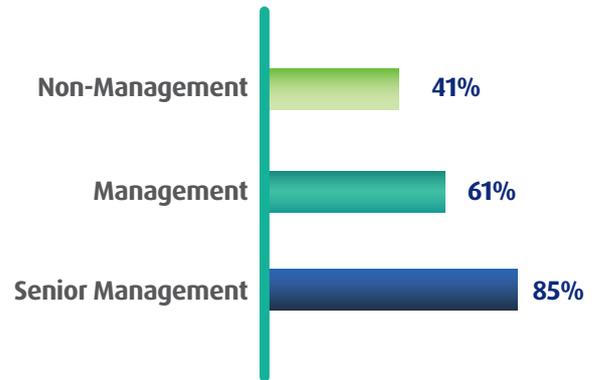
Number of employees by employment type



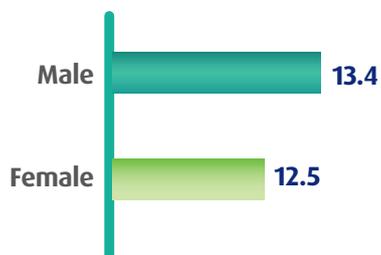
Percentage of employees trained by gender



Number of employees trained by employee category



Average training hours by gender



Average training hours by employee category



Work-related fatalities : 0

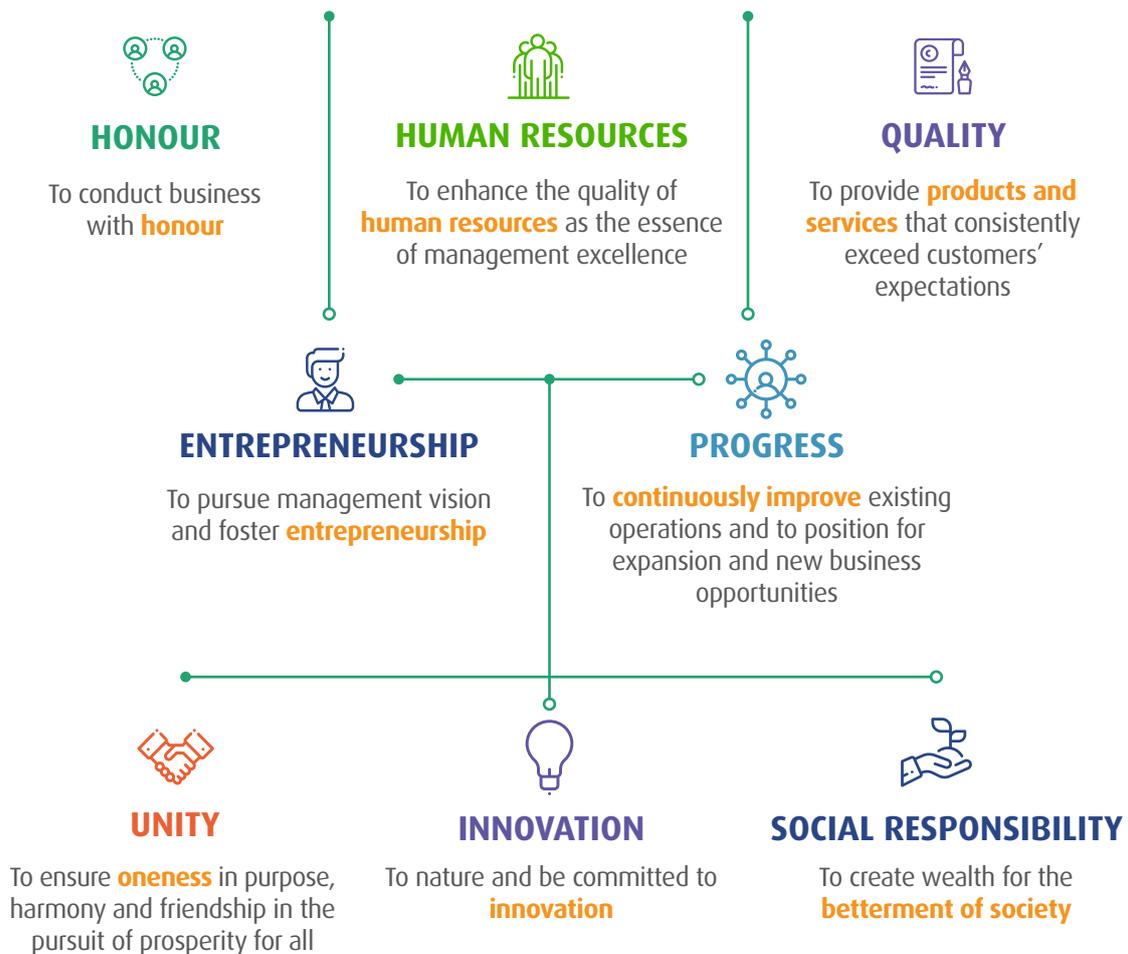
Sustainability at Guoco

Core Values and Four Pillars

The Group Core Values

Being part of the Hong Leong Group, the Group is built on the strong heritage of value creation for our stakeholders and the 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.

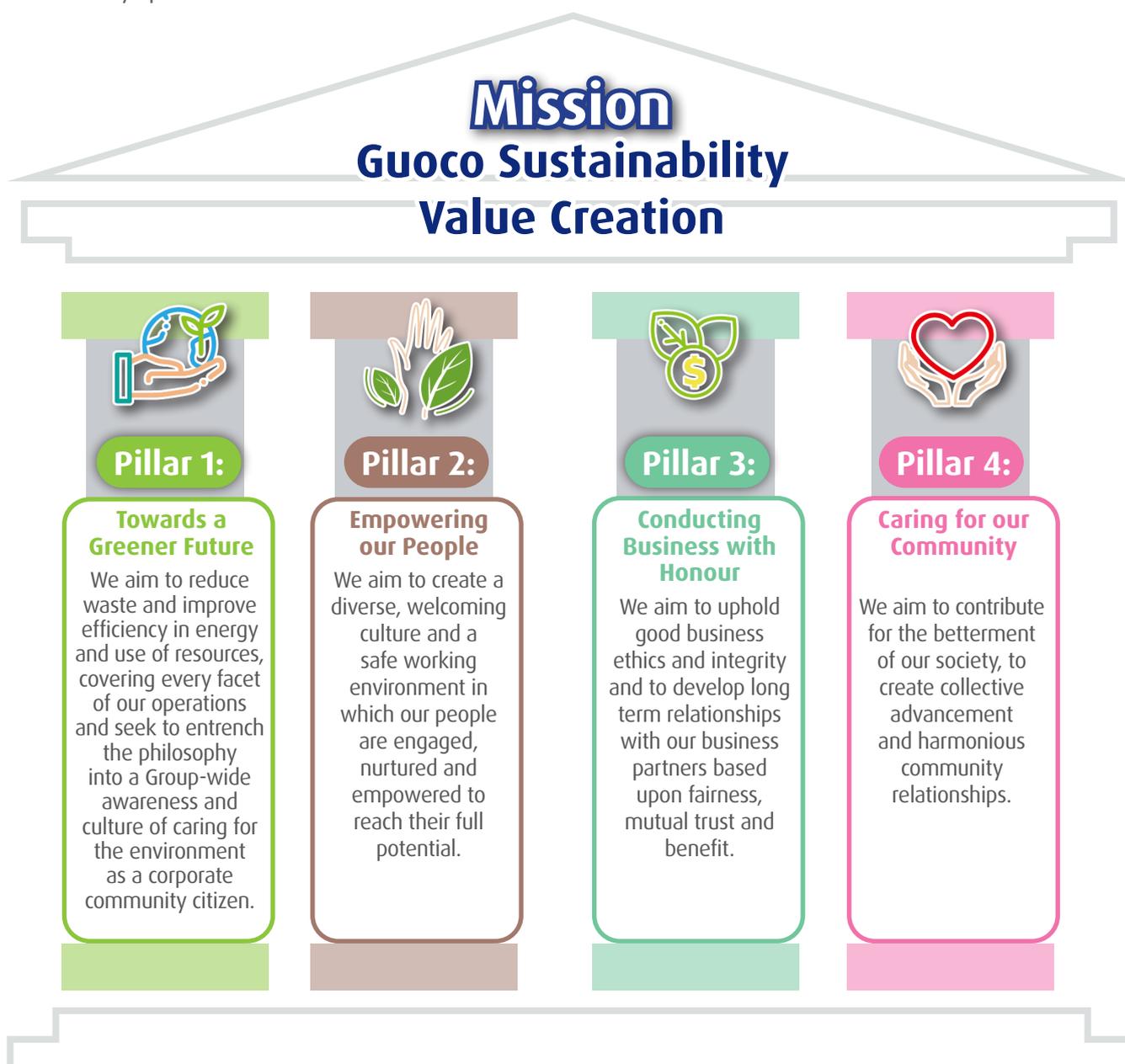
It is our belief that our values will be the foundation and principles for the Group’s continued dedication to long-term sustainable corporate practices, taking into account the interests of our stakeholders, and thereby contributing to our core objective of realising long term shareholder value and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



The Group ESG Framework

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

The Group has established a holistic ESG framework across all subsidiary 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 framework and manage their operational conduct according to the industries, markets and countries in which they operate.



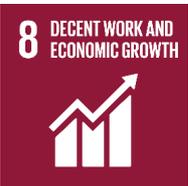
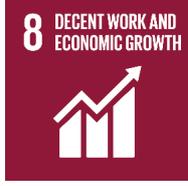
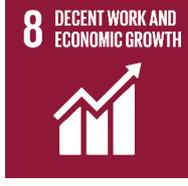
Sustainability at Guoco

UN SDGs

UN Sustainable Development Goals relevant to the Group Business Operation

As a guiding opinion of the United Nations on sustainable development, the United Nations Sustainable Development Goals (“UN SDGs”) provide guidance for enterprises to promote the sustainable development of society while achieving their own sustainable development goals. With 17 UN SDGs and 169 specific targets, the UN SDGs cover the global challenges faced by societies today, including challenges relating to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

This year, we have aligned our ESG framework with the UN SDGs. The following goals are relevant to our operations to various degrees. We continue to fully commit to achieving these goals by employing our scale and engaging in partnerships to drive meaningful positive changes.

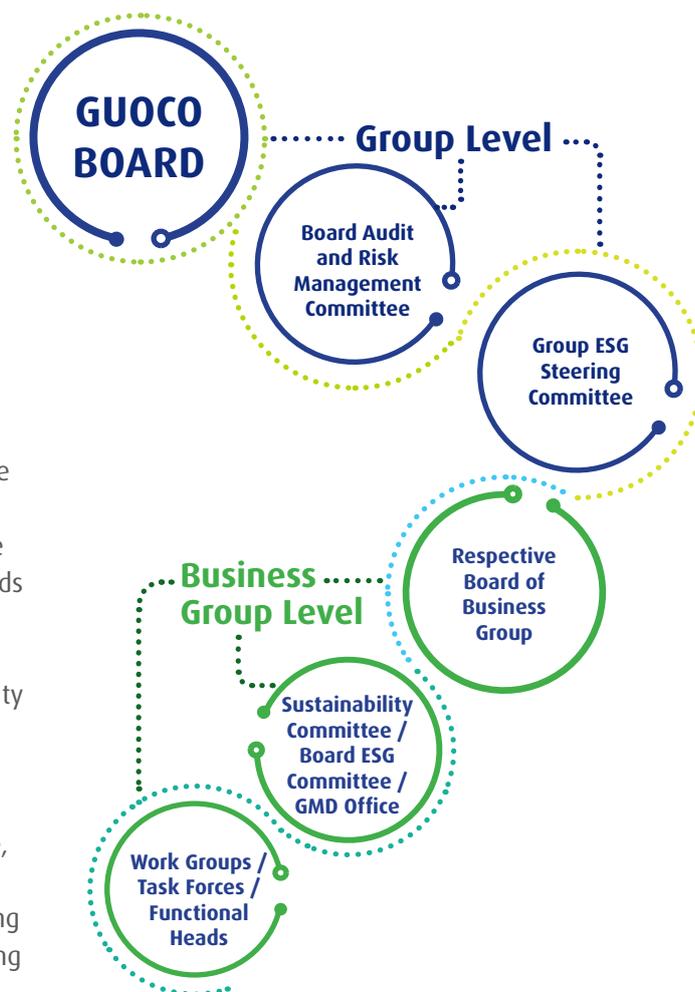
Four Pillars	UN SDGs				
Towards a Greener Future	 <p>6 CLEAN WATER AND SANITATION</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>
Empowering Our People	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>5 GENDER EQUALITY</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>10 REDUCED INEQUALITIES</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>
Conducting Business with Honour	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>		
Caring for our Community	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>		

Sustainability Governance Governance Structure

Sound sustainability governance is essential for the Group’s sustainable development in terms of ensuring the effective assessment and management of ESG-related risks and opportunities. The Group’s governance structure underpins a solid basis for the integration of sustainability efforts at all levels of the Group from the Guoco Board, Board Committees to the respective boards of subsidiary business groups and their committees / offices as well as their operations for developing and delivering our commitment towards “Guoco Sustainability Value Creation”.

The Guoco Board holds ultimate responsibility for the Group’s sustainability strategy, objectives, performance, and reporting. 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 subsidiary 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.

The Group ESG Steering Committee is led by senior managers working together across departments and is chaired by our Executive Director/Group Chief Financial Officer. The Chairman of the Group ESG Steering Committee is responsible for developing, reviewing and providing guidance on group-wide sustainability philosophy, visions, missions and messages and adoption by the subsidiary business groups. The Group ESG Steering Committee maintains close communication with external consultants to continuously promote capacity-building in sustainable development, as well as to deepen its understanding of developing industry trends, regulatory requirements, and the demands of the capital markets. The Board reviews and assesses the Group's ESG programs and progress on a regular basis.



The boards of directors of our subsidiary business groups, with the support of their committees or offices, assume ESG accountability for their respective operations. They provide oversight on the formulation of policies, strategies, initiatives and goals 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 key stakeholders and to maintain oversight of how these ESG factors and the related risks and opportunities are managed. At GLM, such functions are overseen by the Board of Directors, and are supported by the Board Audit & Risk Management Committee, Sustainability Committee and Sustainability Working Committee. At Rank, the ESG & Safer Gambling Committee was tasked to assist in the formulation and monitoring of Rank’s ESG and safer gambling strategy.

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.

Sustainability at Guoco

Materiality and Stakeholder Engagement

Stakeholders' expectations are critical to the Group's efforts to define its sustainability strategy and reporting. We aim to nurture relationships with both our internal and external stakeholders to ensure we are responsive and inclusive.

We commissioned an independent consultant to conduct a stakeholder engagement exercise to identify the Group's material sustainability issues. Through this exercise, we revisited and updated our list of material issues taking into account our current business operations and the expectations of different stakeholders.

Stakeholder Engagement

We believe that to secure our long-term success, we must take account of what is important to our key stakeholders. This is best achieved through proactive and effective engagement, which helps us to identify and focus on the issues that matter most, and factor stakeholders' views into our decision-making. Active stakeholder engagement is a key part of how we manage risks and unlock opportunities.

Guoco engages with shareholders through various communication channels. Our business groups regularly conduct stakeholder engagement exercises to better understand their needs and expectations. Meaningful two-way communication provides us with insights to improve our business operations and adjust our business strategies where necessary.

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

Materiality Assessment

Being an integrated group with diverse businesses and multiple operations across Asia, Europe and Australasia, the material sustainability issues facing our business groups are diverse. Each of our business groups therefore requires a tailored approach to sustainability impact assessment and prioritisation to address these diverse challenges.

Materiality assessments were conducted to identify sustainability issues that are considered more relevant to our specific business activities and markets. Our materiality assessment consists of three stages: identification of key sustainability issues, engagement with key stakeholders and validation and review. They are summarised as follows:



Sustainability at Guoco

Material Topics

The materiality assessment results identified sustainability issues that are the most important to our stakeholders for the foundations of the Group’s sustainability approach, strategy and reporting. The material topic list will be used as a guide to ensure that we report to stakeholders upon those issues of most importance to them and will also inform our ESG and Group strategy, determining how we manage our business and assess performance.

Pillars	Material Topics	GuocoLand	GLM	GLH	Rank	MHNZ
Towards a Greener Future	Climate Change	✓	✓	✓		
	Energy Efficiency	✓	✓	✓		✓
	Water and Effluents Management	✓	✓	✓		✓
	Waste Management	✓	✓	✓		✓
Empowering Our People	Recruitment & Retention	✓	✓	✓	✓	✓
	Occupational Health & Safety	✓	✓	✓		✓
	Development & Training	✓	✓	✓	✓	✓
	Diversity & Inclusion			✓		
	Labour Standards			✓		✓
Conducting Business with Honour	Corporate Governance	✓	✓	✓	✓	✓
	Product Quality, Health & Safety	✓	✓	✓	✓	✓
	Supply Chain Management		✓	✓		✓
	Data Privacy & Security	✓	✓	✓	✓	
	Ethical Marketing	✓		✓	✓	
	Responsible Gaming				✓	
Caring for Our Community	Community Involvement	✓	✓	✓		

Tackling Climate Change

We recognise the importance of developing strategies in line with best practices to address climate change risks and mitigate the associated impacts on our business operations. Physical risks, such as rising sea levels, extreme weather events and rising temperatures can impact our stakeholders, assets and supply chain.

The 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. All subsidiaries are encouraged to conduct climate risk assessments to evaluate the physical and transition risks of their operations. As part of its decarbonisation journey, GuocoLand has completed an extensive exercise and developed a high-level carbonisation plan to serve as a guide in its efforts to reduce its carbon footprint. Rank has developed a reporting framework that considers the four TCFD pillars. It is also mapping out their environmental commitments while assessing where carbon reduction measures can be implemented and how the venues can operate more efficiently. GLH is conducting in-depth energy surveys across selective hotels to identify initiatives to further support decarbonisation. We endeavour to strengthen our climate risk management to be ready for future challenges.

 <p>Governance</p>	<p>Management of individual entities in the Group is responsible for establishing and implementing relevant climate risk management systems so as to mitigate climate risks to their business operations to an acceptable level, while the Company Board and the Group Board perform an oversight function. The Board Audit and Risk Management Committee assists the Group Board to oversee and manage ESG related risks of the Group including, among others, the climate risk. The risk management teams of the business groups independently review and validate the climate risk assessment process. Their respective internal audit teams, or an external consultancy to be appointed if considered necessary, will assess the adequacy and effectiveness of the climate risk management systems independently.</p>
 <p>Strategy</p>	<p>Action on climate change is embedded in our business strategy and reflected in our Climate Risk Management Policy. 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. For progress of each business group, please refer to “Tackling Climate Change” sections for further details.</p>
 <p>Risk Management</p>	<p>The Group, depending on the nature of business and location of operations involved, may be exposed to risks related to extreme weather events as well as risks arising from failure to adapt to climate change.</p> <p>The relevance and extent of both physical and transition risks of climate change is under the individual entity management’s assessment. Climate risks will be separately identified and recorded in the risk registers and, if assessed relevant and material, separately highlighted in the entities’ risk profile reports and heat maps, which are submitted to local and group management and board/board risk management committees for review on a quarterly basis.</p>
 <p>Metrics & Targets</p>	<p>We monitor GHG emissions, waste generation and effluent discharge from our operation to analyse and evaluate our environmental performance against objectives and targets. These metrics are also used to evaluate the overall effectiveness of our environmental-related performance and to set future targets and action plans.</p>

Sustainability at Guoco

The Group's Governance

Corporate Governance

The Board is committed to ensuring that Guoco adheres to a high standard of corporate governance. The Board believes that good corporate governance standards are essential in providing a framework for Guoco to safeguard the interests of shareholders, enhance corporate value, formulate its business strategies and policies, and to enhance its transparency and accountability. For more information on the Group's businesses and its corporate governance practices, please refer to the Corporate Governance section in our [Annual Report 2022](#).

Board Diversity

Guoco has adopted the Board Diversity Policy pursuant to which it recognises and embraces the benefits of having a diverse Board to enhance the quality of its performance. Guoco maintains that selection of candidates for Board appointments will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service and the ultimate decision will be based on merit and the contribution that the selected candidates will bring to the Board.

Whistleblowing

To foster a productive workforce and maintain high standards of business ethics, we have established a Whistleblowing Policy that outlines confidential and anonymous channels for employees to voice their concerns, including an explanation of how records will be maintained and stored. The Group is committed to high corporate governance and probity standards as well as ethical and compliant business practices, and encourages reporting of concerns and actual or suspected misconduct, malpractice or non-compliance by any staff and/or external parties in any matter related to the Group. A whistleblower will be protected from retaliation, adverse employment action or legal action by the Group where the report is made in good faith.

All information received shall be investigated by Group Internal Audit or other relevant persons instructed by senior management, with the findings reported to senior management and the Board Audit and Risk Management Committee of the Company. Management may take disciplinary action against any persons found to have committed misconduct, malpractice or non-compliance, and the matter may be reported and information provided to the police or relevant authorities / governing or professional bodies as the findings may call for.

Our whistleblowing channels are:

Email: whistleblowing@guoco.com

Letter: Group Internal Audit

Guoco Group Limited, 50/F, The Center, 99 Queen's Road Central, Hong Kong

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, the Group acknowledges the importance of anti-corrupt behaviours in establishing itself as a sincere and reputed industry player. Our contractors and suppliers will also be required to sign as appropriate prior to the engagement with us the Code of Conduct on business ethics, covering environmental and governance standards, to ensure they abide by the similar code.

The Group also 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.

During the reporting period, we were not aware of any material non-compliance with laws and regulations regarding anti-corruption.

Intellectual Property

Intellectual Property is paramount in safeguarding the identity and brands affiliated with the Group, thereby mitigating reputational risks and regulatory 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 or those of others, is not tolerated.

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 the Group as a trustworthy employer.

We abide by stringent labour standards, and 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.

Property Development and Investment



GuocoLand

As a multi-platform real estate group, GuocoLand integrates environmental, social and governance criteria into its strategy and operations, and remains committed to achieve a balance of profit, people and the planet. It embeds environmentally friendly designs, practices and features in its development projects to ensure optimal building performance without compromising the safety or comfort of occupants. It also engages its key stakeholders, including its tenants, investors, suppliers, employees and regulators, through various channels to understand their expectations and interests, and to communicate its sustainability efforts.

Please refer to [GuocoLand's Sustainability Report 2022](#) for a more detailed review of its ESG commitments, approach as well as performance context and metrics.



Pillar 1: Towards a Greener Future

GuocoLand is committed to reducing the environmental impact of its property development projects on the planet and community. It also seeks to enhance its employees' and suppliers' environmental awareness to align with its goals.

To identify and manage its environmental performance, GLM is targeting to obtain ISO 14001:2015 Environmental Management System Certificate next year. This systematic approach allows GLM to effectively monitor and mitigate the environmental issues associated with its operations through a continuous improvement cycle.



FY2022 Targets Status and Future Targets

FY2022 Targets Status

Aspects	Boundary	Targets	Status & Remarks
Energy and Emission Management	Guoco Tower Sofitel Singapore City Centre	Achieve a 1% reduction in electricity energy consumption from FY2019 levels	Achieved
	20 Collyer Quay	Achieve 0.5% reduction in electrical energy consumption	Achieved
		Reduce carbon footprint of the building	Achieved
	Plaza Zurich	Install motion sensor to curb unnecessary lighting	Work in progress, tentatively to be completed by 2024
	Menara HLX	Upgrade the efficiency of chiller system and control the operating hours of chillers for increased energy savings	Work in progress, target to install two energy-efficient chiller systems in 2023 and 2025
	Menara Guoco	Develop an energy saving strategy by closely studying energy consumption	Conducting study analysis, expected to be completed by 2024
		Increase energy savings by installing motion sensors and target to install more energy saving products	Work in progress, expected to be completed by 2024
		Reduce the maximum demand schedule and increase off-peak electricity usage by shifting any non-essential consumption from on-peak to off-peak	Conducting study analysis, expected to be completed by 2024
	Water and Effluents Management	Guoco Tower	Achieve a 1% reduction in water consumption from FY2019 levels
Sofitel Singapore City Centre		Maintain water consumption at FY2020 levels	Achieved
20 Collyer Quay		Reduce water consumption by 2% per annum	Achieved
Waste Management	All assets in Singapore and China	Continually improve waste management performance and waste reporting	Achieved

Property Development and Investment

Future Targets

Aspects	Boundary	Targets	Target Year	Measures
Energy and Emission Management	Guoco Tower	To achieve a 2% reduction in electricity energy consumption from FY2019 levels	FY2023	For details, please refer to the Energy Efficiency section
	Sofitel Singapore City Centre	To achieve a 1% reduction in electricity energy consumption from FY2022 levels	FY2023	For details, please refer to the Energy Efficiency section
		To retrofit guest rooms with a smart management system by FY2024	FY2024	–
	20 Collyer Quay	To replace chiller system and apply for Super Low Energy Building Certification	FY2023	–
		To achieve a 0.5% reduction in electricity energy consumption	FY2023	For details, please refer to the Energy Efficiency section
		Reduce carbon footprint of the building	FY2023	For details, please refer to the Tackling Climate Change section
	Emerald Hills	Reduce emission of carbon monoxide	Ongoing	Temporary supply from Tenaga Nasional Berhad (TNB) will be applied for the entire project to avoid the usage of generators during construction stage
	Emerald 9	Reduce electricity usage upon project commissioning	FY2023	Install LED lighting, timer and motion sensor to reduce electricity usage
	Sofitel Kuala Lumpur	Reduce electrical energy consumption	FY2023	Lower luminance wattage at guest room corridors from 7 to 5 watts for 20 floors

Aspects	Boundary	Targets	Target Year	Measures
Water and Effluents Management	Guoco Tower	To achieve a 2% reduction in water consumption from FY2019 levels	FY2023	For details, please refer to the Water and Effluents Management section
	Sofitel Singapore City Centre	To achieve a 1% reduction in water consumption from FY2022 levels	FY2023	For details, please refer to the Water and Effluents Management section
	20 Collyer Quay	Reduce water consumption by 2.5% per annum	FY2023	For details, please refer to the Water and Effluents Management section
		Improvement and upgrading of water facilities to eliminate leaks	FY2023	–
	Emerald Hills	Minimise and reduce the usage of SYABAS (Syarikat Bekalan Air Selangor) water	Ongoing	All the cleaning activities to be performed using pumping system (i.e. using the recycle water)
	Emerald 9	Installation of rainwater harvesting system, to reduce water usage	FY2023	For details, please refer to the Water and Effluents Management section
Waste Management	All assets in Singapore and China	Continually improve waste management performance and waste reporting	FY2023	For details, please refer to the Waste Management section
	Emerald 9	Recycle rebar material during structure work	FY2023	–
	Sofitel Kuala Lumpur	All departments to monitor and submit waste audit based on the type of waste generated on monthly basis, with the initiation of waste management program	FY2023	–
Environmental Compliance	All assets in Singapore and China	To maintain zero incidents of environmental non-compliance	FY2023	–

Property Development and Investment

Tackling Climate Change

GuocoLand recognises that climate change poses different types of risks to its property development projects. Significant physical risks include floods, hurricanes, heat waves and earthquakes. It also faces transition risks related to policy changes and technology.

To better manage such climate-related risks, GuocoLand has implemented different initiatives to develop mitigation, adaptation, and resilience strategies to address both present and future potential challenges. For flood prevention, the Emerald Hills project has constructed storm detention ponds to hold back flood water and release the water slowly into creeks and rivers. On-site detention tanks are designed by professional engineers and have been constructed by its contractors in the Emerald 9 project to ensure the property development areas will be safely drained.

Furthermore, a typhoon weather emergency plan has been formulated for GuocoLand China development projects to strengthen preventive measures and reduce the impact of typhoons on its business activities.

GuocoLand's Decarbonisation Journey

GuocoLand is committed to reducing its carbon footprint, and has completed an extensive exercise to calculate its carbon inventory.

As part of the exercise, GuocoLand designed a high-level decarbonisation plan which will serve as a guide in its efforts to reduce its carbon emissions. In the next phase, it will be working with consultants to deep dive into the various initiatives to evaluate the cost and environmental impact to prioritise its efforts and resources to carry out this plan.

It also committed to aligning itself with international and national priorities in mitigating climate-related

risks. As an early adopter of sustainability reporting, which based on the recommendations of the TCFD, it recognises that this is an ongoing process which will undergo continued refinement. It is also currently studying the feasibility of committing to targets aligned to the Science Based Targets initiative.

To have a deeper understanding of sustainability matters, the Board of GuocoLand has begun attending the Listed Entity Director Programme on ESG – Environmental, Social and Governance Essentials, organised by the Singapore Institute of Directors.

		FY2022	
	Unit	GuocoLand	GLM
GHG emissions			
Direct and indirect GHG emissions			
Direct GHG emissions (Scope 1)	tCO ₂ e	0.60	2,237.8
Indirect GHG emissions (Scope 2)	tCO ₂ e	10,236.4	5,032.9
Total GHG emissions (Scope 1 and Scope 2)			
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	10,237.0	7,270.7
GHG intensity (Scope 1 and 2)	tCO ₂ e/m ² GFA	0.012	0.009

Building Sustainable Properties

GuocoLand aims to design and construct high-quality property developments. It has incorporated various environmentally-friendly designs and features into its developments to reduce the environmental impact.

Its commitment to sustainable property development is also driven by green building rating systems such as the Building and Construction Authority (“BCA”) Green Mark scheme in Singapore. These accreditations not only differentiate its developments from its peers but also meet the increasing demand for green buildings.

To support Singapore in fulfilling its commitments under the United Nations’ 2030 Sustainable Development Agenda and the Paris Agreement, GuocoLand has aligned itself with the Singapore Green Plan 2030, a nationwide sustainable movement that charts ambitious and concrete targets to advance Singapore’s agenda on sustainable development. Other development projects of GuocoLand are also aligned with international and national sustainable development goals while mitigating climate-related risks.

Furthermore, GuocoLand works together with its partners to develop sustainable developments that adhere to green building ratings and certifications. The list of green certifications obtained by GuocoLand and its properties are detailed in the table below:

Entity/Property	Green Certifications
Singapore	
GuocoLand	BCA Green Mark Champion
Guoco Midtown & Midtown Bay	BCA Green Mark Platinum
Midtown Modern	BCA Green Mark Gold ^{Plus}
Guoco Tower	BCA Green Mark Platinum LEED Platinum certified
20 Collyer Quay	BCA Green Mark Award (Certified)
Sofitel Singapore City Centre	BCA Green Mark Platinum Platinum status for Planet 21 Programme by Accor
China	
Guoco Changfeng City, Shanghai	LEED Platinum Certification WELL Core Platinum Certification
Chongqing GuocoLand 18T	Chongqing City Smart Premises (Three – Star) Design Certification



GuocoLand
BCA Green Mark CHAMPION



Guoco Tower
BCA Green Mark PLATINUM
LEED Platinum Certification

Property Development and Investment



To continue building its track record in green and sustainable developments, GuocoLand is working towards green building certifications for its development projects.

Property	Green Certifications In Progress
Singapore	
Meyer Mansion	Working towards BCA Green Mark Gold ^{Plus}
China	
Chongqing GuocoLand 18T	China Green Standard Certification upon project completion

Energy Efficiency

GuocoLand recognises the importance of improving energy efficiency in its daily operations, and it continues to seek ways to manage its energy consumption. For example, its 20 Collyer Quay project is certified with SAC Energy and ISO 50001 Energy Management System to reduce energy consumption and improve energy efficiency.

		FY2022	
	Unit	GuocoLand	GLM
Energy consumption			
Direct energy consumption			
Fuel consumption – Petrol	L	N/A	16,912
Fuel consumption – Diesel	L	N/A	839,979
Fuel intensity – Petrol	L/m ² GFA	N/A	0.02
Fuel intensity – Diesel	L/m ² GFA	N/A	1.03
Indirect energy consumption			
Electricity consumption	kWh	24,269,398 ¹	7,802,889
Electricity intensity	kWh/m ² GFA	29.3	9.6
Total energy consumption			
Total energy consumption	GJ	87,370	61,046

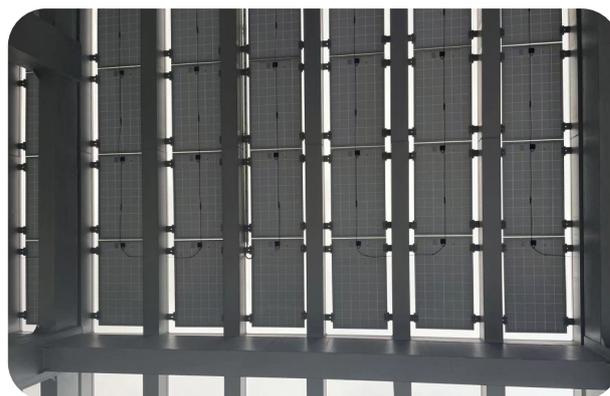
¹Included both managed properties and properties under development.

Introducing LED lights into its buildings

GuocoLand minimised its emissions by introducing LED lighting extensively in its property developments and hotel operations. For example, Emerald Rawang Clubhouse has installed LED light bulbs in the common areas. LED lighting has also been used in the Emerald Hills project, contributing to progressive monthly savings in energy.

Using renewable energy

GuocoLand also adopted cleaner energy sources and installed solar panels in different property development projects and hotel operations. For example, 1600 m² of photovoltaic panels have been laid on the roof of GuocoLand China's office towers, and all electricity generated is locally used in the buildings. The purchase of green power lowers the overall demand for energy from traditional fossil fuels which creates a larger environmental footprint.



Photovoltaic roof panels at GuocoLand China's office towers

Encouraging local procurement

GuocoLand China encourages local procurement by increasing the demand for building materials and products extracted and manufactured within the project development region to reduce the environmental impacts of transportation and logistics. Furthermore, the Emerald 9 project in Malaysia regularly follows up with its contractors to ensure that construction materials are sourced locally to lower travel emissions from imported materials.

Conducting energy audit in hotel operations

Energy audits are conducted periodically at Sofitel Singapore City Centre to identify energy-saving opportunities. In addition, to promote environmental stewardship, employees will also undergo energy conservation training and act as energy-saving ambassadors in their dealing with hotel guests.



Property Development and Investment

Guoco Midtown – Sustainability-focused design concepts for its buildings

At GuocoLand, sustainability is recognised as an important element in its overall operations and resilience is an associated theme, which it will also pay strong attention to for the business and its developments.

In conceptualising development projects, one signature feature is the extensive greenery and biophilic urban design that provides the community with a holistic wellness experience. At its upcoming integrated development - Guoco Midtown - in the Beach Road-Bugis enclave, GuocoLand is bringing in 30 thematic gardens and landscaped areas which spans a total area of 3.8 hectares that weave well into the environment. Ten of these gardens are publicly accessible, providing the community with a chance to immerse themselves in nature and partake in public events right in the heart of the city. With this design, not only green features but ample green spaces are brought into the CBD, to help reduce urban heat island effects in the city.

Guoco Midtown also incorporates other features to conserve water and energy, and promote the well-being of the development's tenants and users.

- A fully automated water-efficient irrigation system will be adopted to meet 20% of its irrigation needs through rainwater harvesting and sub-soil dripping.
- The building will recover condensate from its air handling units for its cooling tower to reduce water usage.
- Its lighting system will ensure efficient use of electricity through LED lightings and motion sensors.
- The heating, ventilation and air-conditioning system (HVAC) incorporated will prevent cross-contamination between floors as it comes with carbon dioxide sensors to manage fresh air intake, MERV 14 (Minimum Efficiency Reporting Value) high performance filters with dust spot efficiency up to 95%, and is able to carry out UVGI (Ultraviolet Germicidal Irradiation) that can remove more than 90% of pathogens, including viruses.

With a vision of creating "Nature in the City", Guoco Midtown demonstrates how the private sector can play a role in a whole-of-nation effort to contribute to the Singapore Green Plan 2030.



Water and Effluents Management

Reusing rainwater in property developments

As water is a vital aspect of its everyday operations, GuocoLand is firmly committed to reducing water consumption and enhancing water efficiency in its daily operations.

GLM has installed a rainwater harvesting tank and laid temporary pipes across the construction site in the Emerald Hills project to reuse the rainwater for gardening during the construction phase. A rainwater harvesting system is also included in the design of the upcoming Emerald Rawang Clubhouse.

Furthermore, rainwater is also pumped from the Earth Control Measures (ECM) tank for the washing bay in the Meyer Mansion project in Singapore, and rainwater is used for dust control in the Midtown Modern project to achieve more significant water conservation.

Reducing water consumption in hotel operation

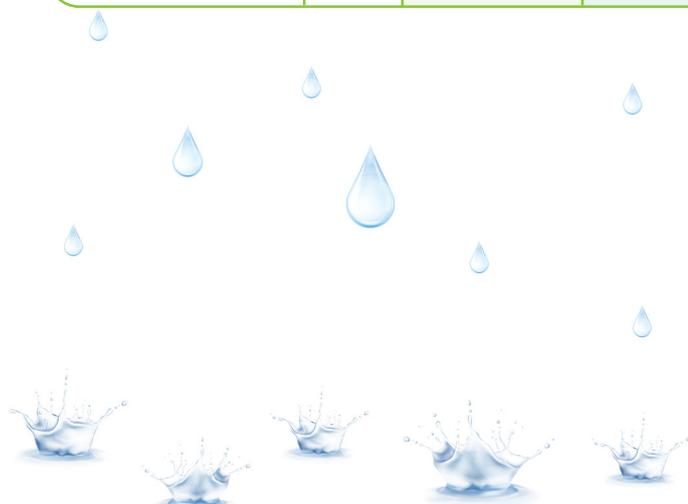
A rainwater collection system has been installed in the basement of Sofitel Singapore City Centre to collect rainwater for domestic usage. This not only reduces the hotel's reliance on the external water supply but also reduces its consumption and operating costs. Water-saving taps are also installed in the hotel's kitchen and guest rooms to reduce water consumption.



		FY2022	
	Unit	GuocoLand ²	GLM
Water consumption	m ³	164,717	126,718
Water intensity	m ³ / m ² GFA	0.20	0.16



○ Rainwater collection system at Sofitel Singapore City Centre



² Only covers managed properties under GuocoLand Singapore.

Property Development and Investment

Waste Management

Reducing construction waste at development sites

GuocoLand encourages the adoption of environmentally friendly construction processes to reduce construction waste at development sites.

It has adopted precast designs to replace cast-in-situ construction in the Meyer Mansion project. While GLM has replaced the use of brick wall partitions with non-load bearing reinforced concrete walls in the Emerald 9 project, reducing the construction waste materials generated.

Recycling and reusing construction materials

GuocoLand seeks to reduce construction waste by recycling and reusing construction materials. For example, the Midtown Modern project used recycled timber to cover floor and wall openings, and broken bricks were reused for temporary roads in the Emerald 9 project.

The waste produced during Guoco Changfeng City's construction will undergo recycling or recovery using local companies. In China, about 11.3% of the concrete used in constructing Guoco Changfeng City was from recycled concrete. Furthermore, the Emerald Hills project returns recyclable construction waste to the respective recycle center and specifies recycling waste collation areas for more accessible waste collection.

Managing hazardous and non-hazardous waste

To properly manage hazardous and non-hazardous waste, GuocoLand engaged licensed disposal collectors to collect construction waste, food waste, and scrap metal to properly dispose of general waste and prevent illegal dumping in the Meyer Mansion project. It also encourages its business partners and contractors to select more environmentally friendly chemical use during construction.

Sofitel Singapore City Centre has committed to the "No Plastics in Nature by 2030" business initiative to move towards a circular economy on plastics. It limits packaging and focuses on recyclable materials to reduce raw material used. It has replaced plastic bottled drinking water in guest rooms with biodegradable consumables packaging drinking water to reduce the amount of plastic waste in hotel operations. Additionally, hotel employees separate waste for recycling and guests are encouraged to sort their waste using the sorted bins in hotel rooms.

		FY2022	
	Unit	GuocoLand	GLM
Breakdown by Management Method			
Reuse	tonnes	N/A	300
Recycling	tonnes	136	127
Incineration	tonnes	1,393	5
Landfill	tonnes	N/A	4,524

		FY2022	
	Unit	GuocoLand	GLM
Non-hazardous waste			
Non-hazardous waste produced	tonnes	1,529	4,963
Non-hazardous waste intensity	tonnes/m ² GFA	0.002	0.006
Hazardous waste			
Hazardous waste produced	tonnes	N/A	15.32
Hazardous waste intensity	tonnes/m ² GFA	N/A	0.00002



Pillar 2: Empowering Our People

Human capital is one of GuocoLand's critical assets. It attracts, motivates, and retains talent through a competitive compensation and benefits package and strives to provide a diverse and safe working environment to develop a fully engaged team. Safety-first Policy and Re-Employment Policy are formulated to reinforce occupational health and safety and promote the opportunity of re-employment within its business operations.



		FY2022	
	Unit	GuocoLand	GLM
Number of employees			
Total number of employees	No.	471	203
Number of employees by employment type			
Full-time	No.	466	199
Part-time	No.	5	4
Number of employees by gender			
Male	No.	209	89
Female	No.	262	114
Number of employees by age group			
<30 years old	No.	85	14
30-50 years old	No.	272	168
>50 years old	No.	114	21
Number of employees by employee category			
Senior Management	No.	15	11
Management	No.	132	165
Non-Management	No.	324	27
Number of employees by geographical region			
Mainland China	No.	190	N/A
Singapore	No.	281	N/A
Malaysia	No.	N/A	203
Turnover			
Total number of resigned employees ³	No.	95	63
Number of employees turnover by gender			
Male	No.	47	26
Female	No.	48	37
Number of employees turnover by age group			
<30 years old	No.	32	11
30-50 years old	No.	46	46
>50 years old	No.	17	6
Number of employees turnover by geographical region			
Mainland China	No.	15	N/A
Singapore	No.	80	N/A
Malaysia	No.	N/A	63

³Includes employees who leave the organisation voluntarily or due to dismissal, retirement, or death in service.

Property Development and Investment

FY2022 Targets Status and Future Targets

FY2022 Targets Status

Aspects	Boundary	Targets	Status & Remarks
Human Capital Development	GuocoLand	100% of permanent employees receive regular performance and career development reviews	Achieved and ongoing
		To continually develop key talents and high-potential employees via on-the-job training and collaboration with various departments in projects, in accordance with training needs identified during annual performance review	Achieved and ongoing
		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	Achieved
		To continually update the new hire orientation programme to reflect business updates and ensure alignment with Hong Leong Group	Achieved
	GLM	Organize a mid-year review by January 2022	Achieved
		Develop current internal talents via succession planning	Achieved and ongoing
		Commence hybrid or digital employee engagement activities	Achieved
Employee Health and Safety	GuocoLand & GLM	Maintain zero workplace fatalities	Achieved and ongoing

Future Targets

Aspects	Boundary	Targets	Target Year
Human Capital Development	Sofitel Kuala Lumpur	Provide regular updates and recognition on employee achievements, celebrate success and charity as part of CSR	FY2023
Employee Health and Safety	GuocoLand & GLM	Maintain zero workplace fatalities	FY2023
	Sofitel Kuala Lumpur	Conduct Emergency Response Team and first aid kit training along the initiation of the HIRAC ⁴ programme	FY2023

⁴ Hazard Identification, Risk Assessment and Control

Promoting Occupational Health and Safety

Due to the nature of GuocoLand's operations, its business units are exposed to various health and safety risks. It is committed to offer a safe working environment for its employees and other stakeholders.

Safety-First Policy and workplace safety and health ("WSH") management systems are formulated to provide a safe and supportive work environment that complies with all relevant regulations such as the Workplace Safety and Health Act in Singapore and related laws in China. Its main contractors are ISO 45001 certified and have established Occupational Health & Safety Management systems, or adhere to their in-house Health Safety Environment Management systems, that are in line with the relevant laws and regulations in Singapore and China. Its project development teams conduct regular checks to assess the main contractors' compliance with WSH measures, and that non-compliances are duly addressed with corrective actions.

Occupational health and safety training are conducted via daily briefings, presentations, and on-site guidance at GuocoLand's development sites. Safety induction and weekly safety training have been conducted in project developments. Sofitel Singapore City Centre also implemented workplace safety training as part of onboarding orientation and ongoing training.

With their efforts in maintaining staff's occupational health and safety, GuocoLand and GLM have maintained zero work-related fatalities for four financial years in a row from 2019 to 2022.

COVID-19 Health Protection Measures & Employee Appreciation Initiatives

Since the outbreak of the COVID-19 pandemic, GuocoLand has consistently made employees' health and safety its top priority. Precautionary measures were introduced and remained in place to ensure a safe environment. In Singapore, employees are required to wear a mask when not at their desk. To ensure that employees have sufficient masks, the company provides masks to employees. It also provided employees Antigen Rapid Test kits for self-testing, to minimise the spread of COVID-19 in the office.

Like many other businesses, GuocoLand introduced work from home and flexible working arrangements to lower exposure risk. As employees returned to the office in May 2022 after the easing of governmental measures, staggered working hours were continued to be encouraged to reduce the risk of overcrowding in public transport and transmission. GuocoLand also regularly updates its employees via email on the latest safety management measures and health protocols in the event of COVID-19 infection.

In Mainland China, care packages containing traditional Chinese rice puddings, daily necessities, and appreciation letters were given out to more than 300 Guoco Changfeng City's construction workers for their hard work and continuous support during the lockdown period.



Property Development and Investment

Boosting Employee Wellness and Engagement

GuocoLand offers a range of benefits to its full-time employees to promote health, personal development, and work-life harmony. Initiatives include insurance coverage, medical and dental benefits, staff engagement activities and employee discount schemes at its properties and hotels. Eligible employees in the Singapore and China offices are also entitled to prolonged illness leave.

GuocoLand encourages employees to adopt an active and healthy lifestyle. Complimentary workouts are offered at Guoco Tower's outdoor urban park to all employees and members of the public. It also resumed its monthly fruit distribution programme to encourage employees in the Singapore office to stay healthy.

Enhancing Talent Development

GuocoLand funds training, including staff-initiated training, and provides the necessary support for employees to attend these programmes, equipping them with the required knowledge and skills to excel in their respective roles. Eligible employees are granted up to five working days of paid examination leave per calendar year. In addition, all employees undergo an annual performance appraisal with their supervisors, which evaluates the individual's achievements and includes an exercise to identify training needs.

In FY2022, GuocoLand's employees underwent an average of 12.9 training hours. Training topics include IT, communication, and professional skills as well as workplace health and safety. Sofitel Singapore City Centre was also engaged with different schools and government job fairs to hire and retain a well-trained and motivated team.

		FY2022	
	Unit	GuocoLand	GLM
Percentage of employees trained by gender			
Male	%	93%	51%
Female	%	89%	22%
Percentage of employees trained by employee category			
Senior Management	%	60%	91%
Management	%	90%	33%
Non-Management	%	92%	19%
Average training hours by gender			
Male	Hours	14.0	6.1
Female	Hours	12.0	1.0
Average training hours by employee category			
Senior Management	Hours	5.8	5.5
Management	Hours	10.6	3.1
Non-Management	Hours	14.1	3.0

Nurturing Diversity and Inclusion

GuocoLand strives to provide a diverse and equal-opportunity work environment free from harassment and discrimination. For example, Sofitel Singapore City Centre has organised different engagement activities and provided online awareness training to raise its employees' awareness of diversity among the workforce.

Creating Re-Employment Opportunities

In Singapore, GuocoLand’s re-employment policy extends employment to employees who have reached the minimum retirement age of 62 years and meet the eligibility criteria for re-employment. This is in line with the Retirement and Re-employment Act.

Encouraging Open Communication with Employees

GuocoLand actively communicates and tries new forms of engagement to nurture a sense of belonging and listen to its employees’ ever-changing needs.

During the year, GuocoLand China has actively promoted an open feedback culture between management and employees through initiating new joiner introductions, communication meetings, and annual meetings. To further instil a sense of belonging, GuocoLand China held an annual Family Day in Guoco Changfeng City with participation of over 100 employees and their family members in July 2021. A series of activities such as site visits and team games on development projects were organised to enable its employees to share their work experience with their family members and strengthen GuocoLand’s corporate culture.

Back in Singapore, the Human Resources department periodically reviews GuocoLand’s performance appraisal system to enhance the performance management process. In FY2022, 100% of GuocoLand’s permanent workforce in the Singapore and China offices underwent annual performance appraisal, which evaluated the individual’s achievements against a comprehensive set of financial and non-financial targets to deliver business results.



○ New joiner and staff communication meetings at GuocoLand China



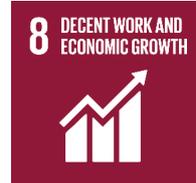
○ GuocoLand China Annual Family Day

Property Development and Investment



Pillar 3: Conducting Business with Honour

GuocoLand values and upholds the highest standards of business integrity, honesty, and transparency in its business activities and has formulated different policies and procedures to espouse good business conduct. Anti-Corruption Policy, Employee Code of Conduct, Whistleblowing Policy, and Personal Data Protection Policy are in place to provide comprehensive guidance on upholding a high standard of business ethics.



FY2022 Targets Status and Future Targets

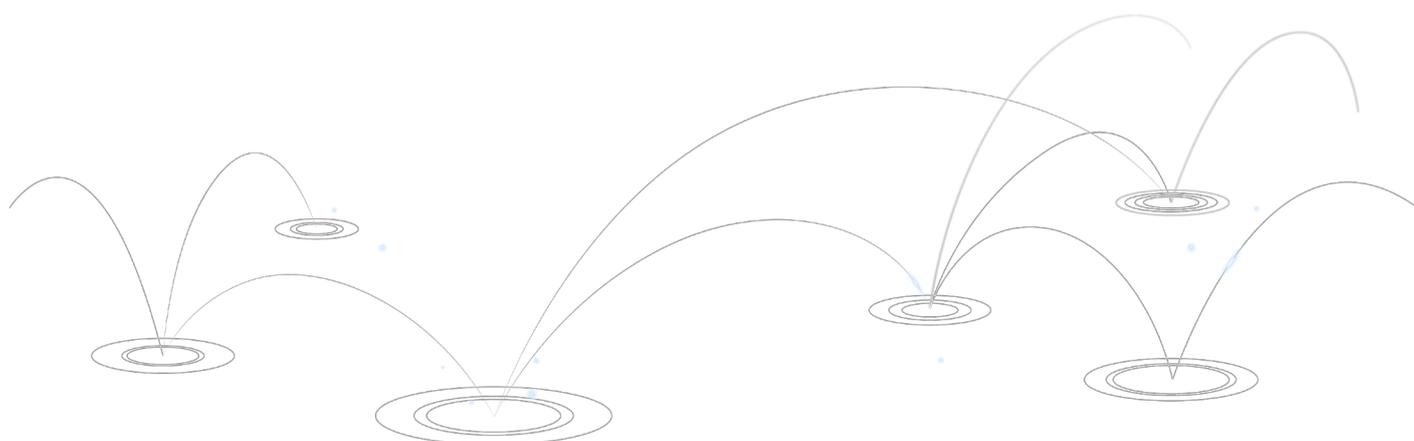
FY2022 Targets Status

Aspects	Boundary	Targets	Status & Remarks
Product Quality & Service Responsibility	GuocoLand	To maintain zero incidents of non-compliance with building safety matters for new and ongoing constructions	Achieved and ongoing
		To achieve and maintain compliance with laws and regulations; continually improve health and safety considerations at managed properties	Achieved and ongoing
	GLM	Maintain zero incidents of non-compliance with building safety matters for new constructions	Achieved
		Maintain zero incidents of corruption, unethical behaviour or reports of breaches in customer data privacy in FY2022	Achieved and ongoing
		Achieve a good rating in the Quality Assessments (QLASSIC) for completed projects	Emerald Sepang & Emerald Rawang achieved 81% Garland score Assessment in progress for Emerald Hills and Emerald 9
		Continue to incorporate and improve health and safety considerations in GLM's properties to ensure the safety standards of the buildings	Achieved and ongoing

Aspects	Boundary	Targets	Status & Remarks
Business Ethics	GuocoLand	Zero incidents of corruption and bribery	Achieved
		To provide updates, and where applicable, provide training to all employees and new hires on policies and practices relating to business ethics and anti-corruption practices	Achieved
		To maintain zero breaches of customers privacy	Achieved
	GLM	Maintain zero incidents of corruption, or unethical behaviour in FY2022	Achieved and ongoing

Future Targets

Aspects	Boundary	Targets	Target Year
Product Quality & Service Responsibility	GLM's property development	To deliver safe and quality products to home buyers	FY2023
		Maintain zero incidents of non-compliance with building safety matters for new constructions	FY2023
	Sofitel Kuala Lumpur	Trainings and refreshers on topics including corruption, anti-bribery, honesty, sexual harassment to be conducted at least once a year and included in onboarding orientation for new employees to ensure integrity	FY2023



Property Development and Investment

Championing Product Quality

With strong commitments to building quality developments that enhance the quality of lives of its occupants and members of the community, GuocoLand and GLM have adopted a people-focused approach and design developments that meet the modern lifestyles and expectations of customers.

The property group benchmarks its development projects against high industry standards set out by professional bodies, such as the Construction Quality Assessment System by the Building and Construction Authority (“BCA”), third-party assessment system BuildQAS, and also Quality Assessment Systems in Construction (“QLASSIC”) by the Construction Industry Development Board in Malaysia.

Key awards garnered by GuocoLand and GLM during the past financial year are:

Company	Location	Awards
GuocoLand	Singapore	<p>11th Asia Property Awards (Singapore) 2021 - Best Developer</p> <p>BCA Quality Excellence Awards 2021 - Quality Champion (Gold^{plus}), Developer Category</p> <p>BCI Asia Awards 2021 - Top Ten Developers Award</p> <p>5th EdgeProp Singapore Excellence Awards 2021 - Top Developer</p> <p>Wallich Residence - FIABCI World Prix d'Excellence Awards 2022, World Silver Winner of the Residential (High Rise) Category</p> <p>Guoco Midtown - International Property Awards 2022 (Asia Pacific) Award winner, Mixed-Use Development Singapore</p>
	China	<p>Chongqing GuocoLand 18T - 2021 Chongqing Real Estate Iconic Brand by CRI Online, Chongqing Urban Construction Iconic Residence Award</p> <p>Guoco Changfeng City - South Tower - Shanghai Construction Project “Magnolia Award” by Shanghai Construction Trade Association</p>
GLM	Malaysia	<p>BCI Asia Awards 2020/2021 - Top 10 Developers Award</p> <p>ASEAN Property Developer Awards 2021/2022 - Best Developer Awards</p> <p>StarProperty Awards 2022 - The All-Stars Award</p>
		<p>Emerald Rawang - Mallow Lakepark Homes - StarProperty Awards 2022, Family-Friendly Award, Best Family Centric Development (Landed) Category</p> <p>Guoco Tower - The Edge Malaysia Best Managed & Sustainable Property Awards 2022, Gold Winner in the Below 10 Years: Single-owned Office in the Mixed Strata Category</p>



Awarded
Quality Champion (Gold^{plus})
Developer category by BCA



Named
TOP 10
Developers by BCI

Protecting Business Integrity

GuocoLand has developed well-rounded anti-corruption and whistleblower policies to avoid incidents of bribery or corruption, and it is complying with applicable laws and regulatory requirements. A Whistleblowing Policy is in place to provide proper avenues for employees and any other persons to raise or report concerns or issues about actual or suspected improprieties in matters relating to GuocoLand.

During the year, GLM engaged external consultants to provide anti-corruption awareness training to raise its staff and board members' awareness regarding anti-corruption topics. GuocoLand also provided a dedicated whistleblowing reporting email address for its employees and other stakeholders to raise their concerns and report any matters related to anti-corruption confidentially.

Ensuring Customer Data Privacy and Protection

To build a long-term relationship with its customers, GuocoLand upholds the highest standards in protecting its customer data privacy and formulated internal policies, procedures, and compliance guidelines governing the use of customers' information.

GuocoLand abides by the Singapore Personal Data Protection Act 2012 ("PDPA"). In accordance with the PDPA, it has designated Data Protection Officers, a public-facing personal data protection policy ("PDP Policy") and an inward facing Personal Data Protection Manual ("PDP Manual") in place.

All employees in Singapore have access to the PDP Manual which is available on the intranet and are required to strictly adhere to the data protection procedures set out in the PDP Manual and the PDP Policy. The PDP Manual and the PDP Policy are regularly reviewed and updated to ensure relevancy and efficacy.

Conducting Customer Health and Safety Assessment

Regular inspections and maintenance of lifts and fire alarm systems are conducted in Guoco Tower, Sofitel Singapore City Centre, and 20 Collyer Quay to ensure the safety of all employees, guests, and other stakeholders. GuocoLand also performs joint exercises with the Singapore Civil Defence Force to improve coordination for rescue operations.



Guoco Midtown, artist impression

Property Development and Investment

Driving Customer Experience and Feedback

GuocoLand conducts customer satisfaction surveys on products and services for its residential projects to better understand its customers' perspectives. The most recent survey has been conducted with the Chole Residence property development project at Emerald Rawang in 2020, which has achieved a customer satisfaction score of over 93% in customer relations.

To enhance customer satisfaction, GLM actively monitors and improves the speed and quality of response to customer complaints. For example, it requires its customer service team and project contractors to complete resolving all reported defects within 30 days.

Furthermore, GuocoLand China maintains efficient communication with its customers through multiple channels, including customer visits, WeChat public accounts, and public announcements to understand its customers' needs and to provide timely feedback. It also coordinates with various departments to improve customer service and product quality.

Reinforcing Responsible Supply Chain

GuocoLand endeavors to work with contractors who are A1-rated by the BCA. In addition, contractors and suppliers are appointed in accordance with its procurement policies, and are expected to sign and abide by a stringent set of terms and conditions that cover environmental and governance standards.

It works with suppliers from Singapore and in the region, including Malaysia, Indonesia and China. Its main contractors are ISO9001/14001 certified, which are environmental management systems that enable contractors to control the impact of their activities on the environment. Main contractors are required to submit a project quality plan which includes environmental and worksite safety measures for GuocoLand's review before implementation on-site. Regular checks are conducted by the project team and consultants to ensure compliance with the environmental plan and its standard operating procedures.

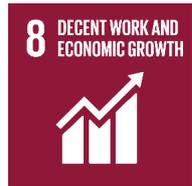
To protect the human rights of its workers, all suppliers must comply with the United Nations Universal Declaration of Human Rights, Core Conventions of the International Labour Organisation, and the United Nations Global Compact.





Pillar 4: Caring for our Community

Guided by the core value of social responsibility, GuocoLand strives to contribute to the betterment of society and foster collective advancement and harmonious relationships with the community.



Community Engagement

“United Malaysia, GuocoLand Cares”

To help local community affected by the COVID-19 pandemic, GLM initiated the “United Malaysia, GuocoLand Cares” donation campaign, and all cash donations were donated to three local NGOs, including The Hope Branch, Happy Bank, and Kechara Kitchen Soup, as part of the COVID-19 hunger relief efforts. Furthermore, GLM has set up a pop-up store at DC Mall to help facilitate the storing of donated items.



Supported Heart to Heart Shanghai



Heart to Heart
SHANGHAI
上海心连心

GuocoLand China has supported Heart to Heart Shanghai and raised funds to provide corrective surgery for children from all over China with congenital heart disease whose parents are unable to afford the surgery.

Property Development and Investment

Launching new eco playground

GuocoLand is a founding member of Discover Tanjong Pagar (“DTP”), the first business-led collective set up in 2019 under the Urban Renewal Authority’s pilot Business Improvement District programme. As a member of DTP, GuocoLand partners with other property and business owners to drive the transformation of the district through programmes and campaigns to support businesses and bring the community together.

In FY2022, Singapore’s first inclusive eco-playground was opened at the Discover Tanjong Pagar Community Green, a 17,760 sq ft outdoor space adopted by DTP. The eco-playground has a unique interactive and experiential concept, and was designed and built by local carpenters after receiving inputs from the Tanjong Pagar community, including early education practitioners, parents and children. Made from upcycled wood from felled old trees, the eco-playground gives a new lease of life to the trees and promotes the concept of zero-waste, allowing the public to learn more about environmental sustainability.

Furthermore, the eco-playground helps to enhance and raise Tanjong Pagar’s ‘live-work-play’ characteristic, and fosters a stronger appreciation of the district among the community. Today, it has become a very popular location for the Tanjong Pagar community to enjoy with their families and pets.



Hospitality



GLH

Sustainability is integrated into all aspects of GLH’s business and operations. Recognising the impact it has on natural resources and the communities in which it operates, GLH seeks to act responsibly and ensures that the impact is positive where possible. The safety and security and satisfaction of its guests are also of utmost importance, which GLH achieves through adopting good management standards and work practices, and providing robust training and development to its employees. A Corporate Social Responsibility agenda is also in place to outline the areas it has prioritised for its community effort and investment.



Pillar 1: Towards a Greener Future

GLH aims to reduce waste and improve efficiency in energy and use of resources, and seeks to entrench the philosophy into a Group-wide awareness and culture of caring for the environment as a community corporate citizen.

Dedicated to develop and provide green hospitality solutions to its customers, 14 of its hotels are in the process of attaining Greengage’s ECOSmart accreditation and industry standard accreditation that are awarded to eco-friendly hotels with certified standards of sustainability met. Greengage operates its audit process within the framework of The United Nations Sustainable Development Goals with its accreditation based on the UN indicators and criteria, as well as those of the Global Sustainable Tourism Council and ISO 14001. Becoming accredited is a clear signal of its commitment to sustainability and prioritisation of mitigating its impact on the environment.



Hospitality

FY2022 Targets Status and Future Targets

FY2022 Targets Status

Aspects	Boundary	Targets	Status & Remarks
Energy and Emission Management	Hotel Properties	Reduce energy intensity per room relative to the FY2021 baseline of 1.6MJ/room sold in FY2022	Work was postponed due to challenges caused by COVID-19
		Conduct scheme surveys in line with mandatory reporting for FY2022	Reporting on Streamline Energy and Carbon Reporting ⁵ is ongoing
		Launch "SUSTAINABLE STAYS, CARING WAYS", GLH's 2030 CSR programme, setting FY2030 targets across its 4 pillars	"SUSTAINABLE STAYS, CARING WAYS" has been trademarked, work to be continued in FY2023
		Continue to purchase 100% renewable electricity	Achieved and ongoing
Water and Effluents Management	Hotel Properties	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	Project is ongoing, will gain momentum over new financial year
		Achieve 15% reduction in water consumption across the estate by FY2030	Work in progress
		A report of the opportunities will be compiled, carbon impact and financial requirements will be outlined	Work in progress, a working party is being reconvened to focus on identifying the opportunities and investment requirements
Waste Management	Hotel Properties	Maintain zero waste to landfill in FY2022	Achieved and ongoing
		Achieve a 50% group-wide recycling average in FY2022	Achieved

⁵ An obligated report to be conducted annually to accompany the finance report for Companies House.

Future Targets

Aspects	Targets	Target Year	Measures
Energy and Emission Management	Continue to purchase 100% renewable electricity	Ongoing	–
Water and Effluents Management	Achieve a minimum of 15%+ reduction in water consumption by FY2030	FY2030	<p>Roll out tap diffusers/aerators, economical shower heads, lower urinals flush ratios.</p> <p>Use supplier surveys to identify where further improvements can be made.</p> <p>A feasibility project is planned to introduce water loggers on external meters to give accurate measurement of consumption, track over use and identify any external leaks to avoid water waste.</p>
Waste Management	Achieve 75% recycling in all hotels by FY2030	FY2030	<p>Introduce anaerobic food digestion system to reduce food waste and carbon footprint by minimising food bin collections.</p> <p>Continue to investigate other alternative to treat waste surplus</p>
	Maintain zero waste to landfill	Ongoing	For details, please refer to the Waste Management section

Hospitality

Tackling Climate Change

GLH believes every individual and organisation has a part to play in addressing the climate change issue. That is why it is working to reduce its carbon footprint and its energy and water usage, monitoring the impact of its economic activities on the environment and maintain sound environmental management standards.

To facilitate this, GLH maintains an online dashboard which displays real-time energy, water and waste consumption metrics and their associated costs and facilitates analysis of their consumption activities and track progress on a granular level relative to their targets.

In FY2019, GLH carried out a GLH-wide Carbon Footprint Assessment and environmental surveys in FY2020 to comply with its energy assessment obligations under the UK Energy Saving Opportunity Scheme and to track its resource consumption. Based on the information gathered, it has reviewed its programmes on waste reduction, energy usage reductions and water usage reductions. GLH will be conducting an in-depth energy audit across selective hotels to identify initiatives to further support decarbonisation. These initiatives can then be replicated across other hotels where feasible.

		FY2022
		GLH
		Unit
GHG emissions		
Direct and indirect GHG emissions		
Direct GHG emissions (Scope 1)	tCO ₂ e	4,861.2
Indirect GHG emissions (Scope 2)	tCO ₂ e	5,695.5
Total GHG emissions (Scope 1 and Scope 2)		
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	10,556.7
GHG intensity (Scope 1 and 2)	tCO ₂ e/room sold	0.015

Energy Efficiency

GLH is dependent on multiple sources of energy for many aspects of its operations, including lighting, heating and cooling, refrigeration and cooking. Its reliance on energy and the consequences in the form of Scope 1 and 2 emissions mean that it is a key area of focus. GLH regularly monitors its energy consumption, and continually looks for ways to improve the energy efficiency of its buildings and facilities, for example, through the installation of LED lights where possible.

Initiatives on promoting energy efficiency

Energy efficiency is a key factor whilst selecting new equipment. A project is underway to roll-out energy efficient equipment in Hard Rock Hotel London in a number of rooms during FY2022



Energy efficient lighting programme continues with changes to LED and sensor lighting in back of house areas. Emergency lighting has been replaced with LED's and lithium batteries with 5-year shelf life



Initiatives in place at hotels to save power by switching off equipment whilst not in use



The majority of the fuel GLH uses is natural gas, which is used for ventilation and air-conditioning and particularly for heating. To reduce such energy use, GLH has optimised set points for heating after careful review of consumption patterns.

		FY2022
		GLH
Unit		
Energy consumption		
Direct energy consumption		
Gas oil consumption	L	94,999
Natural gas consumption	kWh	25,013,486
Gas oil intensity	L/room sold	0.13
Natural gas intensity	kWh/room sold	35.53
Indirect energy consumption		
Electricity consumption	kWh	26,823,706
Electricity intensity	kWh/room sold	38.1
Total energy consumption		
Total energy consumption	GJ	190,362

Water and Effluents Management

GLH's operations rely on water. Practising responsible use of this critical resource is a key step it takes to improve its overall sustainability.

Initiatives on improving water efficiency

GLH has projects underway to roll-out tap diffusers or aerators, water efficient shower heads, and lower urinals flush ratios



Reminds its guests to embody these sustainability values through informational materials in all of its in-stay rooms and bathrooms, for example, encouraging them to reuse their linens



In kitchens and restaurants, initiatives are in place to ensure dishwashers are only utilised with full loads to reduce wastage along with dishes being stacked correctly to ensure no rewashing is required



		FY2022
		GLH
Unit		
Water consumption	m ³	345,047
Water intensity	m ³ /room sold	0.49

Hospitality

Waste Management

GLH generates waste throughout its operations, producing paper, food and other general waste, which is collected by waste contractors. Through its environmental surveys and using its dashboard, GLH is able to track its waste output across all of its hotels. All waste is collected and disposed of via a third-party waste management company aligned to industry regulatory requirements stipulated and monitored by the government.

In FY2022, GLH achieved zero waste to landfill and greater than 50% group-wide average recycling rate. Unrecyclable waste was incinerated, and the steam created from the heat turns wind turbines which will then be converted into green energy and feed into the National Grid, powering local homes and businesses.

GLH continues to work towards its goal of increasing recycled waste to 75% by FY2030, through diverting recyclable waste away from general waste streams, correct sorting and disposal of waste, and a reduced reliance on single-use plastics by removing the use of plastic straws across its hotels. Its monthly league tables are shared with the hotels, Property Team and Procurement Team. These reports highlight the status on Zero Waste to landfill, recycling rates, bin lift frequencies and a breakdown of bin quantities, and entice new opportunity to continually improve targets on recycling. Waste Handling Equipment such as glass crushers are being reviewed for sites producing large quantities of glass bottles.

During the year, no hazardous wastes are produced within the hotels.

Initiatives on bettering food waste management:

A project has now been initiated with its waste management provider to introduce equipment for anaerobic digestive disposal



Standardisation of menus across the hotels to reduce number of product items required on a low volume basis to minimise wastage



Researching opportunities to contribute to any external schemes around food waste

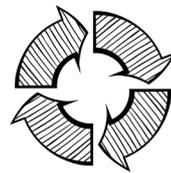


		FY2022
		GLH
Non-hazardous waste		
Non-hazardous waste produced	tonnes	2,104
Non-hazardous waste intensity	tonnes/room sold	0.003

		FY2022
		GLH
Breakdown by Management Method		
Recycling	tonnes	1,058
Incineration	tonnes	1,046

Improves waste recycling and management through proactive training

GLH partnered with an accredited waste management company who provides regular on-site training for hotels to review existing waste management processes and increase recycling on a continual basis. Over the last 12 months this has enabled GLH to improve **recycling** from 10% to **more than 55%**.



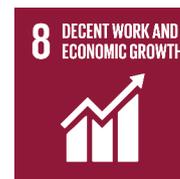
recycle



Pillar 2: Empowering Our People

GLH considers its employees as its greatest asset and strives to create a diverse and inclusive workplace where its people can thrive. It has various working policies in place to ensure that employees can strike a good balance in maintaining their personal and professional responsibilities. Its Flexible Working Policy and Hybrid Working Policy recognise the need for adaptable working styles of the individual, while still fostering an environment of collaboration and innovation. The Family Leave Policy and Study Policy both ensure that employees can pursue their own ambitions or commitments alongside their professional duties. It provides a wide range of support to its employees to facilitate personal growth and encourage talent retention for its long-term business goals.

GLH believes a fair and equitable workplace forms the foundation for the success of its employees and business. GLH's Equality, Inclusion and Diversity Policy sets out the framework of its open and inclusive working culture. Employees are encouraged to raise any potential concerns according to the procedures outlined in its Disciplinary and Grievance Policy. GLH continues to update and improve employee management practices to create an ideal workplace where its employees can flourish.



Hospitality

		FY2022
		GLH
		Unit
Number of employees		
Total number of employees	No.	1,303
Number of employees by employment type		
Full-time	No.	563
Part-time	No.	740
Number of employees by gender		
Male	No.	766
Female	No.	537
Number of employees by age group		
<30 years old	No.	480
30-50 years old	No.	616
>50 years old	No.	207
Number of employees by employee category		
Senior Management	No.	15
Management	No.	277
Non-Management	No.	1,011
Number of employees by geographical region		
UK	No.	1,303
Turnover		
Total number of resigned employees	No.	926
Number of employees turnover by gender		
Male	No.	537
Female	No.	389
Number of employees turnover by age group		
<30 years old	No.	416
30-50 years old	No.	407
>50 years old	No.	103
Number of employees turnover by geographical region		
UK	No.	926

FY2022 Targets Status and Future Targets

FY2022 Targets Status

Aspects	Targets	Status & Remarks
Human Capital Development	Ensure that all new employees are fully compliant in all mandatory training within their first weeks	Achieved and ongoing
	Provide an annual refresher training on key health and safety issues for all employees	Achieved and ongoing
	Formulate a workforce diversity plan	Work had to be postponed due to a re-prioritisation of focus on recruitment challenges
	Publish career paths that clearly defined development needs depending on the employees' future career goals	Achieved
	Conduct an employee survey	Achieved
Employee Health and Safety	Maintain no serious injuries or fatalities to employees or guests as a result of work-related activities in FY2022	Achieved and ongoing

Future Targets

Aspects	Targets	Target Year
Human Capital Development	Formulate an Equality, Inclusion and Diversity plan	Ongoing
	Publish a Communications and Engagement plan that aligns to the business needs, at all levels	
Employee Health and Safety	Continual focus to minimise all accidents and injuries for staff and guests. New system introduced will provide improved data which will enable targets to be set once stable base data is available	Ongoing

Promoting Occupational Health and Safety

Safeguarding the health and safety of its employees is crucial to business continuity. Given the various pandemic-related health concerns over the past two years, GLH has maintained stringent policies and practices to ensure a safe working environment for all employees. Aside from following government requirements or guidelines for managing COVID-19 concerns, GLH has provided online training modules on health and safety (“H&S”) to employees, with all new joiners completing a health and safety section in their induction programme, and receiving specialist training as needed for particular roles. Its Procurement team reviews health and safety policies of suppliers as part of the selection process, and engaging the H&S manager as needed. GLH also conducts regular reviews and discussion of occupational health and safety (“OHS”) issues with Maintenance colleagues.

To ensure sufficient OHS measures are in place, relevant team members conduct regular checks on site. Going forward, GLH intends to conduct an official annual audit for internal OHS inspection. An annual external OHS audit is also planned to commence later this year. This ensures that its OHS practices are up to date by identifying areas for improvement to remain effective against any potential risks.

Hospitality

Boosting Employee Wellness and Engagement

GLH is committed to providing employees with support and opportunities to foster a positive working environment. It strives to build an inclusive environment that caters to employees' needs, and various types of leave have been offered to its employees. As it recognises the importance of learning and development, study leave is also offered to support employees pursuing qualifications or additional training relevant to their role.

As working from home became the norm for GLH's support function teams after COVID-19, it introduced the Hybrid Working Policy in March 2022 to formalise this flexible way of working, stipulating that relevant full-time support staff can work remotely for two days a week. Some of its staff also have flexible hour contracts which mean significant flexibility for both employees and GLH. The Flexible Working Policy provides all with the right to request to work more flexibly, with requests to be considered according to the policy.

To help advance health equity in its workplace, GLH provides additional support to its employees for their healthcare needs. It has partnered with the Hospital Saturday Fund, a registered charity which provides affordable health cash plans, to cover the cost of healthcare that is not covered for free by the National Health Service. Contributions are made by payroll deductions.

In addition, Private Medical Insurance is offered to certain grades of employees and their families

Promote positive mental health of staff members

GLH strongly supports the mental and emotional wellbeing of employees. To enhance their wellness beyond their roles and responsibilities, GLH has an Employee Assistance Programme in place to provide all GLH employees with confidential support 24 hours a day. It has committed to incorporate Mental Health Awareness into Management induction by November 2022 and host Wellbeing weeks and activities twice a year to promote World Mental Health Day amongst its organisation. GLH also has five trained Mental Health First Aiders amongst its employees to ensure any urgent mental health issues can be managed efficiently and to the benefit of employees.

In order to better understand its employees and to promote interactions with them, GLH uses employee engagement survey to collect staff feedback. Over the past year, GLH has introduced a number of changes and initiatives in response to the survey results, such as pay alignment, launching a career paths programme and a hybrid working policy to respond to its staff's needs. The role of Engagement and Communications Manager was also introduced as its commitment to improve in this area.

Moreover, GLH has developed a rolling calendar of Team Time events to promote regular communication between employees and management, encouraging staff members to give honest feedback on their work and collaborations. Numerous Listening Groups have been held across the business during FY2021 and FY2022 as a result.

GLH conducted **pulse engagement survey** in earlier 2022 to prompt feedback and suggestions from its staff members. **62%** of its employees participated and achieved an overall score of **7.4/10**.

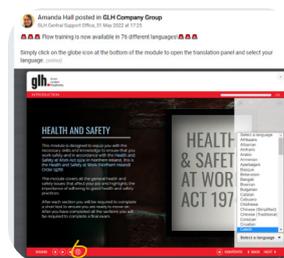
The Wonderful People Awards

People's hard work will always be appreciated at GLH. The hotel company celebrates employees by awarding monthly Wonderful People Awards, as well as Long-Service Awards to recognise service from five and up to 20 years of being with GLH.



Enhancing Talent Development

GLH believes that a skilled and agile workforce is key to business sustainability. Training opportunities are available for all employees to ensure they are equipped with the necessary skills and capabilities to perform their roles to the best ability. Enhanced virtual training opportunities are offered through Flow⁶ to provide better accessibility and facilitate the post-lockdown return-to-work. These include stress management, resilience building, and team wellbeing support to ensure a smooth transition.



Physical and online trainings were offered to employees by GLH

Study leave is part of the support GLH offers to encourage employees to upskill themselves by enrolling in external development programmes, opportunities, and job-related courses.

GLH launched talent development programmes to enhance staff training and retention

Apart from introducing a partnership with BPP University to offer accredited qualifications for certain grades of staff, GLH also launched the glh Academy in FY2022 to provide a centralised, hotel-based space for all new starters to receive an engaging and thorough induction to the business before their embarkment. This includes trainings in Guest Service, food and beverage and the hotel management system "OPERA". Since its launch in February, GLH's **90-day turnover rate has reduced more than 50%**. The space will be further utilised to provide additional beneficial training for all employees.



	Unit	FY2022 GLH
Percentage of employees trained by gender		
Male	%	100%
Female	%	100%
Percentage of employees trained by employee category		
Senior Management	%	100%
Management	%	100%
Non-Management	%	100%
Average training hours by gender		
Male	Hours	11.86
Female	Hours	12.00
Average training hours by employee category		
Senior Management	Hours	8.36
Management	Hours	10.69
Non-Management	Hours	12.31

⁶ GLH's online learning and development platform

Hospitality

Enabling Succession Planning

To support its talent pipeline, GLH has various programmes in place to attract young talent interested in developing a career in hospitality. GLH has expanded its apprenticeship programme to be available at all levels across the business, offering wide exposure and valuable on-the-job experience for participants. A non-graduate programme is currently being developed in partnership with Umbrella Training, aimed at both existing employees and external applicants. This programme which will be launched in early 2023 offers a fast-track path to L5⁷ qualification at GLH. A mentorship programme supported by Boost Hospitality is being developed alongside this to provide continuous support for participants and ensure their success at GLH.

GLH Recruitment Hub

In 2021, GLH introduced the Recruitment Hub and increased the size of its Resourcing Team, with support from experienced managers in the business. This initiative has been hugely successful, resulting in **574 new employees** joining since January 2022. The Recruitment Hub has focused on initiatives with external cost-effective partners and boosting its social media presence for talent acquisition.

Career Paths at GLH

In FY2022, GLH launched its Career Paths programme to provide a clear framework for career progression in particular areas of the business, which gives solid support in preparing its staff on their succession planning. Alongside its robust appraisal and performance management processes, GLH was able to clearly establish its talent pipeline and commit to **hire 40% of its vacancies internally** by July 2023.

Nurturing Diversity and Inclusion

GLH welcomes people of all different backgrounds, and is committed to be a diverse and inclusive employer with its expectations and standards set out in its Equality, Inclusion, and Diversity Policy. Its Recruitment and Selection interactive training programme includes guidance on how to maintain a non-discriminatory and diverse team. This full-day course is mandatory for anyone hiring in the business to ensure an equal and inclusive recruitment process. All employees must also partake in Equality, Inclusion and Diversity e-learning to ensure they are aware of the importance of these principles at GLH. To promote wage transparency in the organization and in compliance with governmental requirements, GLH reports on its gender pay gap and aims for continuous improvement in its performance.

⁷ Level 5 qualifications demonstrate knowledge of a subject beyond the level taught at secondary school.



Pillar 3: Conducting Business with Honour

GLH upholds high standards of business ethics across its business. Starting from the integrity of its own business culture and withholding strong corporate ethical policies, it aims to develop long-term sustainable relationships with business partners to meet its customers’ expectations as a responsible business operator. It aspires to elevate customer experiences by going beyond standard needs and introducing wellness initiatives to enhance guest stays.



FY2022 Targets Status and Future Targets

FY2022 Targets Status

Aspects	Targets	Status & Remarks
Product Quality & Service Responsibility	Improve guest satisfaction scores in FY2022 from the FY2021 performance baseline	Achieved
Business Ethics	Review and recirculate the whistleblowing policy and publish it on the intranet with the new starter pack in FY2022	Achieved and ongoing
	Aim for no incidents of corruption in FY2022	Achieved and ongoing

Future Targets

Aspects	Targets	Target Year
Product Quality & Service Responsibility	Improve guest satisfaction scores to exceed or maintain a minimum of 90% across all brands and hotels	2024
Business Ethics	Enhance procurement process with suppliers, aim to reduce deliveries and develop sensible ordering patterns at hotel level to reduce carbon footprint	Ongoing

Hospitality

Protecting Business Integrity

Integrity and transparency across its business is imperative for building trust with its employees, business partners, and customers. GLH abides by a Whistleblowing Policy that provides all employees, workers and interested third parties with the ability to raise concerns related to any immoral, illegal, or unethical practices that may affect its reputation, or its ability to operate without fear of repercussion. The policy clearly states the reporting procedures and how the law protects whistleblowers. The policy is published on the GLH intranet and is included in the new starter pack. Staff can report any concerns anonymously through the email address whistleblowing@glhhotels.com. There have been no reports to this email address in the financial year.

GLH also places emphasis on intellectual property protection, including overseeing its trademarks, domain names, and employees' use of information. GLH's IT Director closely monitors the validity of its domain names, while other issues on intellectual property and trademarks are managed by external legal counsel with oversight from GLH's General Counsel. Its employment contract prohibits the use, disclosure, or attempt to disclose of any confidential information regarding GLH. This covers employees of both in and after their employment with GLH.

GLH is dedicated to upholding integrity and honesty in all its operations and has implemented policies on anti-corruption for all employees. Related training is provided as one of its mandatory e-learning training modules and is required to be completed by all team members to complete their probationary period. Whistleblowing and anti-corruption updates continue to be made available to all staff annually. It also has robust management systems and internal controls in place to prevent corruption from occurring.

Ensuring Guest Data Privacy and Protection

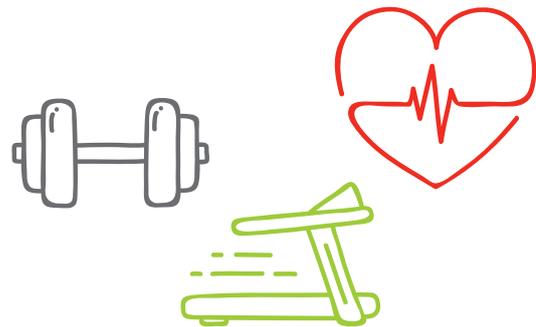
Protecting customer privacy is of utmost importance to ensure the trust of its guests. GLH implemented an IT security module on Flow, which all users with access to a computer need to complete. Further training to relevant staff is assigned through its Security Operations Centre ("SOC"). GLH is in the process of finalising its implementation of advanced threat detection systems to provide full monitoring over its IT operating environment and a 24/7 SOC to react to any issues arisen. GLH has incident and problem managements policies in place and are in the process of developing more security policies to be finalised over the next year.

Strengthening Customer Health and Wellness

GLH aspires to provide the best experience for guests, catering to their health and their wellness throughout their stay, and continues to introduce new initiatives that elevate guest experience. This includes providing customers with the right to review its H&S processes when making bookings. These are dealt with on an ad hoc basis, with direct referral to the H&S team for detailed guidance. At the height of COVID-19, GLH took additional steps to explain its H&S procedures where show-rounds were not possible and ensured clear communication with customers to address any concerns.

Fitness on-demand service – bringing the gym to guest rooms during pandemic

With the pandemic there is also an increased focus on physical health, and some hotels now offer health and fitness experiences to enhance guest stays. For instance, Clermont Hotels and the Hard Rock Hotel London provide guests with access to on-demand yoga and low-impact workouts through their in-room TV so they can exercise in the comfort of their rooms. Guests can also access to the services of the hotels’ yoga and fitness partners to download workouts to mobile devices.



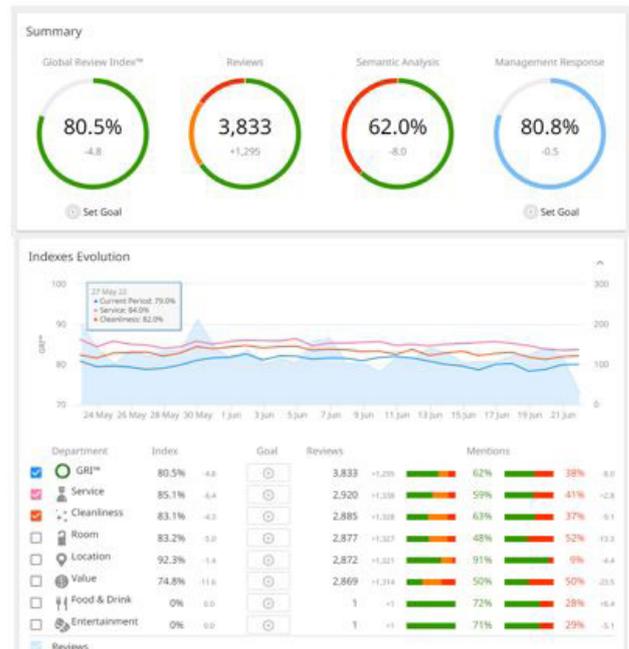
Promote healthy living by introducing plant-based alternatives

To cater to its guests’ different dietary requirements, GLH ensures that all menus feature at least two vegetarian and two vegan dishes, with breakfast services offering an array of vegan breads and gluten-free product options. The Hard Rock Cafe has partnered with a popular London plant-based restaurant to supply a range of their vegan products with the intention to roll out to other hotel menus. In August 2022, GLH also launched a vegan afternoon tea set to promote sustainable food and healthier living.

Driving Customer Experience and Feedback

Ensuring the satisfaction of guests is one of GLH’s top priorities and the focus of many of its business initiatives, where guest feedback and reviews are used for identifying ways to improve its services to best meet their needs. ReviewPro, a guest sentiment system, is in place to aggregate customer sentiment across all major channels and internal surveys, as well as tracking requests and key measures of guest satisfaction across all areas of their hotel experiences. Relevant staff teams are allowed to respond directly to enquiries and resolve guest issues. The issue will be automatically escalated if response time thresholds are not met, further escalating to the CEO if all thresholds are exceeded. To ensure positive engagement with customers, GLH requires all customer reviews to be responded to within 48 hours.

In addition, all customers are given a survey upon checkout to give feedback based on their experiences. It prompts for detailed responses across all facets of the guest experience as well as an overall NPS⁸ score, which will be reported across the group on a weekly basis to supplement information collected on ReviewPro. These measures ensure that guests have the appropriate channels to make suggestions and that GLH is able to respond appropriately to enhance its services.



Guest sentiment system ReviewPro supports GLH in enhancing guest satisfaction

⁸ Net Promoter Score (NPS) is a metric used in customer experience programs which measures customers’ loyalty to the company.

Hospitality

Reinforcing Responsible Supply Chain

At GLH, it is important that its entire value chain meets the high ethical standards expected of its business. GLH's Supplier Code of Conduct sets out its expectations for the ethics and integrity of business partners and minimum required standards for its suppliers.

All suppliers that work with GLH are subject to a vetting process. This includes a detailed pre-qualification questionnaire, part of which requires the supplier to read, accept and sign its Supplier Code of Conduct. They are required to be responsible and sustainable in every aspect of the supply chain, and ensured all activity carried out is ethical and lawful and in a socially and environmentally friendly environment. Suppliers are also required to provide copies of their policies in relation to Anti-Bribery and Anti-Corruption, Modern Slavery and Human Trafficking, Ethics, Data Protection and Privacy, and Anti-Facilitation of Tax Evasion.

Suppliers are assessed and approved based on their compliance with these requirements, and GLH will only engage with those who have working policies in place, and who are also able to demonstrate that appropriate training has been provided to their employees which is aligned with its Supplier Code of Conduct. Its Procurement team oversees the requirements set out on its Supplier Code of Conduct, and networks with industry peers to keep abreast on any supply chain issues including social supply chain issues.

Committed to local sourcing

GLH is committed to sourcing locally and enhancing the welfare standards for animals and farmed fish across the hotel group. With a focus on reducing food miles, GLH engages local suppliers where feasible, and ensure products are from sustainable sources.



Ensuring Human Rights Protection

GLH recognises the importance of protecting human rights in the hospitality industry. Its Modern Slavery Policy is shared with all its employees and management to ensure its workforce is capable of identifying risks and taking appropriate action if any concerns are raised. A Child Protection Policy is in place and also enshrined under its employees' contract of employment. All employees are contractually required to read and understand this policy, and it has mandatory e-learning modules on child protection to ensure it is safeguarded against these risks. No such practices have been discovered, but legal advice would be sought immediately if such actions are suspected.



Pillar 4: Caring for our Community

GLH has a policy of social responsibility and aims to contribute to its local communities through community investment and outreach. Beyond win-win partnerships with its business partners, GLH works with NGOs to engage its workforce in fundraising initiatives for the benefit of the community.



Community Engagement

Contributes to social cause via Macmillan Cancer Support

GLH is proud to be partnering with Macmillan Cancer Support on both fundraising and volunteering activities, and its employees have been showing strong support for this initiative. In July 2021, a team of 12 members completed the Three Peaks challenge; and in April 2022, around 70 team members completed a half marathon through a route from The Tower Hotel to the Hard Rock Hotel London, stopping at most other GLH hotels and London landmarks, raising funds successfully through both events.



Leisure



Rank

Rank considers ESG risks and opportunities critical to the success of its business. It is dedicated to ensuring the sustainability of its operations by aligning its process and policies to international best practices. It has developed a reporting framework that considers the four TCFD pillars and actively maps out its environmental commitments. By upholding strong business ethics, Rank seeks to provide customer service that is exciting, entertaining, safe, and fair in a highly responsible way. It is firmly committed to nurturing its employees, as it sees people as the core in driving the company’s purpose to excite and entertain.

Please refer to [Rank’s Sustainability Report 2022](#) for a more detailed review of its ESG commitments, approach as well as performance context and metrics.



Pillar 1: Towards a Greener Future

Rank recognises the importance of reducing its environmental impact and is prudent in controlling its emissions and consumption of resources. In line with the ambitions set out in the Paris Agreement and commitments at COP26 UN Climate Conference, Rank is currently mapping out its roadmap toward a net carbon future.

In FY2021, Rank’s Board of Directors resolved to establish an expanded remit of the Safer Gambling Committee, to be known as the ESG and Safer Gambling Committee. It is responsible for assisting Rank in the formulation and monitoring of its ESG strategy.



Tackling Climate Change

As part of its ESG strategy, Rank is mapping out its environmental commitments and assessing the implementation of carbon reduction measures to operate more efficiently. Rank has developed a reporting framework that considers the four TCFD pillars of governance, strategy, risk management, and metrics and targets.

In tandem with its energy usage and power capacity review, Rank will be developing its carbon reduction strategies with its operational partners and will update stakeholders on its progress. This will be formalised through a net zero framework and targets and criteria that involves achieving actual emissions reduction and neutralisation of any residual carbon from its operations.

The below roadmap sets out the journey ahead and its progress:

 Measure	 Manage	 Targets	 Neutralise	 Report
From a robust baseline including full Scope 1 and Scope 2 emissions.	Identify how all emissions that can be reduced, will be reduced over time. Identify emissions that cannot be feasibly reduced.	Set annual GHG reduction targets aligned with a pathway that limits global warming to 1.5°C.	Establish how emissions that cannot be feasibly reduced will be neutralised in future years.	Be transparent by reporting on performance annually, including decarbonisation progress, neutralisation plans, etc.

Rank is currently in the ‘measure’ phase of its pathway, and have undertaken sample assessments of its venues to review and audit current site energy consumption. However, given the broad variation in venue type, construction, energy systems and energy efficiency it will require further extensive reports per location category.

On completion of this study, the next stage will be to develop an energy management strategy that considers the use of low carbon technologies, and the investment required for energy saving initiatives and payback period. This is likely to include a number of potential solutions such as LED roll out, building fabric and insulation, streamlined heating and cooling systems, solar power and infrastructure to support electric vehicles.

For details of Rank’s climate change actions, please refer to its Sustainability Report 2022.

		FY2022
		Rank
GHG emissions		
Direct and indirect GHG emissions		
Direct GHG emissions (Scope 1)	tCO ₂ e	12,267.7
Indirect GHG emissions (Scope 2)	tCO ₂ e	13,011.6
Total GHG emissions (Scope 1 and Scope 2)		
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	25,279.3
GHG intensity (Scope 1 and 2)	tCO ₂ e/£m revenue	39.3

Leisure

Energy Efficiency

Among Rank’s carbon footprint, its primary emission source is energy consumption in venues. To minimise its environmental impact, Rank is currently working with energy consultants to conduct a detailed study of its electricity usage patterns and will set relevant targets to reflect these findings.

Furthermore, Rank is exploring different opportunities to improve its energy efficiency, such as investigating energy spikes, incorporating renewables into its utility mix, and reviewing options to electrify its fleet. During the year, Rank has redesigned its head office in the UK, moving colleagues from two floors to a single floor to reduce energy consumption. It also piloted the use of electric charging points at its Victoria casino and is planning to roll out the scheme across its operation sites.



		FY2022
	Unit	Rank
Energy consumption		
Direct energy consumption		
Fuel consumption - Petrol	L	101,510
Fuel consumption - Diesel	L	130,880
Fuel consumption – Natural Gas	kWh	63,554,204
Fuel intensity - Petrol	L/£m revenue	157.62
Fuel intensity - Diesel	L/£m revenue	203.23
Fuel intensity – Natural Gas	kWh/£m revenue	98,686.65
Indirect energy consumption		
Electricity consumption	kWh	61,279,863
Electricity intensity	kWh/£m revenue	95,155.1
Total energy consumption		
Total energy consumption	GJ	449,416

Water and Effluents Management

Rank is looking for ways to reduce wastewater discharge, including the collection of rainwater, installing more efficient taps, and reducing water use in cisterns.

		FY2022
	Unit	Rank
Water consumption	m ³	214,625
Water intensity	m ³ /£m revenue	333.27

Waste Management

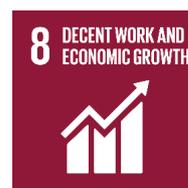
Rank is collaborating with its waste management company to analyse its current performance and to evaluate where improvements can be made.

		FY2022
	Unit	Rank
Non-hazardous waste		
Non-hazardous waste produced	tonnes	549.26
Non-hazardous waste intensity	tonnes/£m revenue	0.85
Hazardous waste		
Hazardous waste produced	tonnes	0.54
Hazardous waste intensity	tonnes/£m revenue	0.0008
Breakdown by Management Method		
Recycling	tonnes	391.21
Incineration	tonnes	158.05



Pillar 2: Empowering Our People

Rank strives to create a fair, safe, and inspiring work environment. Its culture is defined by its established values – service, teamwork, ambition, responsibility, and solutions (**STARS**) – and its purpose. With a diverse workforce from seven countries, Rank makes it a point to understand the needs and concerns of its employees to facilitate a more engaged workforce. Effective communication channels have been implemented to encourage Rank’s employees to allow feedback and articulate any issues.



Leisure

		FY2022
	Unit	Rank
Number of employees		
Total number of employees	No.	7,537
Number of employees by employment type		
Full-time	No.	6,221
Part-time	No.	1,316
Number of employees by gender		
Male	No.	3,926
Female	No.	3,611
Number of employees by age group		
<30 years old	No.	2,286
30-50 years old	No.	3,413
>50 years old	No.	1,838
Number of employees by employee category		
Senior Management	No.	12
Management	No.	551
Non-Management	No.	6,974
Number of employees by geographical region		
UK	No.	6,519
Others	No.	1,018
Turnover		
Total number of resigned employees	No.	3,872
Number of employees turnover by gender		
Male	No.	1,990
Female	No.	1,882
Number of employees turnover by age group		
<30 years old	No.	2,089
30-50 years old	No.	1,364
>50 years old	No.	419
Number of employees turnover by geographical region		
UK	No.	3,649
Others	No.	223

FY2022 Target Status and Future Targets

FY2022 Target Status

Aspects	Targets	Status & Remarks
Human Capital Development	All staff to complete annual training on a regular basis	Achieved and ongoing
	Continue the safer gambling culture training and assessment work with colleagues	Achieved and ongoing
Employee Health and Safety	To reduce number of employee accidents in UK by 5% compared to FY2019	Achieved

Future Targets

Aspects	Targets	Target Year
Human Capital Development	To become an Employer of Choice	Ongoing

Promoting Occupational Health and Safety

Rank places high importance on the health and safety of its employees. The General Managers of each venue are responsible for ensuring that their respective venue's operations meet the requisite standards. A check and balance is provided by the dedicated health and safety team conducting regular health and safety assessments for each venue. The results of health and safety assessments are circulated to the venue's leadership team, completion of resulting actions is monitored, and any serious issues are escalated and followed up on by management teams, with the help of specialised external consultants as necessary.

Rank has measures in place to maintain the health and hygiene of its offices and venues. Its COVID-19 risk assessments demonstrates that it complies with government guidance on managing the risk of COVID-19 and its variant mutations. Strict cleaning and hygiene requirements were established in Rank's offices and venues to safeguard its employees and customers.

Leisure

Boosting Employee Wellness and Engagement

Rank seeks to protect its employee wellbeing and has established a Wellbeing Group at its staff network group. This group comprises Chair, Vice Chair, and representatives from each country and all brands to understand the needs of its colleagues and drive improvements.

The Wellbeing@Rank programme was launched in October 2021 to keep colleagues engaged, motivated, happy and healthy at work. Although still in its infancy, it has taken positive steps to invest time and resource in supporting colleagues physical and mental wellbeing.

Rank places great focus on protecting employees' wellbeing

Rank has provided monthly virtual 1-2-1 sessions with a psychotherapist, held several lunch and learn sessions over the year, and introduced The Weekly by PepTalk, which provides employees with a weekly 30-minute live interactive wellbeing talk, as well as the opportunity to catch up on demand. It is committed to ensuring there is ongoing support available to employees, across all locations.

As part of the Mental Health Awareness Week activities in May 2022, Rank held its first financial wellbeing session with The Money Charity and ran a webinar around supporting children's mental health with The Positive Parenting Project. In addition, Rank got its existing Mental Health First Aiders together to re-engage and refresh learning with them.

Enhancing Talent Development

Rank strives to improve its retention and development strategies to attract the right talent. It provides retention bonuses and development across its operations and has conducted two performance reviews in FY2022. Rank also provides a combination of cash retention and long-term stock options for a small number of functional leaders that are critical to its long-term success as a business.

Rank aims to arm its employees with all the tools, training, and techniques to breed a culture of excellence. It has a succession plan for its Top 70 colleagues across the business and identified five key areas of development, including: business development; gaming skills; safe gambling/ compliance; management development; and equity, diversity and inclusion.

Furthermore, it has an apprenticeship team that enables employees at all levels to access UK apprenticeships and develop its employees' careers in the desired direction.



Providing trainings to enhance staff’s industry knowledge and reinforce safer gambling

During the year, Rank has partnered with GamCare, the leading charity in the gaming sector for support with problem gambling, to deliver additional **training to over 1,000 employees,**

building on existing understanding on how best to interact with customers and recognise changes in patterns of play.



		FY2022
	Unit	Rank
Percentage of employees trained by gender		
Male	%	30%
Female	%	30%
Percentage of employees trained by employee category		
Senior Management	%	100%
Management	%	38%
Non-Management	%	29%
Average training hours by gender		
Male	Hours	13.1
Female	Hours	12.6
Average training hours by employee category		
Senior Management	Hours	74.7
Management	Hours	18.8
Non-Management	Hours	11.8

Nurturing Diversity and Inclusion

A diverse and inclusive workforce can provide different perspectives on how Rank conducts its business. It strictly complies with all in-country legislation regarding discrimination across its operations, and its Equity, Diversity and Inclusion staff network groups meet regularly across six key networks (Wellbeing, LGBT+, Families, Women, Read and Equity, Diversity and Inclusion).

During the year, 7,200 hours of equality, diversity, and inclusion training was delivered via a mixture of events, webinars, online learning and forums. Furthermore, Rank is reviewing its policies from an Equity, Diversity, and Inclusion perspective to ensure that they are supporting its employees and has engaged with external parties for the review process.

Leisure

Encouraging Open Communication with Employees

To ensure its workforce remains connected and motivated, Rank operates a number of initiatives to facilitate engagement with its employees, to allow feedback and the identification of issues.

Rank conducts Employee Opinion Survey twice a year to enable all colleagues to give feedback directly to the business. One is an in-depth survey comprising 30 questions covering all aspects of working at Rank. The other is a high-level 'pulse' survey that focuses on the key engagement drivers to act as a check on engagement and the progress made across Rank. The outputs of these surveys are shared with the Executive and Board.

In addition, Employee Voice meetings and Talking STARS and Leading STARS sessions are held biannually to provide forums to encourage a two-way dialogue. These forums supplement employee voice meetings, with participants selected from across its business. They are attended by Rank's Chief Executive, Human Resources Director, and other members of the Executive Committee.

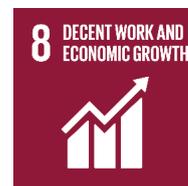
Directors and senior management are actively involved in the engagement of colleagues through Town Halls, which are accessible to all its colleagues to watch and participate. The Town Halls are also the forum in which STARS awards are presented, offering recognition of individuals and/or teams, having been nominated by their colleagues, for demonstrating Rank's values in their work.





Pillar 3: Conducting Business with Honour

Rank fully recognises the importance of its responsibilities as a gambling operator. It values and upholds the highest standards of business integrity and actively seeks to ensure responsible gambling is part of every conversation in its overall business activities. Rank is also committed to putting player protection and ensuring a positive culture is of the highest possible importance concerning its customer experiences.



FY2022 Targets Status

Aspects	Targets	Status & Remarks
Product Quality and Service Responsibility	Roll out more player-centric, risk-based affordability assessment models in Grosvenor venues	Achieved
	Roll out further refreshed safer gambling messaging and communications across Rank businesses	Achieved
	Introduce real-time view of customer play across all brands and channels to help detect earlier potential at risk customers in venues and online	Work in progress, with the project expected to be delivered in FY2023
	Implement a more robust customer interaction evaluation framework to help inform and evolve its approach to player protection	Work in progress, follows on from development of a holistic and risk-based model referenced below
	Further develop a holistic and risk-based model for early intervention for potentially at-risk play	Achieved

Protecting Business Integrity

Anti-bribery and anti-corruption are important topics for the gambling industry. The Anti-Corruption and Bribery, Gifts and Hospitality Policy outlines Rank’s zero-tolerance stance against bribery and corruption. It also assists Rank’s employees in recognising the circumstance that may lead to or give the appearance of corruption or unethical business conduct.

A whistleblowing programme, “Speaking Up,” has been formulated by Rank to enable employees, suppliers and other stakeholders to raise issues regarding possible improprieties in confidence and, if they wish, anonymously. The programme offers multilingual communication channels operated by an independent service provider who submits reports to the allocated, appropriate individual within the business for investigation as necessary. Reports received during the year were kept strictly confidential, and the concerns identified were referred to appropriate managers for investigation and resolution.

Rank also included anti-corruption training as part of its induction and provided anti-corruption information and training to its employees to enhance their awareness and promote professional conduct.

Leisure

Ensuring Guest Data Privacy and Protection

Rank recognises its responsibilities in safeguarding customers’ data and has an advanced approach to data privacy and protection. Its priority is to prevent breach or loss of data and to ensure data is used in a fair and transparent manner.

Rank has a dedicated Group Data Protection Officer (“DPO”) who works in close collaboration with the data and information security teams but is independent of the operational side of the business, allowing them to provide impartial guidance and advice and also undertake compliance monitoring work. At the end of the FY2021, Rank undertook an initial assessment of its performance for benchmarking purposes against the Information Commissioner’s Office’s (“ICO”) Accountability Framework. No particular areas of concern were flagged. However, in line with its focus on continuous improvement, Rank incorporated certain aspects into its data protection monitoring plan to ensure an appropriate ongoing level of scrutiny. Rank also reviewed its decision-making processes and documentation of data protection practices. The DPO reports on a monthly basis to the Risk Committee and other management committees within the business as required, and a report is produced for the Audit Committee twice a year or more frequently as required. Its Spanish business aligns to the same framework with local data protection officer representation and monthly reports being provided to the DPO.

Rank maintains clear accountability for data security

The Board of Directors has ultimate responsibility for data security with clear reporting lines and delegated responsibility through the Chief Executive to the Chief Information Officer, Chief Data Officer and Director of Information Security. Its respective teams have expertise in data governance and architecture, data security, vulnerability management, Security Operations Centre, cyber security, security governance, ethical hacking and DevSecOps.



Furthermore, Rank managed its customer data via appropriate tooling and process with broad alignment to ISO 27001 and the enhanced requirements of other regulations including the UK Gambling Commission, the ICO and PCI-DSS regulations. These include, but are not limited to, password management (complexity and frequency of change), multi-factor authentication, firewalls, encryption, role-based access controls, end point protection, intrusion detection/prevention, and employee education, and are all aligned with industry best practice.

To ensure the effectiveness of its systems, it has regular audits and assessments. Vulnerability audits are carried out on a monthly basis, audits for the Commission and its PCI-DSS compliance are carried out on an annual basis, and internal audits are carried out on a project and risk basis. Rank has formal risk-assessment programmes and tooling with scoring processes built around them to suitably advise its Risk Committee. Risk registers are reviewed regularly, with risk acceptance, and mitigations monitored and updated as required. The lifecycle of the Risk Register means that emerging risks are identified and prioritised alongside existing risk mitigation actions and areas of improvement.

Regular project-specific or change-management-driven penetration testing is carried out as well as routine internal and external penetration testing programmes. The ethical hacking team runs internal vulnerability analysis and regularly runs scenario-based testing and breach simulations. In case of a breach, it has pre-approved incident-management run books in place which adhere to best practice and governing bodies' requirements and statutory reporting timeframes.



All employees are required to abide by policies and procedures that relate to the key data protection principles of user rights, data retention, data sharing and security; they are reviewed regularly to ensure they align with changes in regulation. Rank also requires colleagues to complete a compulsory information security induction as well as annual data protection and information security refresher training, with further bespoke training on data protection by design and default being provided to colleagues responsible for product development. In addition, awareness campaigns based on localities are in place, such as office-based posters reminding how to securely dispose of printed materials and reminders about the risk of phishing attacks. Site visits are carried out by the information security teams as appropriate. All team members are required to engage with security forums and attend security expos and maintain their own development and accreditations.

		FY2022
	Unit	Rank
Maintain customer data privacy		
Number of hours per employee who have undertaken data protection and security training	Hours	0.46
Percentage of employees who have undertaken data security training	%	92%

Ethical Marketing

When advertising its products, the sole intention is to reach its intended audience, to enable those who are permitted to gamble with Rank to know about its products and offers and decide if they wish to play with it. Rank considers the appropriate level of marketing to deliver to its existing customers and the means by which it is delivered, taking a tailored approach rather than producing a high volume of communications. Rank also follows strict processes to prevent marketing communications from being received by vulnerable groups or persons who have self-excluded. It is constantly evaluating the content of its messaging, ensuring that it aligns with the values as a business and the approach to safer gambling.

Leisure

Compliance of Advertising

In order to advertise gambling products in the UK, all operators must comply with the relevant consumer protection laws, licensing requirements and the Advertising Standards Authority Codes. Amongst other things, these require that advertising is not targeted at under 18s or other vulnerable people, does not glamorise gambling or suggest gambling can be a solution to financial concerns or provide a solution for loneliness. As a member of the Betting & Gaming Council (BGC), Rank also complies with the BGC Code for Socially Responsible Advertising.

In order to ensure compliance, promotional materials are reviewed by its Compliance Team to assess the tone of the advertisement and ensure it is not contravening any legislation. All broadcast advertisements are also reviewed to make sure they are compliant ahead of submission to Clearcast, a non-governmental organisation that pre-approves most television advertising in the UK. Rank works with affiliates who conduct advertising on its behalf. All affiliates are subject to due diligence when they are onboarded and are required to comply with its terms and conditions (which include a requirement to comply with all applicable laws and regulations) and approval processes and it continues to enhance its approach to monitoring their activity to ensure compliance.

Driving Customer Experience and Feedback

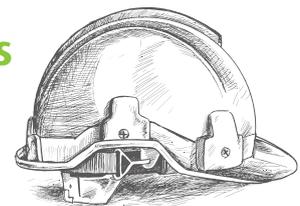
To provide a pleasant user experience for its customers, Rank actively monitors and improves its quality and speed of response to customer complaints. Its overall average response time was 8.5 days; whilst this is stated in its service-level agreement, it is always striving to reduce its customer service response times as much as possible.

Low-level complaints are managed in the first instance by its Customer Service agents to try resolve any customer issues on first contact. Escalated complaints where either a third-party provider or internal team is involved are handled by its Customer Complaints team, who have deep technical knowledge and empowerment to resolve complaints to a higher value than customer services. Rank's Complaints team also operates the 'Directors Resolution Office', where they handle any complaints that its executive team receives and respond on their behalf.

Rank currently measures its customer satisfaction with the customer surveys sent following each customer service contacted. During the year, it received a **customer satisfaction score of 3.85/5** across 25,707 customer survey responses.



To protect its customer health and safety, Rank has conducted **Fire Risk Assessments and Health and Safety Audits** in all operation sites to ensure compliance with all relevant regulations. During the year, it achieved an **average score of 90%** for both assessments.



Reinforcing Responsible Supply Chain

Rank is aware of the environmental and social impact along its supply chain and is committed to driving continuous improvement to minimise such impacts. It incorporates ESG consideration into its due diligence processes, requesting environmental policies from suppliers and including in the Request for Proposal the requirement to support Rank's environmental agenda and to be as environmentally friendly as possible.

It also actively communicates with its suppliers and hosted workshops for key commercial teams across the business. Rank's next objective is to launch a commercial module on its internal training platform concerning key commercial considerations and when to engage with procurement.



Safer Gambling

Rank employs a wide range of safer gambling measures to identify any issues at the earliest possible opportunity. Assessment and improvement of these measures is ongoing as it responds to developments in technology and customer understanding, as well as new legislation and regulation.

However, the most effective means of preventing harm and ensuring a positive experience is through empowering its customers. By providing access to safer gambling tools and educating customers about responsible play, Rank is equipping its customers with the understanding to use its products and services safely.

Safer gambling messaging

Rank's dedicated responsible gambling website, Keep It Fun (<https://keepitfun.rank.com/>), provides a hub for advice and information on safer gambling tools available to UK customers, and the Keep It Fun messaging appears on all its communications as standard. Rank is keen that this messaging is ubiquitous so that customers can easily access support should it be required.

Within its UK venues, safer gambling messaging is continually visible. Rank has resources on the casino floors and in bingo halls, displays responsible gambling signage, and promotes safer gambling on its media screens. Rank also has resources in the back offices of its venues to ensure that its employees remain cognisant of its commitment to safer gambling and are able to quickly access safer gambling materials.



Leisure

In Rank’s UK digital business, all customer communications contain a link to safer gambling information and it also provides customers with a link to safer gambling information from every page of customer can access on its sites. Rank has introduced a new welcome journey for all new registering customers within which they receive a safer gambling message that focuses on what measures it put in place and the mechanisms players can use to protect themselves. Rank has also developed “How To” material for its website and to provide another access point for safer gambling tools and continue to review website navigation to further increase ease of accessibility from the point of registration.

In Rank’s Spanish venues, safer gambling messaging can be found on all slot machines and on posters. It also ensures that leaflets/posters are displayed and available in employee areas of the venues, to remind colleagues of our commitment to safer gambling and provide easy access to materials and information. In Rank’s Spanish digital businesses, all sites have a safer gambling page with advice and information on safer gambling and links to support organisations. Customer communications and marketing include links to its safer gambling page and the national self-exclusion scheme.

Detecting customers who may be at risk of experiencing harm

Rank is continually assessing and improving the safer gambling measures it has in place with the objective of minimising the risk of gambling-related harm. The proportion of individuals that display problem gambling behaviours is very small, and Rank strives to identify these individuals and focus its efforts on providing them with the support they require, whilst at the same time seek to provide a seamless user journey for its customers. The approach that it takes inevitably varies by channel and also by jurisdiction.

Developing data models to improve safer gambling measures

Rank invested extensively in developing data models to assist in identifying potentially ‘at risk’ customers. It currently utilises a predictive model to identify potential ‘at risk’ customers, but have commenced roll out of a new, updated ‘Markers of Harm’ model for its UK digital business. This uses demographic, transactional and behavioural data, and known markers of harm to assess customers. It enables Rank to identify those customers for whom an early intervention may be appropriate and approach such intervention in a more tailored and personalised way. Its specialist safer gambling team is trained to monitor customer play and will seek to interact as appropriate.



Please refer to [Rank’s Sustainability Report 2022](#) for the full list of measures adopted to promote safer and responsible gambling.



Pillar 4: Caring for our Community

Rank has always occupied a central role in the communities where it operates. Its venues' teams have always been dedicated to supporting its customers and maintaining strong ties with local communities.



Community Engagement

Corporate partnership with Carers Trust

Rank joined Carers Trusts as its corporate charity partner, and the partnership has had a major impact in supporting Carers Trust's work with hundreds of thousands of unpaid carers across the UK. Rank's employees and customers have raised £300,000 for Carers Trust during the year. Funds raised will typically be provided to adult carers through grants, distributed through Carers Trust's network of over 120 local carers' charities.



Supporting local charity campaigns

Culture at Rank is about relationships, not only within teams and with its customers, but also within its local communities. This has been apparent in the support provided by its employees to local initiatives and causes.

At Christmas in 2020 and 2021, all of its Mecca clubs were mobilised to create and pack 4,100 hampers for vulnerable and isolated people as part of the 'Everyone Deserves a Christmas' campaign. Each club selects a local charity or organisation to donate the hampers through, as they are best placed to understand the needs of the local community and send the donations where they are most needed.



Others



MHNZ

MHNZ is driven by its deep care for the wellbeing of people, bees and the shared environment. It demonstrates its commitment to delivering the best quality products and services to its customer by complying with all New Zealand Food Safety and Employment Laws. It also endeavours to create value for the society, adopting various green and sustainable practices while helping to restore the balance of nature, including soil, water, and forests.



Pillar 1: Towards a Greener Future

As beekeepers, sustainability and environmental responsibility are at the very heart of what MHNZ does. MHNZ is committed to making its premium New Zealand bee products sustainably. This means never compromising on the health of its bees and ensuring it maintains the pristine beauty of New Zealand nature for generations to come.



FY2022 Target Status and Future Targets

FY2022 Target Status

Aspects	Targets	Status & Remarks
Energy and Emissions Management	Put in low energy bulbs wherever possible and practicable	Achieved
	Consider low energy options in any new build and capital projects	Achieved
	Replace thermaliser in the heat room to increase efficiency in the heat tipping process	Achieved
	Reduce hours in heat room at the Carterton extraction plant	Achieved
Water and Effluents Management	Investigate water treatment system at Carterton factory to treat chlorine water for reuse	Achieved
	Investigate water holding tanks to reduce utilisation of local water during summer	Work delayed as potential changes from a future project have to be first considered

Future Targets

Aspects	Targets	Target Year	Measures
Waste Management	Launch more sustainable packaging across the range	FY2023	For details, please refer to the Waste Management section

Tackling Climate Change

To seek improvement in its resilience against climate change, MHNZ maintains a risk register that includes and covers climate, environmental and other business risks. This is regularly reviewed and updated by the Senior Executive Team, and assessments are made to see whether any actions are required to be taken.

		FY2022
		MHNZ
		Unit
GHG emissions		
Direct and indirect GHG emissions		
Direct GHG emissions (Scope 1)	tCO ₂ e	597.1
Indirect GHG emissions (Scope 2)	tCO ₂ e	110.8
Total GHG emissions (Scope 1 and Scope 2)		
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	707.9
GHG intensity (Scope 1 and 2)	tCO ₂ e/NZ\$m revenue	6.9

Others

Energy Efficiency

At its Te Awamutu production facility, MHNZ has installed a new honey processing facility to improve its energy efficiency and lower its energy usage. This has also helped MHNZ to reduce heat generation and honey degradation. Furthermore, MHNZ's vehicles have been upgraded for fuel efficiency and lower emissions, and only uses helicopters when absolutely necessary to access remote areas to place hives.

		FY2022
	Unit	MHNZ
Energy consumption		
Direct energy consumption		
Fuel consumption - Petrol	L	14,886
Fuel consumption - Diesel	L	201,978
Fuel consumption - Natural Gas	kg	13,197
Fuel intensity - Petrol	L/NZ\$m revenue	145.12
Fuel intensity - Diesel	L/NZ\$m revenue	1,969.02
Fuel intensity - Natural Gas	kWh/NZ\$m revenue	1,599.58
Indirect energy consumption		
Electricity consumption	kWh	1,097,086
Electricity intensity	kWh/NZ\$m revenue	10,695.1
Total energy consumption		
Total energy consumption	GJ	12,842

Water and Effluents Management

MHNZ has adopted conservation initiatives to conserve freshwater supplies and identify opportunities for water recycling. During the reporting period, MHNZ did not experience any issue in sourcing water across its operations at its sites in Te Awamutu and Carterton, New Zealand. MHNZ works closely with local governing bodies to ensure that it is compliant with all relevant resource consents.

At its Te Awamutu site, wastewater from production and amenities are discharged into the municipal sewer system. At its Carterton site, water used in the production is treated through a natural septic tank system.

		FY2022
	Unit	MHNZ
Water consumption	m ³	1,543
Water intensity	m ³ /NZ\$m revenue	15.04

MHNZ introduces measures to improve water efficiency and reduce water consumption

- ✔ Install solenoids to the wet seal pumps and reduce water consumption by 5m³ per day
- ✔ Actions are taken to collect wash water (containing honey) and work with local brewing company to upcycle into beverages such as manuka honey cider
- ✔ A project is in place to capture town water used for washing the honey vats; the used water is in turn collected for further recycling
- ✔ A rainwater collection tank has been installed to capture water off the roof for use in bathrooms
- ✔ A water harvesting system was set up to utilize rainwater collected and to minimise the need to use external supplies of water

Waste Management

MHNZ’s waste management approach is designed to avoid waste generation whilst promoting re-use and recycling. It aims to reduce, reuse or recycle wherever possible – with recycling of cardboard, plastics, pallet wrap, metal, and glass at its manufacturing sites. MHNZ believes good packaging management is another key component of waste reduction. MHNZ jars are made in New Zealand by a Toitu Environmark Diamond accredited manufacturer. For delivery, orders from its website are packed in recyclable cardboard and paper packing and wraps. MHNZ will continue to source other sustainable packaging options for its different products. The total packaging materials used for finished products in FY2022 was 228 tonnes with an intensity of 0.2 tonne packaging materials used for each tonne of honey produced. Apart from that, qualified contractors are engaged to properly handle hazardous waste, such as batteries and electrical redundant materials.

↓ **43%** y-o-y
Landfill Waste

↑ **61%** y-o-y
Recycled Waste

Others

		FY2022
		MHNZ
Unit		
Non-hazardous waste		
Non-hazardous waste produced	tonnes	134.2
Non-hazardous waste intensity	tonnes/NZ\$m revenue	1.31
Hazardous waste		
Hazardous waste produced	tonnes	0.3
Hazardous waste intensity	tonnes/NZ\$m revenue	0.003
Breakdown by Management Method		
Recycling	tonnes	51.7 ⁹

Replacing plastic wrapping with eco-friendly materials

All MHNZ’s web shop orders despatched in New Zealand are now using paper instead of plastic wrapping and void fill to close up free space in shipped boxes. MHNZ is looking to expand the use of sustainable materials and continue to reduce plastic in its distribution of products.



Caring for Its Bees and The Environment

MHNZ leads the way in sustainable beekeeping, with its Apiculture Excellence Programme investing in research and innovation to ensure best practice in its beekeeping and to benefit the wider apiculture industry.

MHNZ conducts year-round bee health program and careful hive monitoring to ensure healthy hives and top quality honey, and that no antibiotics or hormones are ever used in its hives. Advanced mapping technology is used to measure Manuka flowers in an area to ensure MHNZ is not over-stocking hives. This allows its bees to thrive while also leaving enough nectar for the native pollinators in the area. When out of Manuka season, its beehives are placed across New Zealand for easy access to flowering plants, keeping them healthy and providing natural pollination services.

Fostering native Manuka growth is an important part of what MHNZ does. With its long-term land partners MHNZ plants Manuka trees and helps restore marginal farmland back to native forest while supporting sustainable Manuka honey production.

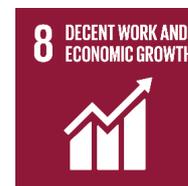


⁹ Due to the location of MHNZ’s beekeeping sites, recycling options are limited in the rural areas of New Zealand. It also has branded packaging that has been disposed of as secure burial to protect product confidentiality, which has become general waste.



Pillar 2: Empowering Our People

MHNZ firmly believes that its people are highly valuable assets, and MHNZ is committed to fostering a rewarding work environment that promotes collaborations, development and self-enhancement.



		FY2022
		MHNZ
	Unit	
Number of employees		
Total number of employees	No.	202
Number of employees by employment type		
Full-time	No.	192
Part-time	No.	10
Number of employees by gender		
Male	No.	124
Female	No.	78
Number of employees by age group		
<30 years old	No.	35
30-50 years old	No.	128
>50 years old	No.	39
Number of employees by employee category		
Senior Management	No.	11
Management	No.	37
Non-Management	No.	154
Number of employees by geographical region		
Mainland China	No.	4
UK	No.	1
New Zealand	No.	197
Turnover		
Total number of resigned employees	No.	42
Number of employees turnover by gender		
Male	No.	28
Female	No.	14
Number of employees turnover by age group		
<30 years old	No.	5
30-50 years old	No.	32
>50 years old	No.	5
Number of employees turnover by geographical region		
Mainland China	No.	0
New Zealand	No.	40
Others	No.	2

Others

Future Targets

Aspects	Targets	Target Year
Human Capital Development	Provide online courses for 100 employees along the year	FY2023
Employee Health and Safety	Maintain no serious injuries or fatalities of employees	FY2023

Promoting Occupational Health and Safety

MHNZ places high importance on the health and safety of its employees and strictly aligning with industry standards and comply with relevant laws and regulations where it operates. It has implemented a number of measures to increase its employees’ safety awareness and minimise the risks of hidden hazards at work.

Its dedication to offering a safe and secure work environment for its employees is outlined in a Health and Safety manual, and it is audited annually for compliance with New Zealand Health and Safety regulations.

Monthly national health and safety meetings are organised to enhance its employees’ health and safety awareness. Representatives from all areas of MHNZ are required to report health and safety performances to the management.

MHNZ has organised monthly health and safety training sessions on topics such as vehicle safety and COVID measures catered to its employees and their functions. Beekeeping training courses that are specifically designed are provided to increase employees’ practical knowledge. Approximately 140 staff from its apiculture team, operations team, and administration team have participated in those training sessions.

MHNZ demonstrated improved OHS performance year-on-year

↓27%
Total Incidents

↓16%
Lost Time Injuries (LTI)

↓26%
LTI Severity

↓21%
Vehicle Incidents

Boosting Employee Wellness and Engagement

The wellness of its employees is of paramount concern and importance to MHNZ. A wide range of initiatives are implemented to encourage a work-life balance culture within its operation.

MHNZ has introduced flexible working hours and work-from-home arrangements for its employees to enhance flexibility and improve morale. To support new fathers, it provides five days of paternity leave. Additional subsidies are provided on top of the government subsidy during the 26 weeks of maternity leave.

MHNZ also provides private medical insurance to its employees and promotes its employees’ well-being through various activities, including resilience courses and online well-being services to build mental resilience.

Enhancing Talent Development

MHNZ believes that its employees are the foundation of its sustainable development and that a well-trained team is a key to improving its overall performance. MHNZ has provided various training to its employees to engage them and fully develop their potential.

Offering diversified trainings to support employees' professional growth

In FY2022, a total of **100 staff members** have participated in an **online e-learning programme** through LinkedIn Learning arranged to upskill its workforce. In addition, an external organised 2-day leadership training course has been provided to the apiculture team leaders and production supervisors to improve their management abilities. To grow new pool of talents, MHNZ also supports beekeepers to undertake study for Apiculture Apprenticeship program and assist them to obtain formal qualification.

		FY2022
	Unit	MHNZ
Percentage of employees trained by gender		
Male	%	100%
Female	%	100%
Percentage of employees trained by employee category		
Senior Management	%	100%
Management	%	100%
Non-Management	%	100%
Average training hours by gender		
Male	Hours	36.6
Female	Hours	34.2
Average training hours by employee category		
Senior Management	Hours	30.0
Management	Hours	40.0
Non-Management	Hours	35.0

Encouraging Open Communication with Employees

MHNZ offers various opportunities for feedback and open discussion with its employees. For example, it organises half-year and end-of-year performance reviews to actively seek and respond to its employees' expectations and concerns.

Quarterly online business updates are held to inform its employees of the most recent operational initiatives and to increase their involvement in its business. In the following year, MHNZ will move this initiative from a quarterly to a monthly schedule.

Others



Pillar 3: Conducting Business with Honour

MHNZ strives to deliver the best quality products and services to its customers. In practice, it keeps itself updated on the latest laws and regulations to ensure its products will meet regulatory requirements and customer expectations.



Future Targets

Aspects	Targets	Target Year
Product Quality and Service Responsibility	Maintain high levels of customer care and satisfaction	FY2023

Products

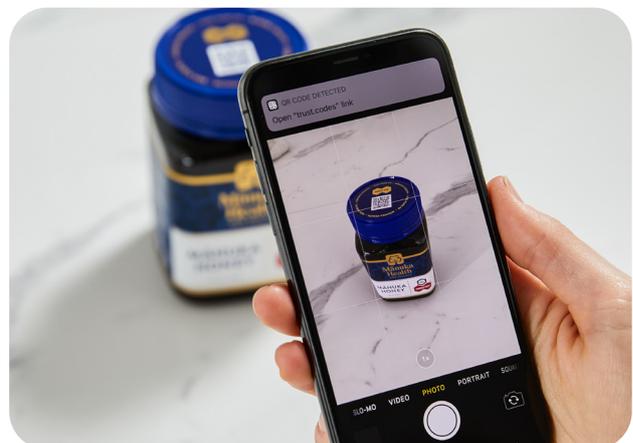
Enhancing Traceability

MHNZ’s governance and collective expertise from land to hive to shelf ensures utmost quality and product integrity. Careful processing and storage with the least possible interference protects the honey, ensuring it retains its unique natural properties and smooth texture.

Every jar of MHNZ’s Manuka honey carries trusted independent certifications that utilise advanced technology to ensure proof of origin and authenticity.

Providing the ultimate guarantee of authenticity to increase customer confidence

To improve MHNZ’s product traceability, it has customised a Trust Code - a unique QR code for each honey jar to directly link to their “birth certificate”. Every batch of its honey is also ‘fingerprinted’ by a third-party scientific traceability company. Through technology, it can now enable its customers to easily trace any jar of its honey back to its place of origin and even view the test results on quality and MGO potency.



Ensuring Product and Service Quality

To meet its customers' requirements on product quality, MHNZ's products are subject to stringent quality control tests during the production process to ensure quality requirements are met.

It complies with all New Zealand Food Safety and Employment Laws and has been awarded the ISO 9001:2015 Quality Management Systems Certificate. It also holds different food certificates to fulfil the increasingly demanding information and assurance within the food industry.

MHNZ's Honey Quality Endorsements and Accreditations



Others

Driving Customer Experience and Feedback

MHNZ has provided various channels for its customers to request information or make a complaint. The internal customer service teams provide hands-on advice to its customers so they can get the best of its products. Health queries will be passed onto qualified naturopaths to respond. In addition, MHNZ has provided dedicated training for its external retailer teams to enhance its customer experience. Its most recent NPS is 70, which is considered a world class score for a fast-moving consumer goods business.

Customer complaints regarding product quality will be ranked and addressed by its Customer Service Team. MHNZ strictly complies with the customer service requirements from its service level agreements to ensure that all complaints are responded to in a timely and proper manner in order to improve its customer satisfaction.

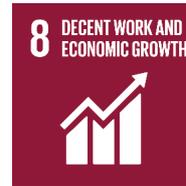


Pillar 4: Caring for our Community

MHNZ understands that the value of giving back to communities is just as important as growing its business. As a responsible company, MHNZ actively supports people in need and contributes to society.

MHNZ has long partnered with equally dedicated and passionate landowners, planting Manuka on marginal farmland to help its landowners get the most from their land in an environmentally friendly way. It also restores the land back to native forest, and ensures sustainable Manuka honey production for the future. Working with local communities and Māori landowners to improve the productivity and revenue from their native land enables MHNZ to help create jobs and to support the local economy.

MHNZ has also donated its honey products to several local charitable organisations, such as food banks, to support local activities and provide aid to the underprivileged in the community.



Appendix

Performance Data

		FY2022						
	Unit	Headquarters	GuocoLand	GLM	GLH	Rank	MHNZ	Total
GHG emissions								
Direct and indirect GHG emissions								
Direct GHG emissions (Scope 1) ¹⁰	tCO ₂ e	9.9	0.6 ¹¹	2,237.8	4,861.2	12,267.7	597.1	19,974.3
Indirect GHG emissions (Scope 2) ¹²	tCO ₂ e	151.7	10,236.4	5,032.9	5,695.5	13,011.6	110.8	34,238.8
Total GHG emissions (Scope 1 and Scope 2)								
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	161.5	10,237.0	7270.7	10,556.7	25,279.3	707.9	54,213.1
Energy consumption								
Direct energy consumption								
Fuel consumption - Petrol	L	4,174	N/A	16,912	N/A	101,510	14,886	137,482
Fuel consumption - Diesel	L	N/A	N/A	839,979	N/A	130,880	201,978	1,172,837
Gas oil consumption	L	N/A	N/A	N/A	94,999	N/A	N/A	94,999
Natural gas consumption	kWh	N/A	N/A	N/A	25,013,486	63,554,204	164,081	88,731,771
Indirect energy consumption								
Electricity consumption	kWh	213,616	24,269,398	7,802,889	26,823,706	61,279,863	1,097,086	121,486,383
Total energy consumption								
Total energy consumption	GJ	779	87,370	61,046	190,362	449,416	12,842	801,815
Water consumption								
Water consumption	m ³	N/A	164,717	126,718	345,047	214,625	1,543	852,650
Waste								
Non-hazardous waste								
Non-hazardous waste produced	tonnes	N/A	1,687	4,963	2,104	549	134	9,437
Hazardous waste								
Hazardous waste	tonnes	N/A	N/A	15.32	N/A	0.54	0.30	16.16
Breakdown by waste management method								
Reuse	tonnes	N/A	N/A	300	N/A	N/A	N/A	300
Recycling	tonnes	N/A	136	134	1,058	391	52	1,771
Other recovery (including energy recovery)	tonnes	N/A	N/A	N/A	1,046	N/A	N/A	1,046
Incineration	tonnes	N/A	1,393	5	N/A	158	N/A	1,556
Landfill	tonnes	N/A	N/A	4,524	N/A	N/A	N/A	4,524

Note: Environmental KPIs which show as N/A above are either not material or not applicable to those businesses.

¹⁰ Scope 1 emissions included direct GHG emissions from fuel consumption, including petrol fuel used by company cars.

¹¹ Scope 1 emissions from GuocoLand were mainly from refrigerants.

¹² Scope 2 emissions included indirect GHG emissions from purchased electricity. The emissions factors (kg CO₂e/kWh) used are the latest available factors: Hong Kong: 0.71; Singapore: 0.4085; Mainland China: 0.581; Malaysia: 0.645; UK: 0.212; New Zealand: 0.101.

Appendix

	Unit	FY2022
Intensity		
GHG emissions intensity (Scope 1 and 2)		
Headquarters	tCO ₂ e/ft ² GFA	0.0005
GuocoLand	tCO ₂ e/m ² GFA	0.012
GLM	tCO ₂ e/m ² GFA	0.009
GLH	tCO ₂ e/room sold	0.015
Rank	tCO ₂ e/£m revenue	39.3
MHNZ	tCO ₂ e/NZ\$m revenue	6.9
Direct energy intensity		
Fuel intensity - Petrol		
Headquarters	L/ft ² GFA	0.21
GLM	L/m ² GFA	0.02
Rank	L/£m revenue	157.62
MHNZ	L/NZ\$m revenue	145.12
Fuel intensity - Diesel		
GLM	L/m ² GFA	1.03
Rank	L/£m revenue	203.23
MHNZ	L/NZ\$m revenue	1,969.02
Gas oil intensity		
GLH	L/room sold	0.13
Natural gas intensity		
GLH	kWh/room sold	35.53
Rank	kWh/£m revenue	98,686.65
MHNZ	kWh/NZ\$m revenue	1,599.58
Indirect energy intensity		
Electricity intensity		
Headquarters	kWh/ft ² GFA	11.0
GuocoLand	kWh/m ² GFA	29.3
GLM	kWh/m ² GFA	9.6
GLH	kWh/room sold	38.1
Rank	kWh/£m revenue	95,155.1
MHNZ	kWh/NZ\$m revenue	10,695.1
Water intensity		
GuocoLand	m ³ /m ² GFA	0.20
GLM	m ³ /m ² GFA	0.16
GLH	m ³ /room sold	0.49
Rank	m ³ /£m revenue	333.27
MHNZ	m ³ /NZ\$m revenue	15.04

	Unit	FY2022
Non-hazardous waste intensity		
GuocoLand	tonnes/m ² GFA	0.002
GLM	tonnes/m ² GFA	0.006
GLH	tonnes/room sold	0.003
Rank	tonnes/£m revenue	0.85
MHNZ	tonnes/NZ\$m revenue	1.31
Hazardous waste intensity		
GLM	tonnes/m ² GFA	0.00002
Rank	tonnes/£m revenue	0.0008
MHNZ	tonnes/NZ\$m revenue	0.003

		FY2022						
	Unit	Headquarters	GuocoLand	GLM	GLH	Rank	MHNZ	Total
Workforce profile								
Number of employees								
Total number of employees	No.	46	471	203	1,303	7,537	202	9,762
Number of employees by employment type								
Full-time	No.	46	466	199	563	6,221	192	7,687
Part-time	No.	0	5	4	740	1,316	10	2,075
Number of employees by gender								
Male	No.	16	209	89	766	3,926	124	5,130
Female	No.	30	262	114	537	3,611	78	4,632
Number of employees by age group								
<30 years old	No.	2	85	14	480	2,286	35	2,902
30-50 years old	No.	22	272	168	616	3,413	128	4,619
>50 years old	No.	22	114	21	207	1,838	39	2,241
Number of employees by employee category								
Senior Management	No.	8	15	11	15	12	11	72
Management	No.	13	132	165	277	551	37	1,175
Non-Management	No.	25	324	21	1,011	6,974	154	8,515
Number of employees by geographical region								
UK	No.	N/A	N/A	N/A	1,303	6,519	1	7,823
Mainland China	No.	N/A	190	N/A	N/A	N/A	4	194
Hong Kong	No.	46	N/A	N/A	N/A	N/A	N/A	46
Singapore	No.	N/A	281	N/A	N/A	N/A	N/A	281
Malaysia	No.	N/A	N/A	203	N/A	N/A	N/A	203
New Zealand	No.	N/A	N/A	N/A	N/A	N/A	197	197
Others	No.	N/A	N/A	N/A	N/A	1,018	N/A	1,018

Appendix

		FY2022						
	Unit	Headquarters	GuocoLand	GLM	GLH	Rank	MHNZ	Total/Group
Turnover								
Total number of resigned employees	No.	8	95	63	926	3,872	42	5,006
Number of employees turnover by gender								
Male	No.	4	47	26	537	1,990	28	2,632
Female	No.	4	48	37	389	1,882	14	2,374
Turnover rate by gender								
Male	%	25%	22%	29%	70%	51%	23%	51%
Female	%	13%	18%	32%	72%	52%	18%	51%
Number of employees turnover by age group								
<30 years old	No.	3	32	11	416	2,089	5	2,556
30-50 years old	No.	3	46	46	407	1,364	32	1,898
>50 years old	No.	2	17	6	103	419	5	552
Turnover rate by age group								
<30 years old	%	100%	38%	79%	87%	91%	14%	88%
30-50 years old	%	14%	17%	27%	66%	40%	25%	41%
>50 years old	%	9%	15%	29%	50%	23%	13%	25%
Number of employees turnover by geographical region								
UK	No.	N/A	N/A	N/A	926	3,649	N/A	4,575
Mainland China	No.	N/A	15	N/A	N/A	N/A	N/A	15
Hong Kong	No.	8	N/A	N/A	N/A	N/A	N/A	8
Singapore	No.	N/A	80	N/A	N/A	N/A	N/A	80
Malaysia	No.	N/A	N/A	63	N/A	N/A	N/A	63
New Zealand	No.	N/A	N/A	N/A	N/A	N/A	40	40
Others	No.	N/A	N/A	N/A	N/A	223	2	225
Turnover rate by geographical region								
UK	%	N/A	N/A	N/A	71%	56%	N/A	58%
Mainland China	%	N/A	8%	N/A	N/A	N/A	N/A	8%
Hong Kong	%	17%	N/A	N/A	N/A	N/A	N/A	17%
Singapore	%	N/A	28%	N/A	N/A	N/A	N/A	28%
Malaysia	%	N/A	N/A	31%	N/A	N/A	N/A	31%
New Zealand	%	N/A	N/A	N/A	N/A	N/A	20%	20%
Others	%	N/A	N/A	N/A	N/A	22%	N/A	22%

		FY2022						
	Unit	Headquarters	GuocoLand	GLM	GLH	Rank	MHNZ	Total/Group
Training								
Percentage of employees trained by gender								
Male	%	69%	93%	51%	100%	30%	100%	45%
Female	%	90%	89%	22%	100%	30%	100%	43%
Percentage of employees trained by employee category								
Senior Management	%	50%	60%	91%	100%	100%	100%	85%
Management	%	92%	90%	33%	100%	38%	100%	61%
Non-Management	%	88%	92%	19%	100%	29%	100%	41%
Average training hours by gender								
Male	Hours	3.5	14.0	6.1	11.9	13.1	36.6	13.4
Female	Hours	2.9	12.0	1.0	12.0	12.6	34.2	12.5
Average training hours by employee category								
Senior Management	Hours	6.4	5.8	5.5	8.4	74.7	30.0	21.5
Management	Hours	2.7	10.6	3.1	10.7	18.8	40.0	14.2
Non-Management	Hours	2.3	14.1	3.0	12.3	11.8	35.0	12.3

		Unit	FY2022
Occupational health and safety			
Number of lost days			
Headquarters		No.	0
GuocoLand		No.	3
GLM		No.	0
GLH		No.	6
Rank		No.	42
MHNZ		No.	74
Number of reported work-related injuries			
Headquarters		No.	0
GuocoLand		No.	1
GLM		No.	0
GLH		No.	N/A
Rank		No.	N/A
MHNZ		No.	N/A

Appendix

	Unit	FY2022
Supply chain		
Suppliers by geographical region		
Australia	No.	11
UK	No.	3,500
New Zealand	No.	77
India	No.	6
Singapore	No.	0
Malaysia	No.	50
Mainland China	No.	0
Hong Kong	No.	1
Other regions	No.	868
Total	No.	4,513

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Subject Areas, Aspects, General Disclosures and KPIs		References and Remarks
A. Environmental		
Aspect A1: Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Energy Efficiency Water and Effluents Management Waste Management
KPI A1.1	The types of emissions and respective emissions data.	Energy Efficiency Performance Data
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Energy Efficiency Performance Data
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Waste Management Performance Data
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Waste Management Performance Data
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	FY2022 Targets Status and Future Targets Energy Efficiency
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	FY2022 Targets Status and Future Targets Waste Management
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Energy Efficiency Water and Effluents Management Waste Management Caring for Its Bees and The Environment
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Energy Efficiency Performance Data

Appendix

Subject Areas, Aspects, General Disclosures and KPIs		References and Remarks
Aspect A2: Use of Resources		
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Water and Effluents Management Performance Data
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	FY2022 Targets Status and Future Targets Energy Efficiency
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	FY2022 Targets Status and Future Targets Water and Effluents Management
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Waste Management
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Energy Efficiency Water and Effluents Management Waste Management Caring for Its Bees and The Environment
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Energy Efficiency Water and Effluents Management Waste Management Caring for Its Bees and The Environment
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Tackling Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Tackling Climate Change

Subject Areas, Aspects, General Disclosures and KPIs		References and Remarks
B. Social		
Employment and Labour Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Enhancing Talent Development Nurturing Diversity and Inclusion Boosting Employee Wellness and Engagement
KPI B1.1	Total workforce by gender, employment type (for example, full - or part-time), age group and geographical region.	Empowering Our People Performance Table
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	FY2022 The Group ESG Performance Overview
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Promoting Occupational Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	FY2022 The Group ESG Performance Overview
KPI B2.2	Lost days due to work injury.	Performance Data
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Promoting Occupational Health and Safety
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Enhancing Talent Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Enhancing Talent Development
KPI B3.2	The average training hours completed per employee by gender and employee category.	Enhancing Talent Development

Appendix

Subject Areas, Aspects, General Disclosures and KPIs		References and Remarks
B. Social		
Aspect B4: Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Ensuring Human Rights Protection
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Ensuring Human Rights Protection
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Ensuring Human Rights Protection
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Reinforcing Responsible Supply Chain
KPI B5.1	Number of suppliers by geographical region.	Performance Data
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Reinforcing Responsible Supply Chain
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Reinforcing Responsible Supply Chain
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Reinforcing Responsible Supply Chain
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Ensuring Product and Service Quality
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	During the reporting period, we have no products subject to recalls due to health and safety reasons
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Driving Customer Experience and Feedback

Subject Areas, Aspects, General Disclosures and KPIs		References and Remarks
Aspect B6: Product Responsibility		
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Protecting Business Integrity
KPI B6.4	Description of quality assurance process and recall procedures.	Ensuring Product and Service Quality
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Ensuring Customer Data Privacy and Protection
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	The Group's Governance Protecting Business Integrity
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-Corruption
KPI B7.2	Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored.	The Group's Governance Protecting Business Integrity
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Protecting Business Integrity
Community		
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Caring for Our Community
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Caring for Our Community
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Caring for Our Community



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