

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## ABOUT ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

This is the third Environmental, Social and Governance (“ESG”) Report published by the Company. By reporting the policies, measures and performances of the Group in ESG aspects, it allows all stakeholders to understand the Group’s progress and development direction in sustainability issues.

### Reporting Boundary and Period

The report focuses on three of the Group’s core businesses in FY2019.

Property Development	Hotel Operations and Management (“Hotel”)	Car Park Operations and Facilities Management (“Car Park”)
Offices and construction sites in: Hong Kong Mainland China UK Australia Singapore	Offices and hotels in: Hong Kong Mainland China UK Singapore	Office and car park sites in: Australia UK Malaysia

Compared with our previous report, we have expanded the reporting scope this year to include our Car Park. While this report does not cover some of our operations, it is on our agenda to extend the scope of the report gradually in the future so as to provide more comprehensive and meaningful ESG information to our shareholders, investors and other stakeholders.

### Reporting Standard

The report is prepared in accordance with Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) as contained in Appendix 27 of the Listing Rules. During its preparation, the Group adheres to the principles of materiality, quantitative, balance and consistency.

To provide stakeholders with an overview of the Group’s performance in ESG aspects, the report not only discloses environmental performance indicators (“KPIs”) under the “comply or explain” provisions, but also reports on additional social KPIs under the “recommended disclosures” as set out in the ESG Reporting Guide.

### Data Preparation

The Group has established internal controls and a formal review process to ensure that any information presented in this report is as accurate and reliable as possible. The Board is responsible for the establishment and disclosure of relevant measures and KPIs. The report has been approved by the Board in June 2019.

### Feedback Mechanism

Your feedback and suggestions guide us through strengthening future sustainability strategy and performance. Please visit our website at [www.fecil.com.hk](http://www.fecil.com.hk) and share your thoughts with us.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## MANAGEMENT STATEMENT

The world is changing at an unprecedented speed, resulting in both opportunities and challenges that were not envisaged in the past which affects all aspects of our lives. In face of the social and environmental threats that make headlines every day, we need a more holistic approach to ensure the sustainable development of businesses.

There is little doubt that the future will be shaped by technologies. While resource consumption is unavoidable, FEC is confident that technology advancement will enable businesses and organisations to cut consumption of resources and costs of production and enhance their operation efficiency. It is in this approach that the Group embarks its journey of sustainability.

Societal changes and technological advancement has given rise to new expectations, understanding and possibilities of sustainable living. Sharing is a basis for achieving equality which is fundamental to creating a more liveable and just world. By bringing the community to share their resources and time, FEC can seize the opportunity to exercise its role in creating a more sustainable living environment.

The Group is aware of the rising popularity of timeshares in different markets and it is looking into the feasibility of incorporating such elements into its businesses, such as timeshare property and car sharing, to offer new customer experiences while reducing its environmental impact. Our three-pronged business development, encompassing Property Development, Hotel and Car Park, allows us to effectively integrate our resources and expertise in different areas to achieve the goal of facilitating a more sustainable lifestyle through different approaches.

Technology advancement is crucial to enhancing operation efficiency. In the future, the Group will expand the implementation of renewable energy. To reduce its energy consumption in business operation, the Group is considering to expand its adoption of solar panels for hotel buildings in Malaysia and Australia. In addition, it will expand its scope of services for car park business unit, such as providing electric vehicle charging facilities and developing autonomous car navigation systems, to enable the community to embrace a more environmental-friendly way of life.

In response to the rapid change of environment and global sustainability issues such as customer data privacy and climate resilience, FEC will further enhance its sustainability governance by reviewing the effectiveness of current management approaches and considering improvement measures.

The interests of the next generation matter as much as that of the current generation. The Group values their opinions as the successful implementation of sustainability strategies relies on the collaboration of talents of age groups. It is on the Group's agenda to engage more young talents in the development of a sustainability strategy to rise above the challenges of today's world.

**David CHIU**

*Chairman and Chief Executive Officer*

June 2019



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## SUSTAINABILITY GOVERNANCE

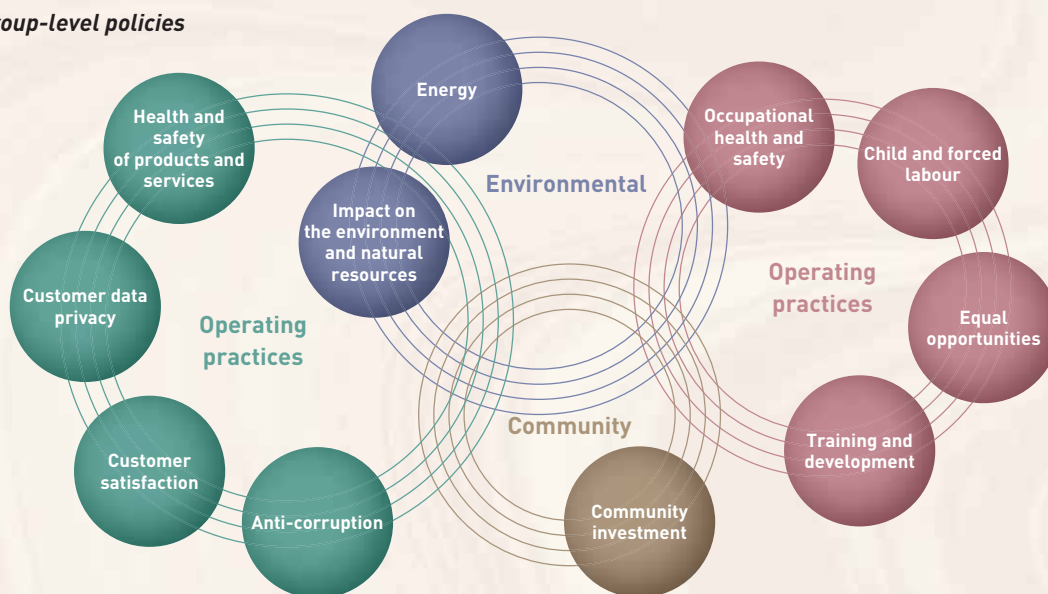
### Governance Structure

Sound corporate governance and operation practices are fundamental to the Group's sustainability governance and long-term development. The Board has ultimate responsibility for the oversight of the Group's policies, initiatives and performance on ESG. The Board oversees and formulates ESG strategies of the Group, with the support of the ESG Committee. Led by Ms. Wing Kwan Winnie CHIU, Executive Director of the Company, the ESG Committee is dedicated to supporting ESG work, such as implementing ESG policies, monitoring ESG performance, stakeholder engagement and ESG performance disclosure. It reports to the Board on ESG matters whenever appropriate.

To effectively embed sustainability into day-to-day operations in different regions, the Group plans to strengthen the sustainability governance structure in the future by establishing working groups under the ESG Committee. This allows for in-depth insights into developing more actionable and relevant ESG policies and initiatives.

As a responsible player in the market, we dedicate ourselves to creating and maintaining economic, environmental and social value for our stakeholders. We have been reviewing and updating our ESG policies which underpin our commitment and approach to sustainability.

### ESG Group-level policies



### Sustainability Risk Management

The Group values risk management by continuously maintaining and enhancing the effectiveness of the internal control systems. The Board has the responsibility for maintaining a sound and effective risk management and internal control system through the Audit Committee. It is the priority of the Audit Committee to review and monitor risks that endanger the achievement of business objectives. During FY2019, the Group has conducted an annual review on the risk management and internal control systems, and considered the systems in place effective and adequate with no significant areas of concern that could affect the Group being identified. For details of risk management and internal control systems, please refer to pages 139 to 142 of this Annual Report.

Looking ahead, the Group will continue to enforce risk management as an on-going process to evaluate imminent environmental and social risks and enable formulation of timely responses to those risks.

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## OUR STAKEHOLDERS

Understanding and meeting the needs of our stakeholders is of paramount importance for us to move forward on the path towards sustainability. The feedback we collect eventually leads the Group to identify material ESG issues and manage relevant risks and opportunities.

Our stakeholders are those who have a considerable influence on our business, and whom our business has a significant impact on. We engage our key stakeholders via multiple channels to gather their feedback. Meetings, conferences, workshops and other communicative events are held across daily operations for internal and external stakeholder groups.



<sup>1</sup> Including Hong Kong, Singapore, Shenzhen, Beijing, Australia, Malaysia, Shanghai, London, Stockholm and Edinburgh.

<sup>2</sup> Such as investor VIP launch, stock commentator luncheon, site tour, luncheon and investor gatherings etc.

<sup>3</sup> Such as FEC Newsletters, media coverage on FEC and WeChat posts published.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Materiality Assessment

Stakeholder engagement allows the Group to better understand needs and expectations of our different stakeholders. In FY2019, the Group conducted a stakeholder engagement survey to collect opinions from both internal and external stakeholders for determining the relative materiality on various ESG issues.

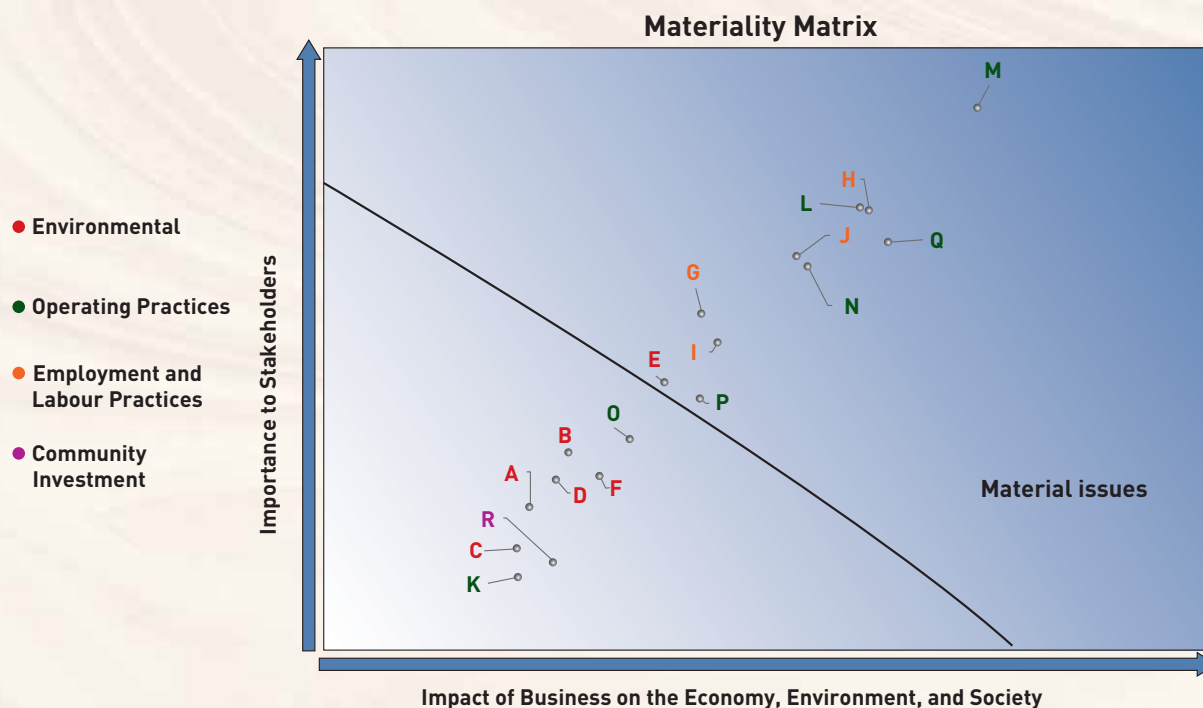
Phase	Actions
<b>1. Identifying relevant issues</b>	<p>We conducted a review of existing and previous engagement results and made reference to global sustainability issues as well as local and international reporting standards.</p> <p>18 relevant issues were identified by the review, covering Environmental, Employment and Labour Practices, Operating Practices and Community Investment.</p>
<b>2. Collecting stakeholder feedback</b>	<p>We collected feedback and assessed materiality of each relevant issue with our internal and external stakeholders of three business units (namely Property Development, Hotel and Car Park) through different engagement activities, including interviews and surveys.</p> <p>769 valid questionnaires were received and analysed to develop the materiality matrix.</p> <p>Compared with the stakeholder engagement survey conducted in FY2018</p> <ul style="list-style-type: none"> <li>• Survey response rate increased by 28%</li> <li>• Expanded the scope to Car Park</li> </ul>
<b>3. Identifying material issues</b>	<p>The materiality of each relevant issue was assessed by taking into account its importance to the stakeholders and our impact in relation to the issue. Based on the survey results, a materiality matrix was developed. Out of 18 issues, 10 were prioritised as material issues.</p>
<b>4. Validation</b>	<p>The materiality matrix was presented to the ESG Committee for review. The 10 material issues were validated to be priority issues for us to address and report on.</p>



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The result of the materiality assessment for FY2019 is presented in the materiality matrix below. Relevant issues identified are prioritized in a descending order of materiality importance. Out of 18 relevant issues, 10 were prioritised as material issues.



Ranking	Relevant issues identified	Category	Index	Material issues
1	Protection of customer data and privacy	●	M	✓
2	A safe and healthy working environment	●	H	✓
3	Health and wellness of user (customer and occupant)	●	L	✓
4	Anti-corruption	●	Q	✓
5	Labour standards	●	J	✓
6	Quality management	●	N	✓
7	Employment management system	●	G	✓
8	Training and development	●	I	✓
9	Protection of intellectual property rights	●	P	✓
10	Waste generation and management (handling and mitigation measures)	●	E	✓
11	Fair and responsible marketing communication and information	●	O	
12	Water resources use	●	B	
13	The environment and natural resources	●	F	
14	Greenhouse gases and other significant gas emissions and mitigation measures	●	D	
15	Energy use and efficiency	●	A	
16	Understand the needs of the community and ensure its activities take into consideration the communities' interests	●	R	
17	Other materials use and efficiency	●	C	
18	Supply chain management	●	K	

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

**Moving forward**

To fully address stakeholders' concerns, the Group will identify focus areas for improvement and develop action plans based on the stakeholder engagement feedback collected. We will continue to engage stakeholders regularly to gain an in-depth understanding of their expectations in guiding our sustainability strategies.

**OUR OPERATION**

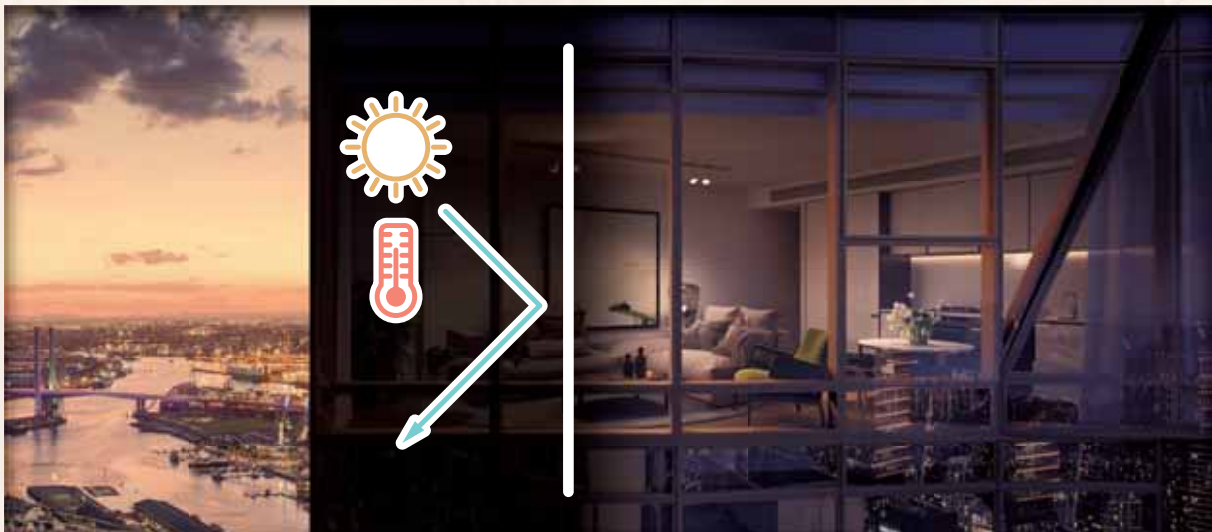
The long-term viability of a business is built on ethical and responsible operations and supply chains. The Group's approach is underpinned by a commitment to enhancing service quality, promoting ethical values and behaviours as well as managing risks along our value chain. We are in the process of reviewing and updating our Procurement Policy and Product Responsibility Policy to strengthen our operational management.

**Responsible Operation****Property Development**

We safeguard the health and safety of our customers in every aspect of property development, from building design, selection of building materials to quality management during construction. In line with our Product Responsibility Policy, we work closely with our business partners at each stage to ensure high quality products which satisfy customers' requirements in every way.

**Property design**

We integrated customer health considerations into property design works for our projects. For example, at West Side Place Stage 1 project<sup>4</sup> in Australia, we integrated design to improve indoor environmental quality, such as indoor air quality, thermal comfort and natural lighting etc. In Hong Kong, we adopted design in accordance with the WELL Building Standard, incorporating urban window design to improve indoor air quality and ventilation.



<sup>4</sup> A mixed-use project comprising a Ritz-Carlton hotel, residential buildings, retail space, open space and amenities.

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## Material control

We selected appropriate materials during the procurement process in accordance with the local legislations. For example, in Hong Kong, we purchased building materials with low VOC content. West Side Place Stage 1 project in Australia is an example where we set limit on VOC and formaldehyde content according to our Sustainability Services Specification, such as low VOC mattresses to hotel beds.

## Building quality management

We conduct regular inspections or audits during construction works to ensure the building quality. In Hong Kong, we require our contractors to develop a Quality Management System in accordance with ISO 9001 to ensure the building quality.

**Hotel*****Guest Health, Safety and Wellbeing***

Providing a healthy and safe environment for guests has always been a top priority at Dorsett. Our approach is underpinned by policies, standard operating procedures, and training. At some hotels such as Dorsett Tsuen Wan and Silka Tsuen Wan, a health and safety committee led by hotel manager meets monthly to assess current health and safety measures to identify areas for improvements and conduct follow-up actions when necessary. The health and safety committee comprises representatives from various departments, including Human Resources, Engineering, Food and Beverage, Security, Accounts, Front Office and Housekeeping.

Dorsett has a dedicated crisis management team to respond to emergencies ranging from natural disasters to human disturbances such as terrorist attack. The team comprises general managers from each hotel and department representatives of the corporate office. The Emergency & Crisis Management Guide provides guidance on pre-crisis and crisis situations, with information in relation to emergency response and procedures on identification, communication and reporting.

With the view to maintain high standards of food safety, restaurants are required to follow internal guidelines on food hygiene and dedicated hygiene personnel are responsible for monitoring and inspection. During FY2019, hotels such as Lan Kwai Fong Hotel & Kau U Fong arranged associates to attend food safety seminar and workshop, namely Centre for Food Safety Trade Talk and Workshop on HACCP 2018, organised by The Centre for Food Safety of the Food and Environmental Hygiene Department.

To promote healthy and fitness stay, Dorsett Wanchai has introduced a healthy business meeting package. Companies who conduct a 2-day meeting at the hotel can have the option of a package that comes with a free 30-minute yoga session during coffee break.





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### Guest Satisfaction

Dorsett is committed to creating guest experiences that surprise and excite. Each guest has their own expectations, and their feedback guide us to continuously improve guest experience. We encourage open communication and solicit guest feedback by multiple methods:

Feedback channels	Dorsett Wine Hour	Online comment platforms
<ul style="list-style-type: none"> <li>In-room guest questionnaire</li> <li>In-room smartphone</li> <li>Live chat room on Dorsett homepage</li> <li>Dedicated email</li> </ul>	<ul style="list-style-type: none"> <li>One hour event held on every Wednesday for guests to share suggestions and feedback with the management team, during which complimentary drinks are served</li> </ul>	<ul style="list-style-type: none"> <li>Social media platform monitored by the Group to enhance guest experience</li> </ul>



In-room smartphones



Dorsett Wine Hour at Dorsett Wanchai

All associates are trained in customer service and handling direct guest complaints, and are required to follow the policy on giving timely response. Complaints made via in-room smartphones are sent to the Housekeeping, Front Office, Financial Controller and General Manager of the hotel, and response within an hour is required. For written complaints, guaranteed response time is within 48 hours. During FY2019, there were 1,357 complaints received concerning Hotel, mainly on amenities, complimentary supplies, service quality, temperatures, housekeeping, cleanliness, food variety, dated features and decoration, and WiFi, etc. The management has been briefed on the area concerns, and the relevant departments has been informed of the issues to take follow-up course of actions.

In November 2018, Dorsett has launched its customer loyalty stay program, "Dorsett-Your Rewards", as a new customer relationship system to improve customer experience and database management. The program rewards and recognises our guests with a range of benefits, such as member-exclusive stay discount, points earning mechanism to redeem for future stay, free room upgrade and birthday celebration, in order to add value to guests' stay and creating a lasting and memorable stay experience.



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### Car Park

To provide quality products and services, we offer a wide range of car parking services and implemented innovations to cater for different needs of customers.



### Customer Privacy

Data privacy and data security are paramount across our global operations amid growing prevalence of cyberattacks and the ever-evolving technology. We take these issues seriously and maintain a set of policies and measures to protect personal information we handle in our business activities. As stated in the Code of Business, employees are required to maintain the confidentiality of proprietary information entrusted to them by the Group or its customers or suppliers. All personal data collected are stored in secure server with periodic backup and protected against unauthorised or accidental access, disclosure or alteration.

We have specific policies and procedures for our Hotel given it being the most customer-facing in nature among our businesses. Associates are expected to follow the policies and guidelines on handling and safeguarding data privacy. Training on data privacy and guidelines on the General Data Protection Regulation ("GDPR") of the European Union is provided to associates.

To respect customers' choice, we inform guests of the Dorsett privacy policy before confirmation of registration and during check-in. Guests have the right to reject their personal data from being used in direct marketing, access any personal data we hold or withdraw any consent provided. The Dorsett privacy policy can be found on the Dorsett homepage for easy access by guests and members of the public. Similar to Hotel's practices, Property Development and Car Park also inform customers of the purpose of personal data collection.

The Group abides by the relevant laws and regulations in relation to product responsibility, including but not limited to the Consumer Goods Safety Ordinance, Building Ordinance, Trade Marks Ordinance and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance in relation to health and safety and privacy matters of products and services provided.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Business Ethics

#### Anti-corruption and Anti-competitive behaviour

We do not tolerate any forms of corruption, including bribery, extortion, fraud and money laundering. Our Code of Business Conduct and Employee Handbook set out the requirements in relation to anti-corruption and anti-competitive behaviour, including insider trading, conflicts of interest, political contributions, competition and fair dealing. In 2019, we will include anti-corruption requirement in our Employee Handbook, including bribery, extortion, money laundering, fraud, theft and corruption.

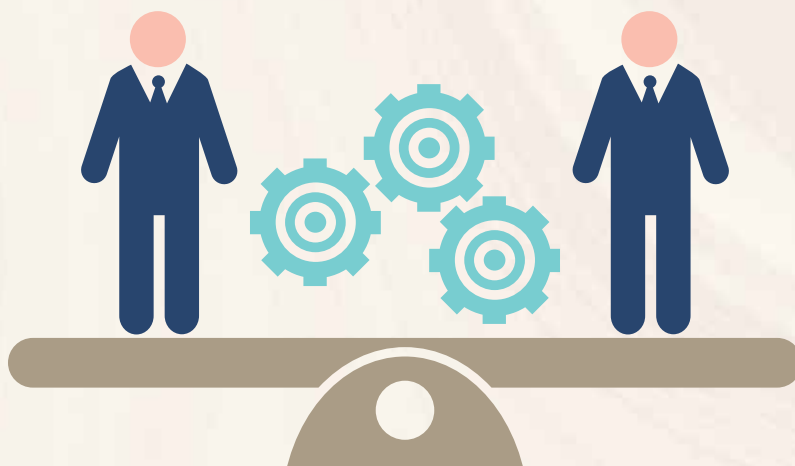
On the external front, we also promote anti-corruption practices and include relevant provisions in the contracts with most of our business partners.

Employees and directors are required to strictly comply with our policies. Internal reporting procedures of violations of the Code were established for employees to report any misconduct and malpractices; they can report cases verbally or in writing to their supervisors, managers or other personnel as appropriate. Dedicated hotlines were also provided for situations where it may not be appropriate for employees to discuss the issues with their supervisors or managers. The Group will keep the reporting person's identity confidential and offer protection from any retaliation. The Group did not record any whistle-blowing case in FY2019.

The Group abides by the relevant laws and regulations in relation to anti-corruption, including but not limited to the Prevention of Bribery Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance or legal cases brought against the Group or our employees in relation to bribery, extortion, fraud and money laundering.

#### Protecting Intellectual Property Rights

We protect intellectual property rights and require our employees and officers to maintain the confidentiality of proprietary information provided by our customers or suppliers or the Group during business activities, including trade secrets, patents, trademarks, copyrights, engineering and manufacturing ideas and designs.



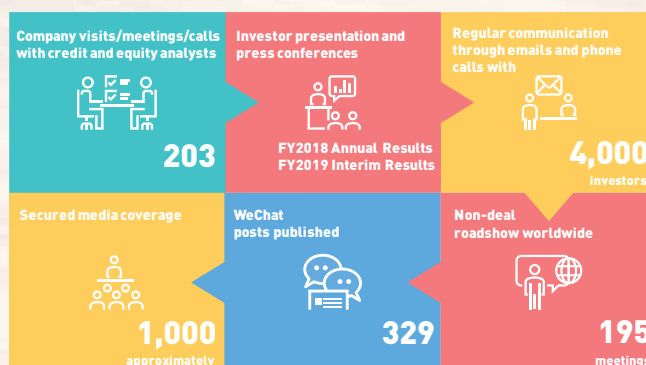
## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Responsible Communications

#### Communicating with our investors

We understand that communicating transparently with our investors is the key to their understanding of the Group's business performance and strategies. During FY2019, the Group has organised and participated in various initiatives, such as investor conference calls, webcasts, investor conferences and non-deal roadshows ("NDR") to maintain an ongoing dialogue with investors and enhance information transparency and investor relations. Details of the major investor events are as follows:



Media Gathering



Investors Annual Luncheon

Date	Organiser(s)	Fixed Income/Equities	Location(s)	Conference/Activity
16-17 April 2018	ICBCI	Equities	Beijing	NDR
20 April 18	Gelonghui	Equities	Shenzhen	Corporate day
27-30 April 2018	UOB	Equities	Hong Kong	NDR
16 May 2018	Deutsche Bank	Equities	Singapore	Access Asia Conference 2018
7 June 2018	CIMB	Equities	Hong Kong	Corporate day
12 June 2018	HSBC	Fixed Income	Hong Kong	2nd Annual Asia Credit Conference
27-29 June 2018	CIMB/DBS/Fosun Hani Securities	Equities	Hong Kong	Post Results NDR
29 June 2018	Citi	Equities	Hong Kong	Citi's Asia Pacific Property Conference 2018
3 July 2018	AMTD	Equities/Fixed Income	Hong Kong	Post Results NDR
4 July 2018	CIMB	Equities	Malaysia	Post Results NDR
5 July 2018	CIMB	Equities	Singapore	Post Results NDR
9 July 2018	DBS	Fixed Income	Singapore	Post Results NDR
15 October 2018	Jefferies	Equities	London, Stockholm, Edinburgh	NDR
22 October 2018	JP Morgan	Equities	Australia	NDR
7 November 2018	Goldman Sachs	Equities	Shenzhen	China Conference 2018
7 November 2018	RoadshowChina	Equities	Shenzhen	NDR
29-30 November 2018	DBS	Equities	Hong Kong	Post Results NDR



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Date	Organiser(s)	Fixed Income/Equities	Location(s)	Conference/Activity
3 December 2018	RoadshowChina/Shenwan Hongyuan	Equities	Hong Kong	Investor conference call
4-5 December 2018	DBS	Equities	Singapore	Post Results NDR
6 December 2018	AMTD	Equities/Fixed Income	Hong Kong	Post Results NDR
7 December 2018	DBS	Equities	Malaysia	Post Results NDR
10 January 2019	FinancialPR	Equities	Shenzhen	Corporate day

The Group provided English and Mandarin simultaneous interpretation during the annual and interim results briefing, webcast playback and online Q&A session. This allowed investors to understand the Group's business updates without being limited to geographical locations and schedule conflicts.

The analysts' coverage on FEC also expanded. During FY2019, 12 analyst reports were published on FEC, among which CIMB increased target price to HK\$7.22 with buy rating maintained; AMTD increased target price to HK\$5.69 with buy rating maintained; DBS Vickers increased target price to HK\$4.76 with buy rating maintained and Sinopac, ICBCI and Zhongtai International also initiated non-rated coverage on FEC.

The Group will continue to improve its information transparency through timely communication with investors as well as through regular corporate disclosures to ensure that the share price will better reflect the underlying value of the Group's business.



FY2019 Annual Results Announcement



Shenzhen Non-deal Roadshow

### Communicating with our customers

To protect the interests of our customers, we ensure all materials presented to the public is based on factual information. All relevant documents are reviewed by Public Relations Department before distribution or publication.

For Property Development, we regulate the contents of our sales brochures and marketing materials in accordance with the Residential Properties (First-hand Sales) Ordinance in Hong Kong. To ensure our property agencies in Hong Kong fully understand property information and our requirements on marketing communications, they are required to attend our training sessions before conducting sales activities.

The Group abides by relevant laws and regulations in relation to advertising and labelling matters of products and services provided, including but not limited to the Trade Descriptions Ordinance and Residential Properties (First-hand Sales) Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance with regulations concerning product and service advertisement and labelling within the Group.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## OUR PEOPLE

As a caring and responsible employer, the Group is committed to promoting a harmonious and engaging workplace, providing a healthy and safe working environment, and supporting our employee development.

### Our Global Workforce

With operations around the world, the Group has 2,272 employees within the reporting boundary.



The Group believes that quality of our products and services highly depends on the dedication and skills of our employees. A fair and sound employment system is a fundamental part of attracting and retaining international talents. The Employees Handbook lists provisions such as remuneration, recruitment, promotion, training and development, dismissal, working hours, rest days and other benefits and welfare, so that employees can understand the employment policies and terms.

### Employee benefits

The Group is committed to offering competitive and fair remuneration and benefits. Offerings vary from region to region. A summary of benefits and well-being initiatives is provided below.



#### Leaves

Employees in eligible positions are entitled to leaves in addition to public holidays, such as maternity leave, birthday leave, marriage leave and compassionate leave



#### Employee assistance

Provide financial support to associates and their households when facing unexpected misfortune and emergencies needs



#### Employee activities

Organise a variety of fun-filled events for our employees, such as field trips and outings, team building events, sports activities, annual dinners, gatherings and voluntary services



#### Family and friend rates

Employees of Dorsett have access to a range of special offers at hotels owned and managed by Dorsett such as discounted rates for accommodation and restaurants



#### Staff discount

Employees in Hong Kong are entitled to a number of discounts such as on dental services for family members, fitness club and healthy uniform shoes

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### Diversity and Inclusion

We recognise the importance of workplace diversity in our workforce, and strive to create and foster a workplace with equal opportunities and mutual respect. Our policies on equal opportunity, diversity and anti-discrimination are covered in the Employee Handbook. We seek to employ the best qualified people for the job, considering their capabilities, experiences, potential for development and other traits to their work. Employees are considered justly in all aspects of employment regardless of their differences such as ethnicity, gender, language, age, sexual orientation, religion or socio-economic status.

We do not tolerate any form of discrimination or harassment. Our stance on anti-discrimination and anti-harassment are stated in the Code of Business Conduct and Employees Handbook. All employees are required to sign an acknowledgement form of the Code of Business Conduct to ensure they understand their obligations on an annual basis. To advance efforts in promoting inclusion, we launched anti-discrimination training as part of the orientation programme in Hong Kong Corporate Office. We will extend this initiative to our hotels in Hong Kong in FY2020.

### Engaging Our Employees

Open communication is essential to connect employees. Employees can raise ideas or complaints to their direct managers, Department Head or Human Resources Department.

#### Associate Engagement Survey

Our annual Associate Engagement Survey ("AES") is the primary channel for collecting feedback from associates around the world. Introduced in FY2016, the score methodology produces the engagement levels assessed by a range of dimensions, including corporate culture, leadership, work-life balance, personal development, teamwork and total rewards.

With the theme "It's about YOU...Get Involved • Stay Engaged" in AES 2018, we made efforts to get more associates involved and engaged, and the participation rate reached 99.4%. The results and feedback were shared with hotel managers worldwide to provide in-depth insights. To identify clear action plans, focus groups discussion was conducted subsequent to the result announcement, to collect their views on where we can improve. Feedback collected from the focus group was analysed and integrated into the improvement actions plans by individual management teams.

#### Highlights of improvement actions since the launch of AES



##### Health and well-being

- Organised wellness activities, such as the formation of a football team
- Monthly Foodstuff day



##### Training and development

- Provided training activities, such as Standard Operating Procedures, Train-the-Trainers, Management Development Program and leadership and managerial courses
- Korean language classes
- Increasing opportunities for internal promotions



Dorsett Tsuen Wan Football Team



Internal Crisis Management Training

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Staff recognition and engagement

- Organised Housekeeping service skills competition
- “ideaPower House” Programme with Millennials voices heard



### Welfare and leisure activities

- Improve meal allowance for afternoon shift
- Management Outing DIY Rice Dumpling activity during Dragon Boat Festival

The Group abides by the relevant laws and regulations in relation to employment, including but not limited to the Employment Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance in relation to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.

### Ensure a Safe and Healthy Workplace

We consider the health and safety of employees as a priority at all times across our business operations. Apart from the policies to state our commitment and address safety risks of specific business units, we are formulating the Employee Health and Safety Policy which serves as a guidance for different corporate functions and business units to introduce health and safety measures.

### Employee Health and Safety

As stipulated in our Code of Conduct, it is our responsibility to provide each employee with a safe and healthy working environment, whilst we require our employees and officers to follow relevant safety rules and practices requirements and perform their work in a safe manner.

In case of any safety hazards, accidents, injuries and unsafe equipment, practices or conditions, employees and associates are required to report to their supervisors promptly for our investigation and follow-up actions. We undertake necessary preventive measures and provide safety training for our employees to raise their safety awareness. For example, regular health and safety seminars, fire safety training, internal fire drill were organised in the Group's hotels.



First Aid Training



Fire Safety Training at Dorsett Wuhan

Good housekeeping practices are also important to maintain a clean and safe environment. At Dorsett Wanchai, Cosmo Hotel, and Dorsett Mongkok in Hong Kong, the Engineering & Housekeeping Department is responsible for maintaining the Material Safety Data Sheet for each harmful substance.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Hotel – safety governance

At Dorsett Tsuen Wan and Silka Tsuen Wan, a Health and Safety Committee, led by the Hotel Managers, was established with committee members from different departments, including Human Resources, Engineering, Food and Beverage, Security, Accounts, Front Office and Housekeeping. Monthly meetings are held to discuss all health and safety measures with recommended actions for rectifying and improvement.

The Group places emphasis on the well-being and work-life balance of our employees. We have a number of initiatives in place, including sports events and facilities (such as soccer tournament, bowling, Wing Chun, hiking and yoga organised by Dorsett Tsuen Wan and Silka Tsuen Wan), outings, skill-related competitions, free annual physical check-up and more.

During FY2019, there was no case of work-related fatalities and 48 work-related injuries. The incidents were mainly minor injuries occurred in our hotels. Investigations and follow-up actions were immediately carried out.

### Worker Health and Safety

As a responsible property developer, we are committed to maintaining a safe and healthy construction environment by working closely with our business partners. Contractors are required to strictly follow our safety standards and relevant regulatory requirements, failing which, contractors will be penalised or blacklisted.

We also require our main contractors to provide induction training on health, safety and environmental risks and controls for their employees and subcontractors.

### Hong Kong

Safety governance and management system

- A formal Site Safety Committee was formed for each project (comprising site safety managers, operation workers from main contractor and representatives from subcontractors) to coordinate and monitor the implementation of safety measures, as well as – review and seek improvement on site safety on a regular basis.
- Contractors are required to develop an Occupational Health and Safety Management System in accordance with OHSAS 18001

Safety risk management

- Regular risk assessments were carried out by contractors to examine the safety of each site operation before commencement of work.
- In case of any non-conformance in the site safety management, contractors will be required to cease that particular task immediately and carry out rectification works; and they can restart the tasks can only be restarted when the site environment is proven to be safe.

Safety training

- Required contractors to provide safety training to site workers, including site safety briefings before project commencement and on-going training related to health and safety.

Safety performance review

- Regular site visits were conducted by the Project Manager to inspect and assess the safety performance of each contractor.



**ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT**

The Group abides by the relevant laws and regulations in relation to employee health and safety, including but not limited to the Occupational Safety and Health Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance in relation to providing a safe working environment and protecting employees from occupational hazards.

**Learning and Development**

The Group is committed to providing ample training and development opportunities for employees to unleash their potential and advance in career. We are currently developing the Development and Training Policy to outline our approach; the Human Resources Department and Heads of Division/Department are responsible for assessing needs of training and development to strengthen employees' knowledge and skills, and develop their potential.

A variety of training conducted in various methods, such as informal, on-the-job, in-house and external training, are provided to employees from time to time based on position and location. During FY2019, 77% of our employees received training. Our training by type include new hire orientation, leadership skills, customer care, compliance such as anti-discrimination, anti-bribery and health and safety.

The Group has a performance management and development process in place for its employees. Performance review is conducted with employees periodically to evaluate their performance in respect of various performance indicators and annual objectives. The relevant business units are responsible for conducting coaching conversations and assessing development needs of employees.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## Talent Development

In an effort to advance talent development and management, Dorsett rolled out the Talent Development Roadmap in FY2018 that outlines a variety of programmes to address training needs of associates based on position:

Customer care	People management	Leadership
Training targeted at customer-facing functions for enhancing customer service skills, such as service recovery and telephone etiquette	Activities targeted at associates with people management responsibilities, focusing on supervisory skills, performance management and train-the-trainer	Competencies enhancement for associates in leading roles on innovation and leadership, strategic management and leadership coaching

### Leadership Development Programme ("LDP")

Leading Dorsett, the Corporate-wide LDP, is a customised 3-stage programme launched in April 2017 designed and delivered by the School of Hospitality & Tourism Management of Hong Kong Polytechnic University ("SHTM"). The LDP aims to:

- provide our future leaders with specific leadership learning pathways;
- build strategic consensus among diverse business functions; and
- drive meaningful changes across regions and borders.

Four educational on-campus modules were conducted by professors of SHTM, focusing on "Innovation & Leadership in Hospitality", "Strategic Management", "Leadership Coaching" as well as "Managing Organisational Changes". In April 2018, 38 senior management from corporate office, regional office and hotels operations completed the final stage of LDP.



Dorsett Leadership Development Programme  
in The Hong Kong Polytechnic University



Dorsett Leadership Development Programme

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

**Management Development Programme ("MDP")**

MDP, co-developed by Dorsett and Hong Kong Vocational Training Council, helps middle management master essential management skills required in their roles. The programme was held in Hong Kong and Malaysia in 2015 and 2017 respectively. In December 2018, we refined and launched our programme in Mainland China, and provided over 100 supervisors and managers with multi-day learning experience to enhance their skills.



Talent Review Process is launched in FY2019 to further identify high potentials and accelerate the growth of key talent. The assessment approach, deployed across regions, links dimensions of potential such as engagement, ability and career aspiration to facilitate succession planning by evaluating an associate's potential to succeed in a more complex role. This enhances development planning by providing managers with in-depth insight when preparing personal development plan for associates.

**Labour Standards**

As stated in our Code of Business Conduct, we uphold our responsibility on ethical behaviour and prohibit any forms of child labour or forced labour. To further provide practical guidelines to eliminate child or forced labour practices, we are in the process of preparing the Prevention of Child and Forced Labour Policy, which will be shared with our different business units and regions, as well as suppliers and contractors.

We strictly adhere to the minimum age provisions under applicable laws and regulations. Our Human Resources Department checks the identity documents of candidates before employment to prevent child labour. To prevent bonded/forced labour, corporal punishment or coercion of any type related to work are prohibited.

The Group abides by the relevant laws and regulations in relation to labour standards, including but not limited to the Employment Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance in relation to preventing child and forced labour.

For key performance indicators regarding our people, please refer to the section of Key Performance Indicators on pages 93 to 94.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



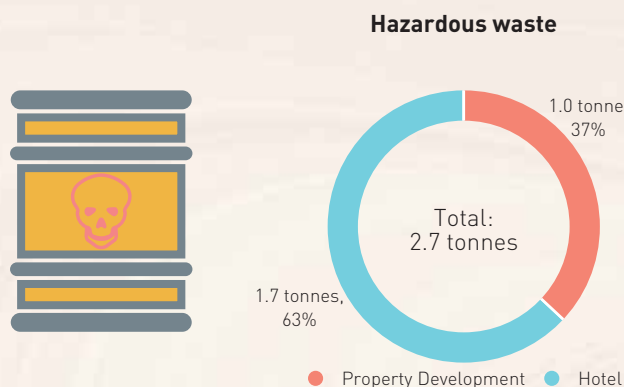
## OUR ENVIRONMENT

The Group seeks to continually improve the environmental performance of our business operations. We are developing policies to set out our approach to managing our emissions and use of resources, as well as minimising our impacts on the environment and natural resources. Respective corporate functions and business units are responsible for designing and implementing their own strategies and activities according to the policies.

## Waste management

In FY2019, the Group's operations produced 21,471 tonnes of non-hazardous wastes, which are mainly construction and demolition waste generated by Property Development. Other non-hazardous wastes include general waste and food waste generated by offices and Hotel. All non-hazardous wastes were either disposed of or recycled. For hazardous wastes, 2.7 tonnes were produced in total, which are mainly paints and fluorescent tubes; both hazardous and non-hazardous wastes were handled by authorised/licensed collectors.

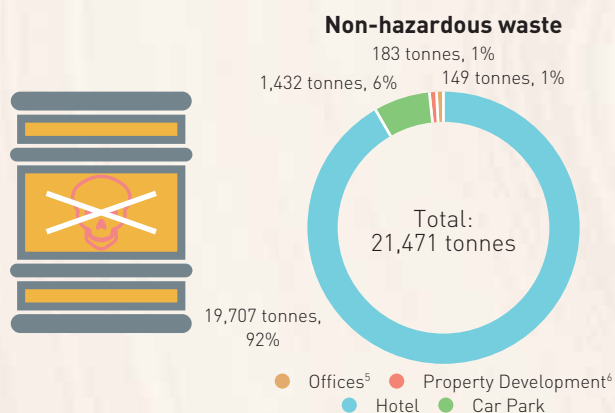
## Hazardous waste by business unit:



## Hazardous waste intensity by business unit:

	Hazardous waste intensity	Unit
Hotel (by guest room night)	0.0012	tonne/thousand room night
Property Development (by approximate floor area)	0.01	tonne/thousand sq. m.

## Non-hazardous waste by business unit:



## Non-hazardous waste intensity by business unit:

	Non-hazardous waste intensity	Unit
Offices (by floor area)	1.4	tonne/thousand sq. ft.
Hotel (by guest room night)	1.0	tonne/thousand room night
Property Development <sup>6</sup> (by approximate floor area)	50	tonne/thousand sq. m.
Car Park (by number of car park bays)	2.3	tonne/thousand car park bay

<sup>5</sup> General waste generated by car park office in Australia includes both non-hazardous and hazardous wastes (such as chlorine bleach and ink cartridges etc.) due to data limitation.

<sup>6</sup> Including projects under construction or with foundation built only.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



To encourage waste reduction and recycling, the Group has adopted the following measures in FY2019:

### Property Development

For the West Side Place Stage 1 project in Australia, we require our contractors to recycle a minimum of 90% of all waste generated on site. A waste management provider was appointed to monitor the construction waste and report to the contractor on a monthly basis. Another example in Australia is the Perth Hub project where construction waste, topsoil and excavated rock are reused on-site or in other sites as fill materials.

In Hong Kong, contractors of all projects are required to submit regular environmental monitoring reports with waste amount generated. Contractors are also encouraged to recycle construction materials such as formwork.

### Hotel

#### Waste reduction

#### Single-use items

- We replaced the disposable bottled soap with the refillable soap dispensers in most of our hotels to reduce generation of plastic bottled waste.
- We replaced the paper coaster with the silicon coaster for all guest bathrooms and will further expand the replacement to glassware in FY2020 at Dorsett Tsuen Wan and Silka Tsuen Wan.

#### Recycling



Dorsett Ecovalue\*

#### Soap

At Silka Tsuen Wan in Hong Kong, we recycled soap by donating to a charitable organisation for further cleaning and processing, and the recycled soap will be donated to the needy of the society. About 66 kg of used soap was collected for recycling in FY2019.

#### Plastic bottles

Collection bins are placed in prominent areas in most of our hotels to collect plastic bottles. For containers of chemical cleaning detergent, we liaised with suppliers to reuse the containers of cleaning detergent at Dorsett Tsuen Wan and Silka Tsuen Wan in Hong Kong.

#### Towels and linen

In London, we rent linen from vendors who donate disused linen to charitable organisation. At Dorsett Singapore, we will consider to recycle condemned bath towels for cleaning or donating them to charitable organisation.

### Car Park

We handle waste with care in accordance with applicable laws and regulations. To achieve waste reduction wherever possible, we implement proper waste management, ranging from source separation to recycling.

### Offices

To reduce paper waste, we encourage our employees to adopt electronic means for internal and external communication. Recycling bins are placed in offices to collect waste paper and toner cartridges. At our Shanghai office, where possible, we recycle furniture and fixtures such as sofa, flooring and toilet seats from office renovation.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



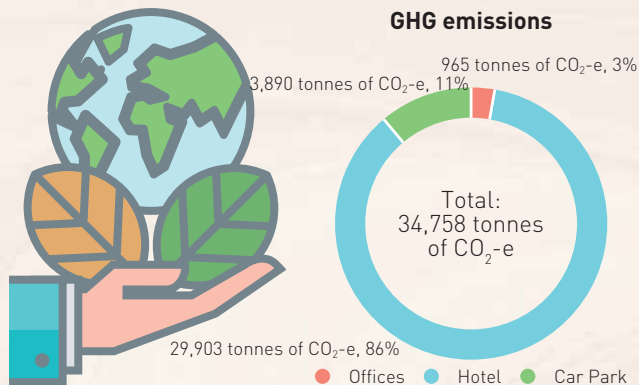
## Carbon and Energy management

## Carbon and Energy Performance

Greenhouse gas ("GHG") emissions (or "carbon emissions") are closely related to climate change, which presents businesses with both long-term risks and opportunities. To better understand, quantify and manage the carbon and climate change related impacts, risks and opportunities in our investments, it is integral to measure and disclosure our carbon footprint as a first step. This information will serve as a foundation of developing more relevant carbon reduction strategies and identify carbon reduction targets.

The Group commissioned a professional consultant to conduct a carbon assessment with reference to international and national guidelines, including the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong, the Guidelines<sup>7</sup> released by the National Development and Reform Commission of the People's Republic of China and the GHG Protocol Corporate Standard<sup>8</sup>.

## GHG emissions by business unit:



## GHG intensity by business unit:

	GHG intensity	Unit
Offices (by floor area)	9.1	tonne of CO <sub>2</sub> -e/ thousand sq. ft.
Hotel (by guest room night)	0.021	tonne of CO <sub>2</sub> -e/ room night
Car Park (by number of car park bays)	0.049	tonne of CO <sub>2</sub> -e/ car park bay <sup>9</sup>

Indirect GHG emissions from purchased electricity is the largest emission source, contributing approximately 89% of the total GHG emissions. Direct emissions from stationary combustion sources, such as Towngas and natural gas boilers consumed by Hotel, is the second largest source, which accounts for approximately 8% of the total GHG emissions. Other indirect emissions due to paper waste disposal in Hong Kong, electricity used for water and sewage processing in Hong Kong, and business air travel collectively made up 1.5% of the total GHG emissions.



EarthCheck Silver Certified (2019)

<sup>7</sup> Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operator Units (Enterprises) (Trial).

<sup>8</sup> The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (revised edition).

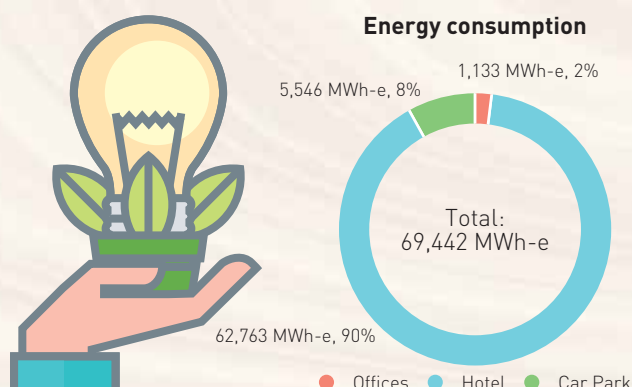
<sup>9</sup> Including car park bays that are owned or managed by the Group only.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



The key energy consumed includes purchased electricity, accounting for approximately 76% of total energy consumption. Other energy consumed included Towngas and natural gas for boilers and cooking equipment.

**Energy consumption by business unit:****Energy intensity by business unit:**

	Energy intensity	Unit
Offices (by floor area)	10.7	MWh-e/ thousand sq. ft.
Hotel (by guest room night)	0.044	MWh-e/room night
Car Park (by number of car park bays)	0.069	MWh-e/car park bay <sup>10</sup>

**Energy Conservation and Efficiency**

Improving energy efficiency is a fundamental strategy to reduce GHG emissions associated with energy use. Throughout the operations, a variety of energy conservation and efficiency initiatives have been implemented:

- Hotel**
  - Close floor during low occupancy and rooms not in use
  - Rotate the chillers to run based on operation needs on daily basis
  - Set timer controls with a set schedule on primary air handling unit system, ceiling light of guest floor corridor, and external signage and lighting
  - Install lighting control sensor to automatically adjust lighting in areas such as staircase
  - Replace old energy-consuming equipment with models of higher efficiency, such as oil-free chiller and gas water heaters
  - Make use of spring water instead of boiler for heating
- Car Park**
  - Install energy efficient lightings such as LED light or energy saving light bulbs
  - Place energy conservation signage where applicable
- Offices**
  - Make reference to the product labels and certification and give preference to products with higher energy efficiency during purchasing
  - Install LED lighting whenever applicable

Considering Hotel is the main source of energy use, the Group plans to expand its energy reduction efforts in hotels through:



Exploring feasibility of solar energy use and energy efficient technologies



Increasing the coverage of lighting sensors in areas such as guest rooms' corridors and back of houses spaces



Adjusting the temperature of hot water in guest rooms to an optimal level



Replacing desktop with laptop which consumes less energy to charge and operate

<sup>10</sup> Including car park bays that are owned or managed by the Group only.

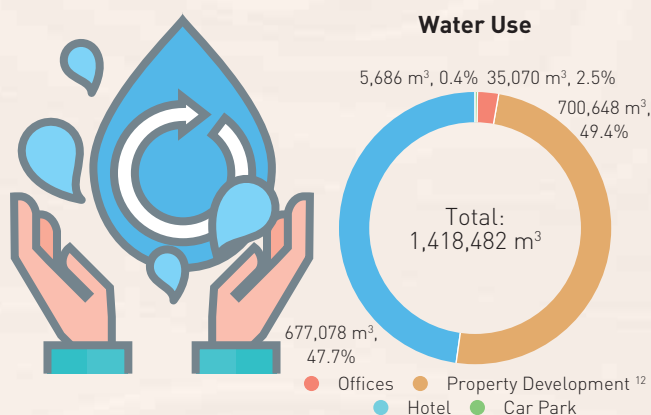
## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## Water Management

During FY2019, the Group mainly sourced sufficient water from municipal supplies and faced no issue in sourcing water fit for purpose.

### Water use by business unit:



### Water intensity by business unit:

	Water intensity	Unit
Offices (by floor area)	0.33	m³/sq. ft.
Hotel (by guest room night)	0.47	m³/room night
Property Development <sup>12</sup> (by approximate floor area)	1.8	m³/sq. m.
Car Park (by number of car park bays)	0.07	m³/car park bay <sup>11</sup>

Wastewater produced by the Group mainly included domestic and construction wastewater. Domestic effluents are discharged into municipal wastewater sewage treatment systems. For the wastewater produced by construction sites, the Group requires its contractors to ensure the quality of sewage to reach local standards and comply with the relevant laws and regulations. At construction sites in regions such as Hong Kong, wastewater treatment systems, such as desilting tanks systems and aqua-sed, are in place to treat wastewater prior to discharge.

The Group has identified and implemented various initiatives to reduce water use and wastewater in its operations:

#### Hotel

- Implement linen reuse programme that offer guests the option to opt out changing linens and towels on a daily basis
- Capture condensate water from air-conditioning system and redistribute the water where it is needed in the system
- Reuse spring water for outdoor cleaning and washing and gardening
- Install grey water recycling system and use the recycled water for flushing
- Encourage guests to use water wisely and reuse linen, and enhance their awareness through placing signage
- Give preference to and install water efficient devices, such as tap aerator, showerheads and dual flush systems

<sup>11</sup> Including car park bays that are owned or managed by the Group only.

<sup>12</sup> Including projects under construction or with foundation built.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



<b>Property Development</b>	Encourage its contractors: <ul style="list-style-type: none"> <li>to use recycled water whenever applicable and achieve at least 95% of water efficient sanitary fixtures in Hong Kong</li> <li>to make use of rumble grids instead of water to remove mud, dirt and debris from vehicles in the Perth Hub project in Australia</li> </ul>
<b>Car Park</b>	<ul style="list-style-type: none"> <li>Adopt water-saving devices such as low-flow water faucets</li> <li>Place water conservation signage where applicable</li> </ul>
<b>Offices</b>	<ul style="list-style-type: none"> <li>Make reference to the product labels and certification and give priority to products with higher water efficiency during purchasing</li> <li>Install water efficient devices in washrooms such as water taps, showerheads and dual flush systems</li> </ul>

### Air Emissions Management

The key air pollutants from our operations included nitrogen oxides, sulphur oxides and particulate matter, which were mainly generated by boilers and cooking equipment in Hotel, and passenger cars of offices and Hotel.

<b>Air Pollutants<sup>13</sup></b>	<b>Offices</b>	<b>Hotel</b>	<b>Unit</b>
Nitrogen oxides (NO <sub>x</sub> )	146	1,843	kg
Sulphur oxides (SO <sub>x</sub> )	2	12	kg
Respirable suspended particles (RSP)	8	91	kg

To reduce air emissions and the health impacts associated with air pollutants, the Group has been exploring ways to further reduce our emissions. Apart from reducing unnecessary travel, we also gave priority to the most fuel-efficient model when purchasing new company vehicles.

To minimise the environmental impacts of our business operations, moving forward, the Group will revise the ESG Policy to provide further guidance on reducing air emissions and GHG emissions.

The Group abides by the relevant laws and regulations in relation to emissions, including but not limited to the Air Pollution Control Ordinance, Noise Control Ordinance and Waste Disposal Ordinance of Hong Kong, as well as laws and regulations applicable to operations in other regions. During FY2019, there was no case of material non-compliance in relation to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste within the Group.

<sup>13</sup> During FY2019, Car Park did not generate significant air emissions in its operations.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## Protection of Environment and Natural Resources

Apart from emissions and resources management, we are taking steps to minimise our impacts on the environment and natural resources. With a board array of our business operations, the extent and nature of our impacts vary among different business units. We regularly review our operating practices and introduced a series of measures for specific business units, ranging from green building development to sustainable purchasing practices.

### Green Building Design

By integrating green building design elements at the early stage of our development projects, we can further reduce the impacts on the environment and conserve natural resources during buildings' operation.

#### West Side Place – Stage 1 in Melbourne, Australia

West Side Place – Stage 1 is our mixed-use residential development project located in Australia. With a target of 5 Stars under the Green Star – Design & As Built certification, we have incorporated green building design into this project and set out our requirements in the Sustainability Services Specification and Green Star Far East Custom Technical Manual. Apart from protecting the ecological value of the site through green roof and native landscaping design:



#### Energy efficiency

- Passive design features within the building envelope
- Energy-efficient glazing for windows
- Internal blinds and/or the provisions of pelmets for building occupants for glare control



#### Water efficiency

- A 100,000-litre stormwater retention tank to collect water for irrigation, swimming pool top up and testing of fire system
- Water-efficient fixtures and fittings
- Drip irrigation with moisture sensor



#### Indoor environment quality

- Lighting comfort (such as individual control of lighting levels for each occupant)
- Visual Comfort (such as installation of blinds at all occupied spaces)
- Indoor air quality (limited on VOC and formaldehyde)



#### Sustainable transport

- Bicycle parking and associated facilities for a proportion of staff, occupants, and short-term visitors
- Reduced car parking provisions
- Infrastructure to support the uptake of low-emission vehicles
- Car sharing scheme

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Hong Kong

We comply with local legislations to minimise our impacts on the environment. Environmental impact assessments were carried out before the project commencement by our consultants, and follow-up actions were taken to manage the impacts in development planning processes. For example, at The Garrison project, we planted additional trees to compensate for the loss of plantations due to our development in order to meet the requirement on the site greenery ratio.

Beyond compliance, we incorporated green building features into our project and target to obtain BEAM Plus certification. One of our projects, Astoria Crest, has obtained Provisional Gold rating under BEAM Plus New Buildings V1.2.

### Sustainable Purchasing Practices

We also integrated Sustainable Purchasing Practices in our business operations. For Hotel, we use environmental-friendly packaging materials of bathroom amenities, such as bath gel, shampoo and conditioner at Dorsett Kwun Tong, and purchase locally produced food in most of our hotels.

## OUR COMMUNITY

Supporting community development is inextricably linked to driving business growth. We seek to support local communities in which we operate while meeting business needs. Its commitment is underlined in the Community Investment, Sponsorship and Donation Policy that sets out a common and coherent framework among all corporate functions and business units for community investment activities. We are currently reviewing and updating the policy as we understand that community's needs evolve over time.

We strive to create positive impact through multiple channels, including grant contributions, community engagement and partnership and employee volunteering. Our approach to community investment is centred on four focus areas:

### Youth Education and Development



Pennion Party with Ju Ching Chu Secondary School Students

### Arts and Culture



Dorsett Little Artist

### Environment



Champion of Biggest Energy Saver – Dorsett Tsuen Wan

### Community Wellness



Dorsett Kuala Lumpur's Deepavali CSR at Cheshire Home of Selangor





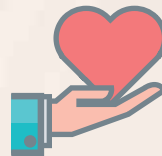
## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



During FY2019, the Group made approximately HK\$8.8 million worth of strategic giving and contributed 3,964 volunteer hours in local communities.



UNICEF Charity Run 2018



**3,964**  
of volunteer hours



**HK\$8.8 million**  
of strategic giving

## Strategic Giving

### Supporting youth education and development

The Group continues to support higher learning and education of next generation. Dorsett has provided approximately HK\$3.3 million of scholarships over the last seven years, with over 1,030 award recipients from secondary schools, vocational institutes and universities.



**HK\$3.3 million**  
Scholarships  
provided over  
the last seven years



**>1,030**  
Award Recipients from  
secondary schools,  
vocational institutes  
and universities

To recognise the academic achievement and support personal development of students, we provided financial sponsorship through scholarship programmes for students of Vocational Training Council and Ju Ching Chu Secondary Schools in Kwai Chung, Tuen Mun and Yuen Long, as well as freshmen of Wu Yee Sun College, The Chinese University of Hong Kong.



IVE Student Awards Presentation Ceremony



Hotel Visit for Ju Ching Chu Secondary School Students at Silka Tsuen Wan

Besides, we set up the Dorsett Young Entrepreneur Scholarship to provide financial support for students of Wu Yee Sun College and the Chinese University of Hong Kong who demonstrate entrepreneurial talents with innovative ideas in setting up their own business.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## Community Engagement and Partnership

We value the opinions of every member in the community. To better understand their needs and concerns for effective project planning, community engagement activities were carried out for our Property Development.

### Northern Gateway, Manchester – Public consultation on Strategic Regeneration Framework

The Group works together with the Manchester City Council in the UK to deliver the Northern Gateway development project, which will provide more than 15,000 new homes over the next decade, with an emphasis on design quality and sustainability, open space and green walking and cycling routes.

To provide a platform for stakeholders to reflect how they would like the area to develop, a public consultation on the draft SRF in accordance with Manchester City Council's adopted Statement of Community Involvement was carried out in 2018:



#### Consultation period

- Eight weeks from August 2018 to October 2018, which was two weeks more than the standard six-week consultation period



#### Communication methods

- Consultation letter and accompanying questionnaire sent to properties
- Eight consultation drop-in sessions for members of the public and landowners.
- Dedicated hotlines, websites, email address, freepost address
- Published marketing communication materials
- Social media promotion



#### Stakeholder engagement

- A range of stakeholders were engaged, including residents, business operators, landowners and property owners, statutory bodies, local councillors, representatives from key local institutions such as schools, community centres, churches and community groups etc



#### Consultation response

- 423 stakeholders attended the drop-in sessions
- 98 written responses were received via the questionnaires and emails

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



We received positive response from the consultation to the proposed SRF, with people in general expressing support for the Neighbourhood Development Principles. We consider the feedback from the consultation on an ongoing basis to ensure that the issues raised could be addressed during the refinement of the proposed SRF. We look forward to further constructive dialogue throughout the development process of this project.

### Hornsey Town Hall, London – Community engagement

The restoration of the Grade II Listed Hornsey Town Hall in will provide a wide range of community spaces incorporating a new arts centre, café, flexible community and events spaces and a hotel, when it is restored. We will invest more than £20 million in essential repair and heritage works to preserve historic parts of the Town Hall, and have been making effort to engage and support the local community:



#### Consultations and questionnaire

- Three public consultation events in FY2018, with all local residents, stakeholders, officials from local council and community organisations invited to engage with the architects and FEC staff. This also included an engagement questionnaire along with proposals for the public square.
- In FY2019, we also organised open consultations on the future of the arts centre to help us understand the needs of the local community and businesses and how we can address their needs.



#### Working with local communities and charities

Liaising with local parties to

- update project progress (such as Neighbourhood Forum)
- support local businesses and needy (such as in partnership with a local restaurant that employs homeless people, commissioned local talents to design soft furnishings)
- discuss re-location opportunities for the residents of the Town Hall once the renovations start

We will continue to engage our stakeholders through different initiatives, such as the CREATE Event for the residents and businesses scheduled in July 2019, to offer a glimpse of what is to come in the future of the new Arts Centre.



### MeadowSide, Manchester – Supporting placemaking initiative “Bee in The City”

Public art is one of the important elements to constitute a vibrant public space. “Bee in The City” is a large scale public sculpture trail taking place all over Manchester with over 100 giant bees sculptures around the city, which were designed by different artists, while 131 little Bees were created by the children and young people of the city. In support of this placemaking initiative, we sponsored a 3D bee, named Cottonopolis, as part of a public art trail.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### Employee Volunteering

We support local communities and address their needs through employee volunteering. During FY2019, our employees volunteered in a range of community activities.



#### **Build a community with care and love – caring visits to the elderly**

Many of the elderly have little contact with the outside world. Social interactions bring joy and love to the elderly. During FY2019, our employees of Dorsett Wanchai, Cosmo Hotel and Dorsett Mongkok, Silka Far East, Silka Seaview and Silka Tsuen Wan in Hong Kong, as well as Dorsett Grand Chengdu in Mainland China volunteered in visiting elderly residents in their private homes or care homes. Our volunteers chatted and had party with the elderly, and delivered daily necessities to them.



#### **Build a community with care and love – preparing food for people in need**

While a large amount of edible surplus food is being disposed of as waste, there are people do not have access to sufficient food. To help relieve food waste and hunger problems, in the office at Melbourne, we participated the corporate volunteering programme at FareShare which rescues edible surplus food items, and prepare them as nutritious meals for people in need. Our employees helped prepare meals in FareShare's kitchen which were distributed to charities such as homeless shelters, women's refuges and community food banks etc.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## KEY PERFORMANCE INDICATORS OF FY2019

## Environmental performance\*

Air Pollutants <sup>14</sup>	Offices		Hotel	Unit
Nitrogen oxides (NO <sub>x</sub> )	146		1,843	kg
Sulphur oxides (SO <sub>x</sub> )	2		12	kg
Respirable suspended particles (RSP)	8		91	kg
GHG Emissions	Offices	Hotel	Car Park	Unit
Scope 1 emissions	90	2,971	140	tonne of CO <sub>2</sub> -e**
Scope 2 emissions	660	26,627	3,750	tonne of CO <sub>2</sub> -e^
Scope 3 emissions	215	305	N/A	tonne of CO <sub>2</sub> -e#
<b>Total GHG emissions</b>	<b>965</b>	<b>29,903</b>	<b>3,890</b>	<b>tonne of CO<sub>2</sub>-e</b>
	Offices tonnes of CO <sub>2</sub> -e/ thousand sq.ft.	Hotel tonne of CO <sub>2</sub> -e/ room night	Car Park tonne of CO <sub>2</sub> -e/ car park bay <sup>15</sup>	
<b>GHG intensity</b>	<b>9.1</b>	<b>0.021</b>	<b>0.049</b>	

\* Offices includes head office, regional offices and car park office, while Car Park includes car park sites.

\*\* Scope 1 includes direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

^ Scope 2 includes energy indirect emissions from the generation of purchased electricity, purchased town gas (for Hotel in Hong Kong) and heating.

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

<sup>14</sup> During FY2019, Car Park did not generate significant air emissions in its operations.

<sup>15</sup> Including car park bays that are owned or managed by the Group only.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



<b>Total hazardous waste</b>		<b>Hotel</b>	<b>Property Development</b>	<b>Unit</b>
Fluorescent tubes		1.2	N/A	tonne
Paints		0.2	N/A	tonne
Solvents		0.002	N/A	tonne
Others		0.3	N/A	tonne
Asbestos		N/A	1.0	tonne

<b>Total non-hazardous waste</b>	<b>Offices</b>	<b>Hotel</b>	<b>Car Park</b>	<b>Property Development<sup>17</sup></b>	<b>Unit</b>
General waste <sup>16</sup>	150	1,126	184	1,037	tonne
Food waste	N/A	96	N/A	N/A	tonne
Paper	N/A	6	N/A	N/A	tonne
Plastics	N/A	4	N/A	N/A	tonne
Metal	N/A	1	N/A	N/A	tonne
Others	N/A	199	N/A	N/A	tonne
Construction and demolition waste	N/A	N/A	N/A	18,645	tonne
Organic waste	N/A	N/A	N/A	24	tonne

<b>Waste intensity</b>	<b>Offices</b>	<b>Hotel</b>	<b>Car Park</b>	<b>Property Development</b>
	tonne/thousand sq. ft.	tonne/thousand room nights	tonne/thousand car park bays	tonne/thousand sq. m.
Hazardous waste intensity	N/A	0.0012	N/A	0.01
Non-hazardous waste intensity	1.4	1	2.3	50

<sup>16</sup> General waste generated by car park office in Australia includes both non-hazardous and hazardous wastes (such as chlorine bleach, ink cartridges etc.) as breakdown is not available.

<sup>17</sup> Including projects under construction or with foundation built only.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Energy Use	Offices	Hotel	Car Park	Unit	
Compressed natural gas	N/A	0.3	N/A	MWh-e	
Diesel	N/A	9	N/A	MWh-e	
Natural gas	N/A	10,192.2	N/A	MWh-e	
Petrol	335	141	565	MWh-e	
Towngas	N/A	5,170	N/A	MWh-e	
Electricity	798	47,238	4,981	MWh	
Heating	N/A	12	N/A	MWh-e	
<b>Total energy consumption</b>	1,133	62,763	5,546	MWh-e	
	<b>Offices</b>	<b>Hotel</b>	<b>Car Park</b>		
	MWh-e/thousand sq.ft.	MWh-e/room night	MWh-e/car park bay <sup>18</sup>		
<b>Energy intensity</b>		10.7	0.044	0.069	
Water use	Offices	Hotel	Car Park	Property Development	Unit
<b>Total water consumption</b>	35,070	677,078	5,686	700,648	m <sup>3</sup>
	<b>Offices</b>	<b>Hotel</b>	<b>Car Park</b>	<b>Property Development</b>	
	m <sup>3</sup> /sq.ft.	m <sup>3</sup> /room night	m <sup>3</sup> /car park bay <sup>19</sup>	m <sup>3</sup> /sq.m.	
<b>Water intensity</b>	0.33	0.47	0.07	1.8	

<sup>18</sup> Including car park bays that are owned or managed by the Group only.

<sup>19</sup> Including car park bays that are owned or managed by the Group only.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



## Social performance

Employment	Indicators	Offices <sup>20</sup>		Hotel		Car Park <sup>21</sup>		Total	
		Number	%	Number	%	Number	%	Number	%
<b>Workforce</b>		<b>259</b>	<b>11.4%</b>	<b>1,653</b>	<b>72.8%</b>	<b>360</b>	<b>15.8%</b>	<b>2,272</b>	<b>N/A</b>
By gender									
	Male	137	52.9%	804	48.6%	271	75.3%	1,212	53.3%
	Female	122	47.1%	849	51.4%	89	24.7%	1,060	46.7%
By region									
	Hong Kong	137	52.9%	694	42.0%	N/A	N/A	831	36.6%
	Mainland China	49	18.9%	772	46.7%	N/A	N/A	821	36.1%
	Singapore	11	4.3%	69	4.2%	N/A	N/A	80	3.5%
	UK	34	13.1%	118	7.1%	17	4.7%	169	7.4%
	Australia	28	10.8%	N/A	N/A	298	82.8%	326	14.4%
	Malaysia	N/A	N/A	N/A	N/A	45	12.5%	45	2.0%
By age group									
	30 or below	45	17.4%	420	25.4%	118	32.8%	583	25.7%
	31-40	95	36.7%	433	26.2%	89	24.7%	617	27.1%
	41-50	63	24.3%	472	28.6%	72	20.0%	607	26.7%
	51 or above	56	21.6%	328	19.8%	81	22.5%	465	20.5%
By employee category									
	Senior management	49	18.9%	76	4.6%	20	5.5%	145	6.4%
	Middle management	67	25.9%	301	18.2%	59	16.4%	427	18.8%
	General staff	143	55.2%	1,276	77.2%	281	78.1%	1,700	74.8%
By employment type									
	Full-time	255	98.5%	1,650	99.8%	168	46.7%	2,073	91.2%
	Part-time	4	1.5%	3	0.2%	192	53.3%	199	8.8%
<b>New employees</b>		<b>83</b>	<b>32.0%</b>	<b>459</b>	<b>27.8%</b>	<b>135</b>	<b>37.5%</b>	<b>677</b>	<b>29.8%</b>
By gender									
	Male	38	27.7%	190	23.6%	98	36.2%	326	26.9%
	Female	45	36.9%	269	31.7%	37	41.6%	351	33.1%
By region									
	Hong Kong	44	32.1%	248	35.7%	N/A	N/A	292	35.1%
	Mainland China	-	0.0%	137	17.8%	N/A	N/A	137	16.7%
	Singapore	2	18.2%	46	66.7%	N/A	N/A	48	60.0%
	UK	32	94.1%	28	23.7%	-	0.0%	60	35.5%
	Australia	5	17.9%	N/A	N/A	105	35.2%	110	33.7%
	Malaysia	N/A	N/A	N/A	N/A	30	66.7%	30	66.7%
By age group									
	30 or below	28	62.2%	199	47.4%	62	52.5%	289	49.6%
	31-40	33	34.7%	106	24.5%	32	36.0%	171	27.7%
	41-50	14	22.2%	90	19.1%	27	37.5%	131	21.6%
	51 or above	8	14.3%	64	19.5%	14	17.3%	86	18.5%
<b>Employee turnover</b>		<b>80</b>	<b>30.9%</b>	<b>542</b>	<b>32.8%</b>	<b>82</b>	<b>22.8%</b>	<b>704</b>	<b>31.0%</b>
By gender									
	Male	42	30.7%	257	32.0%	62	22.9%	361	29.8%
	Female	38	31.2%	285	33.6%	20	22.5%	343	32.4%
By region									
	Hong Kong	42	30.7%	281	40.5%	N/A	N/A	323	38.9%
	Mainland China	10	20.4%	161	20.9%	N/A	N/A	171	20.8%
	Singapore	2	18.2%	49	71.0%	N/A	N/A	51	63.8%
	UK	23	67.6%	51	43.2%	1	5.9%	75	44.4%
	Australia	3	10.7%	N/A	N/A	58	19.5%	61	18.7%
	Malaysia	N/A	N/A	N/A	N/A	23	51.1%	23	51.1%
By age group									
	30 or below	21	46.7%	224	53.3%	31	26.3%	276	47.3%
	31-40	32	33.7%	136	31.4%	22	24.7%	190	30.8%
	41-50	17	27.0%	107	22.7%	11	15.3%	135	22.2%
	51 or above	10	17.9%	75	22.9%	18	22.2%	103	22.2%
<b>Ratio of number of male employees to female employees</b>		<b>1.12:1</b>		<b>0.95:1</b>		<b>3.04:1</b>		<b>1.14:1</b>	
Health and Safety	Indicators	Offices		Hotel		Car Park		Total	
		Number	%	Number	%	Number	%	Number	%
	Work-related fatalities	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	Work-related injuries	-	0.0%	47	2.8%	1	0.3%	48	2.1%
	Lost days due to work-related injury <sup>22</sup>	-	0.0%	616	0.1%	26	0.03%	642	0.1%

<sup>20</sup> Including employees of head office and regional offices, excluding car park office.

<sup>21</sup> Including employees of car park office and car park sites.

<sup>22</sup> The numbers of work days per year for calculating rate of lost days are 260 days for offices and Car Park, and 312 days for Hotel respectively.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Indicators		Offices		Hotel		Car Park		Total	
Learning and Development <sup>23</sup>		Hours	%	Hours	%	Hours	%	Hours	%
<b>Average training hours and percentage of trained employees</b>		<b>6.7</b>	<b>51.7%</b>	<b>15.5</b>	<b>78.6%</b>	<b>7.2</b>	<b>85.3%</b>	<b>13.2</b>	<b>76.6%</b>
By gender									
	Male	6.5	47.4%	16.7	76.6%	8.7	83.4%	13.8	74.8%
	Female	6.8	56.6%	14.4	80.6%	2.5	91.0%	12.6	78.7%
By region									
	Hong Kong	6.9	48.2%	6.6	75.2%	N/A	N/A	6.7	70.8%
	Mainland China	6.7	87.8%	17.5	92.2%	N/A	N/A	16.8	92.0%
	Singapore	0.0	0.0%	14.4	58.0%	N/A	N/A	12.5	50.0%
	UK	9.5	38.2%	55.9	22.0%	22.1	29.4%	43.2	26.0%
	Australia	4.5	42.9%	N/A	N/A	6.8	100%	6.6	95.1%
	Malaysia	N/A	N/A	N/A	N/A	3.9	8.9%	3.9	8.9%
By employee category									
	Senior management	19.4	49.0%	15.8	68.4%	17.6	95.0%	13.9	65.5%
	Middle management	15.1	62.7%	22.3	76.1%	6.7	86.4%	18.1	75.4%
	General staff	9.2	47.6%	13.9	79.9%	6.5	84.3%	11.9	77.9%
<b>Percentage of employees receiving regular appraisal</b>		<b>43.6%</b>		<b>81.7%</b>		<b>96.7%</b>		<b>79.8%</b>	
Indicators		Offices		Hotel		Car Park		Total	
Customer Communications		Number		Number		Number		Number	
<b>Products and service related complaints received</b>		<b>-</b>		<b>1,357</b>		<b>-</b>		<b>1,357</b>	
By region									
	Hong Kong	-		67		N/A		67	
	Mainland China	-		194		N/A		194	
	Singapore	-		888		N/A		888	
	UK	-		208		-		208	
	Australia	-		N/A		-		-	
	Malaysia	N/A		N/A		-		-	
Indicators		Offices		Hotel		Car Park		Total	
Community Investment		HKD		HKD		HKD		HKD	
<b>Donation amount</b>		<b>\$8,500,000</b>		<b>\$300,000</b>		<b>-</b>		<b>\$8,800,000</b>	
By focus areas									
	Arts and culture	\$300,000		\$100,000		-		\$400,000	
	Environment	-		-		-		-	
	Society	\$7,000,000		\$100,000		-		\$7,100,000	
	Education	\$1,200,000		\$100,000		-		\$1,300,000	
By region									
	Hong Kong	\$7,720,000		\$100,000		N/A		\$7,820,000	
	Mainland China	\$130,000		-		N/A		\$130,000	
	Singapore	-		-		N/A		-	
	UK	\$320,000		\$200,000		-		\$520,000	
	Australia	\$330,000		N/A		-		\$330,000	
	Malaysia	N/A		N/A		-		-	
Community Investment		Number	Hours	Number	Hours	Number	Hours	Number	Hours
<b>Volunteers and volunteer hours</b>		<b>40</b>	<b>204</b>	<b>409</b>	<b>3,760</b>	<b>-</b>	<b>-</b>	<b>449</b>	<b>3,964</b>
By focus areas									
	Arts and culture	2	20	4	30	-	-	6	50
	Environment	-	-	2	4	-	-	2	4
	Society	36	180	364	1,994	-	-	400	2,174
	Education	2	4	39	1,732	-	-	41	1,736
By region									
	Hong Kong	-	-	313	2,957	N/A	N/A	313	2,957
	Mainland China	-	-	15	504	N/A	N/A	15	504
	Singapore	-	-	20	5	N/A	N/A	20	5
	UK	19	36	61	294	-	-	80	330
	Australia	21	168	N/A	N/A	-	-	21	168
	Malaysia	N/A	N/A	N/A	N/A	-	-	-	-

<sup>23</sup> Number of trained employees, training hours and employees receiving regular appraisal include employees who leave the Group during the reporting period.



## ESG REPORTING GUIDE CONTENT INDEX

Material Aspect	Content	Page Index/Remarks
<b>A. Environmental</b>		
<b>A1 Emissions</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	P.78, P.83
A1.1	The types of emissions and respective emissions data.	P.83, P.90
A1.2	Greenhouse gas emissions in total and intensity.	P.80, P.90
A1.3	Total hazardous waste produced and intensity.	P.78, P.91
A1.4	Total non-hazardous waste produced and intensity.	P.78, P.91
A1.5	Description of measures to mitigate emissions and results achieved.	P.80-83, P.90-91
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	P.78-79, P.91
<b>A2 Use of Resources</b>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	P.78
A2.1	Direct and/or indirect energy consumption by type in total and intensity.	P.81, P.92
A2.2	Water consumption in total and intensity.	P.82, P.92
A2.3	Description of energy use efficiency initiatives and results achieved.	P.81, P.92
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	P.82-83, P.92; No issue in sourcing water
A2.5	Total packaging material used for finished products.	The use of packaging material for finished products is not material to our core business.
<b>A3 The Environment and Natural Resources</b>		
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	P.78
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	P.84

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Material Aspect	Content	Page Index/Remarks
<b>B. Social</b>		
<b>B1 Employment</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	P.71-73
B1.1	Total workforce by gender, employment type, age group and geographical region.	P.71, 93
B1.2	Employee turnover rate by gender, age group and geographical region.	P.93
<b>B2 Health and Safety</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	P.73, P.75
B2.1	Number and rate of work-related fatalities.	P.74, P.93
B2.2	Lost days due to work injury.	P.93
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	P.73-75
<b>B3 Development and Training</b>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	P.75-77
B3.1	The percentage of employees trained by gender and employee category.	P.94
B3.2	The average training hours completed per employee by gender and employee category.	P.94
<b>B4 Labour Standards</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	P.77
B4.1	Description of measures to review employment practices to avoid child and forced labour.	P.77

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Material Aspect	Content	Page Index/Remarks
<b>B5 Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	P.64
<b>B6 Product Responsibility</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	P.64-70
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There are no recalls that have significant impact to our operations
B6.2	Number of products and service related complaints received and how they are dealt with.	P.65, P.94
B6.3	Description of practices relating to observing and protecting intellectual property rights.	P.68
B6.4	Description of quality assurance process and recall procedures.	P.64-67; There are no recalls that have significant impact to our operations
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	P.67
<b>B7 Anti-corruption</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	P.68
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during FY2019 and the outcomes of the cases.	P.68
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	P.68
<b>B8 Community Investment</b>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	P.85
B8.1	Focus areas of contribution	P.85-89, P.94
B8.2	Resources contributed to the focus area.	P.86-89, P.94