



# FEC遠東發展

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

## Embracing a better tomorrow

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021









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# Introduction

## ABOUT FEC

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

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

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

## OUR DIVERSIFIED AND BALANCED PORTFOLIO OF BUSINESSES

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





## LETTER FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Global trends of profit with purpose and sustainability were some of the focal points that emerged out of the pandemic for businesses across different sectors, including FEC. It was an extraordinary year that has tested our resilience, creativity, and agility. With very little precedent to follow, we had to quickly reposition our businesses into the new reality and find ways to serve our communities while still maintaining positive cash flow to support our employees and stakeholders, which required delicate balance.

We faced different challenges across the various sectors in which we operate. While many industries faced significant difficulties, the tourism industry in particular was heavily impacted. To address this, we pivoted into offering accommodations for healthcare personnel and close contact and quarantine hotels. As such, we pioneered the government-mandated quarantine arrangements for those returning to Hong Kong.

ESG is an increasingly vital aspect of a business. As a global community, we are becoming increasingly cognisant of our planet's needs, meaning that ESG will be a driving force of change across all industries as we move to more sustainable and ethical alternatives. At FEC, we are passionate about supporting the community and the environment, which is highlighted throughout our corporate social responsibility practices. Moreover, we factor ESG principles into our corporate mission and values and continue to consider additional ways in which we can incorporate ESG into our strategies.

We are committed to reviewing our businesses to find ways to be more sustainable. Like many businesses, we are still on our ESG journey; however, we have made great progress this year. We have rewritten our sustainability strategy in a way that better reflects our values and moves us forward. There are four core pillars to this strategy: first, managing our environmental footprint; second, being the employer of choice; third, cultivating the community and finally, placemaking, which refers to guest experience in our hotels.

Under these pillars, we have taken various actions to supercharge our ESG efforts. Notable examples include a commitment to reduce water consumption and eliminating single-use plastic in some of our hotels.

We believe that we can always do more, and we encourage others to prioritise sustainability as well. Although some of our businesses made efforts to reduce single-use plastics, the increased threshold of hygiene requirements due to COVID-19 resulted in excessive use of disposable products.

We are a people-oriented business, and our primary focus is our people and the people we serve. Our staff are key contributors to our overall business strategy and their opinions are of great value to our leaders. We obtain feedback from our staff through various methods including but not limited to suggestion boxes, representative committees, and anonymous surveys. We sincerely thank all of our employees for their loyalty, dedication and feedback this year as we continuously strive to enhance the experiences of our employees.

We strongly feel that sustainability is multi-faceted both in the ways it can be achieved and the returns that it can generate. It is vital to clarify that profit and protecting our planet are not mutually exclusive. It is entirely possible to reduce our environmental footprint whilst simultaneously lessening our overall costs. We firmly believe that a social license to operate is fundamental to a business's longevity, which inherently encompasses environmental contributions.

This report outlines much more than just our ESG practices, and we hope that others will use it as a blueprint when considering how best to implement sustainable and social strategies into different businesses. We invite our readers to learn more about our commitments as we prepare for the future.

**David CHIU**

*Chairman and Chief Executive Officer*



## Introduction

### FY2021 HIGHLIGHTS

#### Strategy and governance

- Introduced our **new sustainability strategy**, which outlines our approach to building a sustainable future. The Group's overall sustainability approach and priorities are built on four pillars, namely **Managing environmental footprint**, **Employer of choice**, **Cultivating community** and **Placemaking**.
- A dedicated **ESG Steering Committee**, chaired by Ms. Winnie CHIU, Executive Director, was formed to support the Board on the overseeing of ESG matters and monitor the implementation of the Group's ESG initiatives.

FY2021 sustainability strategy key initiatives include:

	<ul style="list-style-type: none"> <li>Provided our hotel quarantine guests with <b>complimentary sets of cutlery and dining utensils</b> to reduce the use of single-use plastic cutlery.</li> <li>Our construction projects in Australia require our contractors to <b>reuse or recycle a minimum of 90% of all construction waste generated on-site</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>Launched <b>Talent Development Roadmap 2.0</b> at our hotels in July 2020 offering diverse training programmes.</li> <li>Established <b>employee financial assistance programme</b> to provide our hotel staff and their families with financial assistance if they experience unexpected financial hardship, misfortune or emergency.</li> </ul>
	<ul style="list-style-type: none"> <li>Provided <b>accommodations and meals for COVID-19 frontline workers</b> in Hong Kong, Mainland China, United Kingdom, Singapore and Malaysia.</li> <li>Worked with Harmony House, a non-profit aiding victims of domestic violence, to provide <b>temporary accommodation for up to 50 Hong Kong families</b> to help alleviate growing family conflicts resulting from increased stress from the global pandemic.</li> <li>Partnered with Manchester City Council to deliver <b>800 affordable houses</b> in the Manchester area over the next 10 years.</li> </ul>
	<ul style="list-style-type: none"> <li>Welcomed <b>over 130,000 quarantine guests</b> while offering a variety of health and well-being activities.</li> <li>Deployed <b>AI cleaning robots throughout our hotels</b> to minimise risks of exposure for both our guests and our staff, including using the robots to deliver meals to our guests.</li> </ul>



## ABOUT THIS REPORT

### Reporting period

In line with our commitment to transparency and disclosure, we are pleased to share the Group's fifth annual ESG Report, which follows our last ESG Report published in October 2020. This report covers the Group's ESG strategies, management approach, progress, and highlights during the year from 1 April 2020 to 31 March 2021 ("FY2021"), unless otherwise specified.

### Reporting boundary

This report provides an overview of our sustainability performance for FY2021 and primarily focuses on the activities of our directly controlled operations across our business segments, namely Hotel Operations and Management<sup>(1)</sup> ("Hotel"), Property Development<sup>(2)</sup> ("Property Development"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming") and our Corporate and Regional Offices ("Office").





### Reporting framework

This report is prepared in accordance with the "comply or explain" provisions as well as some selected key performance indicators ("KPIs") of the "recommended disclosures" of the Environmental, Social and Governance Reporting Guide ("ESG Guide") contained in Appendix 27 to The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The ESG Guide Content Index set out on pages 60 to 64 contains information about the extent to which the Company has applied the ESG Guide and cross-references to the relevant section in this report.

This report is recommended to be read in conjunction with the Group's Annual Report 2021 for our business highlights, financial performance, and corporate governance. For the purposes of this report, "Hong Kong" shall mean Hong Kong Special Administrative Region of the People's Republic of China and "Mainland China" shall mean the People's Republic of China, excluding Hong Kong Special Administrative Region, Macau Special Administrative Region and Taiwan.

### Reporting principles

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

 <b>Materiality</b>	<p>We focus on matters that impact business growth and are of importance to our stakeholders. For more information, please refer to section "Our Approach to ESG" (page 14).</p>
 <b>Quantitative</b>	<p>Information regarding the standards, methodologies, assumptions and/or calculation references, and sources of key conversion factors used for these KPIs is stated wherever appropriate.</p>
 <b>Balance</b>	<p>Information is disclosed as objectively as possible to provide stakeholders with an unbiased picture of our overall ESG performance.</p>
 <b>Consistency</b>	<p>Consistent methodologies are adopted when calculating the quantitative KPIs, unless otherwise specified. Reasons will be provided for any restating of information published in the Report.</p>

### Feedback

We value feedback from our stakeholders to ensure continuous improvement of our reporting process and to enable us to address stakeholders' concerns. Please contact us by visiting our website at [www.fecil.com.hk](http://www.fecil.com.hk).

<sup>1</sup> Including our hotels located in Hong Kong, Mainland China, the UK and Singapore.

<sup>2</sup> Including projects with over 50% shareholdings and excluded joint venture projects, leasing projects, raw land and projects where selling stage were completed before FY2021. Environmental and social data only included projects under construction with over 50% shareholdings.



# Awards and Accolades



- Three Awards at Hong Kong Investor Relations Association 6th IR Awards

- Best ESG (E)
- Best ESG (S)
- Best ESG (G)



- One Award at “10th Asian Excellence Award 2020”

- Best Environmental Responsibility



- Three Awards at FinanceAsia's Best Companies Poll 2021

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



- One Award in the Fourth China Excellent IR Award by Roadshow China

- Best ESG Award





## Awards and Accolades

- Caring Company Logo 2020/21 by Hong Kong Council of Social Service



## Dorsett Hospitality International

- Excellence in Social Good 2020 by HKMA/TVB Awards for Marketing Excellence



- Manpower Developer 2020-2022 by Employees Retraining Board



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



## Dorsett Kuala Lumpur

- 'Clean & Safe Malaysia' Hygiene & Safety Label 2020 by Malaysian Association of Hotels and Ministry of Tourism, Arts & Culture Malaysia



## Cosmo Hotel Hong Kong

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



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



## Dorsett Kwun Tong, Hong Kong

- 5+ Caring Company Logo by Hong Kong Council of Social Service



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



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



## Dorsett Mongkok, Hong Kong

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



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency





## Awards and Accolades

- Hong Kong Awards for Environmental Excellence 2019 by Environmental Campaign Committee



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



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



- Energywise Certificate by The Environmental Campaign Committee



- Wastewi\$e Certificate by The Environmental Campaign Committee



- Hong Kong Green Organisation Certification by The Environmental Campaign Committee



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



### Dorsett Wanchai, Hong Kong

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



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



### Lan Kwai Fong Hotel @ Kau U Fong

- Caring Company Logo 2017-2021 under "Caring Company Scheme" by Hong Kong Council of Social Service



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



### Silka Far East, Hong Kong

- 5 Years+ Caring Company 2020-2021 by The Hong Kong Council of Social Service





## Awards and Accolades

- Joyful @ Healthy Workplace Charter by Occupational Safety & Health Council



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



### Silka Seaview, Hong Kong

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



- Joyful @ Healthy Workplace Charter by Occupational Safety & Health Council



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency



### Silka Tsuen Wan, Hong Kong

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



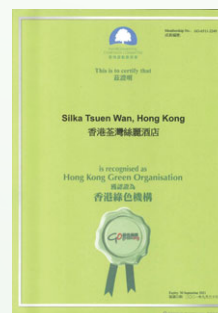
- Energywise Certificate by The Environmental Campaign Committee



- Wastewi\$e Certificate by The Environmental Campaign Committee



- Hong Kong Green Organisation Certification by The Environmental Campaign Committee




- Caring Company Logo 2017-2021 under "Caring Company Scheme" by Hong Kong Council of Social Service



- Certified Hotel under Anti-Epidemic Hygiene Measures Certification Scheme 2021 by The Hong Kong Quality Assurance Agency





An aerial night photograph of the Brisbane city skyline, featuring numerous illuminated skyscrapers and a busy highway bridge over the water. The Queen's Wharf is visible in the foreground on the right.

**“Companies should not only be measured by profit, but also by their ESG performance. We aspire to become an industry leader for sustainability by employing a strong goal-driven policy, which is innovative, measurable, inclusive, and forward-thinking.”**

**Winnie CHIU, Executive Director at Far East Consortium,  
Executive Director and President at Dorsett Hospitality  
International and Chair of ESG Steering Committee**







# Our Approach to ESG

## INTRODUCING OUR SUSTAINABILITY STRATEGY

We are aware that expectations of the role of business in today's society are changing. Global trends like technological innovations and climate change provide context for local challenges, such as escalating amounts of waste, more extreme temperature fluctuations and increased frequency of extreme weather events. Together, these radically affect the approaches and perceptions of all our key stakeholders, including guests, employees, suppliers, investors, and regulators, as well as civil society and non-profit organisations.

During the year, we developed our new sustainability strategy, which builds on our vision and outlines our approach to building a sustainable future by taking action in the areas where we can make the most meaningful economic, social and environmental impact. For details about the process of crafting this strategy, please refer to the 'Materiality' section.

Our strategy is based on four pillars and aligns the Group's businesses to move forward as we navigate the most pressing current and emerging issues.

### Our Vision

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



To guide our actions in line with our strategy, we are developing KPIs with the input from different business divisions. We are committed to regular and transparent reporting to enable stakeholders to compare our relative performance over time. We will provide an update on the progress of KPIs setting in our next report.

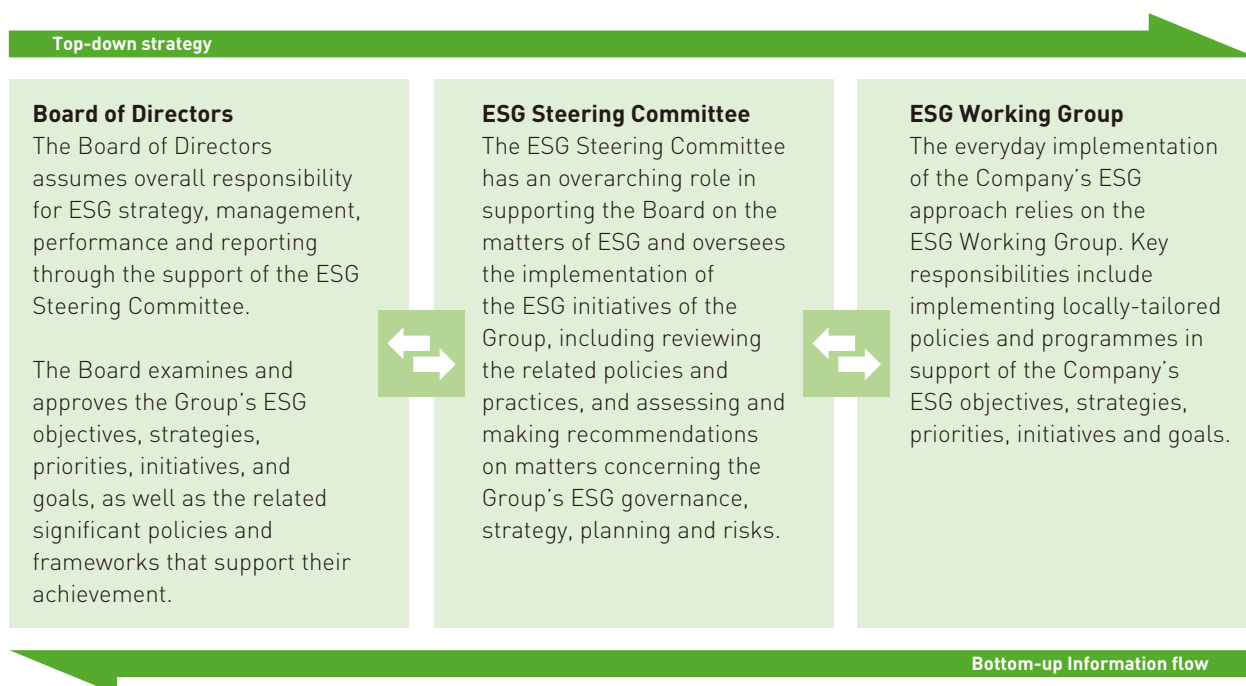
Pillars	Managing environmental footprint			Employer of choice			Cultivating community		Placemaking
	Act responsibly through sustainable practices, behaviour and innovative technology			Provide an inclusive workplace for talents to thrive			Create positive impact to the communities in which we operate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

## Our Approach to ESG

## SUSTAINABILITY GOVERNANCE

To stay ahead of the curve and cultivate new opportunities while embracing inevitable challenges, we have reviewed our progress to date and our strategy for the future. This year, we have enhanced our efforts to strengthen our ESG strategy and refined our sustainability governance structure into one that can provide leadership and clear direction, enabling mid- and longer-term planning for sustainable development.

The terms of reference of the ESG Steering Committee were set up in 2020 to clearly define the reporting lines, functions, authority, resourcing, responsibilities, and membership.



The ESG Steering Committee is chaired by Ms. Winnie CHIU, Executive Director at Far East Consortium, Executive Director and President at Dorsett Hospitality International ("Dorsett") and Chair of ESG Steering Committee and is comprised of senior executives from Property Development, Hotel, Car Park and Gaming divisions. This broad-based involvement ensures that the wider interests of the Company in the development of ESG strategies are adequately represented.

### Business ethics

The Group values and upholds the highest standards of business integrity, honesty and transparency in its overall business activities. Maintaining high operating standards allows the Group to earn the trust of its customers and stakeholders.

### Governance policies

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

The Code of Business Conduct ("Our Code") and Employee Handbook sets out the professional and ethical standards for its Directors and employees to observe in all business dealings. Our Code applies to the whole Group, where every Director and employee is required to adhere strictly to Our Code, including all applicable laws, rules and regulations within the jurisdictions the Group operates in. Additionally, all business partners are required to follow Our Code by agreeing to the relevant provisions included in the contract.



## Our Approach to ESG

### **Communication and training**

Our Code forms part of the mandatory induction training which all employees attend upon joining the Group. It is the responsibility of every director and employee to be familiar and comply with Our Code.

Tailor-made trainings on specific topics such as anti-money laundering are regularly assigned to employees based on their role and area of responsibility. For example, we provided anti-money laundering training to relevant employees at our Gaming operations according to the internal procedures and principles. The training courses incorporated legal standards, internal regulations, procedures and requirements in fulfilling obligations under the Anti-Money Laundering Act of the Czech Republic, client identification and control, and the suggested ways to deal with suspicious transactions.

### **Whistle-blowing measures**

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

All reported incidents are treated confidentially, and informants are protected from any retaliation such as unfair dismissal, victimisation or unwarranted disciplinary action. In FY2021, the Group did not record any whistle-blowing cases.

### **Regulatory compliance**

Effective compliance management reduces the exposure of regulatory risks to the Group. We are aware that violation of laws and regulations can significantly impact our operations, performance, financial status and reputation. Therefore, in order to ensure that our operations uphold the highest standards of business integrity, we stay abreast of the latest regulatory developments and have implemented policies, guidelines and practices for applicable laws and regulations in our daily operations.

Our business is governed by applicable laws and regulations in various regions, including but not limited to Air Pollution Control Ordinance of Hong Kong, Noise Control Ordinance of Hong Kong, Waste Disposal Ordinance of Hong Kong, Employment Ordinance of Hong Kong, Occupational Safety and Health Ordinance of Hong Kong, Consumer Goods Safety Ordinance of Hong Kong, Building Ordinance of Hong Kong, Trade Marks Ordinance of Hong Kong and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore, Prevention of Bribery Ordinance of Hong Kong, as well as similar laws and regulations applicable to operations in other regions. The Group also has a zero-tolerance policy towards any forms of corruption, including bribery, extortion, money laundering, fraud, and theft. Our Code and Employee Handbook stipulate the requirements in relation to conflicts of interest and political contributions and clearly states that all directors and employees are required to comply with related local laws and regulations. Additionally, all of our business partners are required to follow Our Code by agreeing to the relevant provisions included in the contract.

During the reporting period, we were not aware of any non-compliance with the abovementioned laws and regulations and there was no concluded legal case regarding corrupt practices brought against our employees or us. The Group will continue to identify laws and regulations that have significant impacts on our business operations in different regions.

## **MATERIALITY**

To succeed in making a positive impact on society, we need to understand and respond to the changing world around us. Our materiality assessment identifies the ESG issues that are perceived as being most important to our stakeholders and to our businesses.

We use the result of materiality assessment to formulate our ESG approach, strategy and reporting. It helps us to focus on the risks, opportunities, issues and impacts that matter most to our stakeholders, and those which we have the ability to influence.

Our most recent detailed materiality assessment was carried out in 2020. For information on the process and outcomes, please refer to our ESG Report 2020, pages 18 to 20.

## Our Approach to ESG

In 2021, we reviewed the 2020 results through a series of ESG strategy workshops and discussions where the ESG Steering Committee members and other senior leadership evaluated the relevant social, environmental and commercial trends that shape the Group's business landscape in light of the COVID-19 pandemic and other developments; they also reviewed the Group's sustainability strategy. This materiality review process has resulted in a renewed sustainability strategy being formed, which focuses on the areas that matter most to our stakeholders and in which we believe we can make the greatest difference. For more information about our new sustainability strategy, please refer to the 'Introducing our sustainability strategy' section.

## STAKEHOLDER ENGAGEMENT

Engagement with our customers, investors, employees, government, suppliers, non-governmental organisations ("NGOs") and communities helps ensure our strategy and reporting meets the expectations of our key stakeholders.

Key stakeholder groups	Why we engage	How we engage
 <b>Customers</b>	Feedback from customers helps us improve our products, services and processes.	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Customer service</li> <li>• Customer satisfaction surveys</li> </ul>
 <b>Employees</b>	The attraction, retention and development of talent are essential for the Company's long-term development. We continuously seek and respond to employees' views, ideas and concerns.	<ul style="list-style-type: none"> <li>• Annual performance review</li> <li>• Staff survey</li> <li>• Regular team building activities</li> <li>• Staff newsletter (including quarterly ESG newsletter)</li> </ul>
 <b>Shareholders and investors</b>	We engage with shareholders and investors to communicate our ESG strategy and performance, enabling them to make informed decisions about their investments and for our businesses to understand their expectations.	<ul style="list-style-type: none"> <li>• Annual general meeting</li> <li>• Interim report and annual report</li> <li>• Roadshow</li> <li>• Results briefing</li> <li>• Investor events</li> </ul>
 <b>Suppliers and business partners</b>	Working closely with our business partners at each stage allows us to monitor their quality and performance. This ensures high quality products and services are delivered.	<ul style="list-style-type: none"> <li>• Supplier screening and assessments</li> <li>• Online surveys</li> <li>• Regular project meetings</li> </ul>
 <b>Government and regulators</b>	Laws and regulations can have a significant impact on our operations. Therefore, we have to establish close communications with government agencies to ensure we abide by all related rules and regulations.	<ul style="list-style-type: none"> <li>• Statutory filing and announcements</li> </ul>
 <b>Media</b>	Media is the primary way where the public hears about us. We need to ensure our media partners are accurately informed of our performance.	<ul style="list-style-type: none"> <li>• Press conferences and press releases</li> <li>• Media briefings</li> <li>• Feedback and response to inquiries</li> <li>• Media interviews</li> </ul>
 <b>Community groups</b>	Through active communication with local communities, we will be able to understand their needs and create lasting benefits for our society.	<ul style="list-style-type: none"> <li>• Partnerships for civic engagement</li> <li>• Donations and volunteering</li> </ul>





West Side Place, MELBOURNE





**“Creating a sustainable business is a core focus for us. We are constantly looking for greener alternatives throughout our businesses to ensure we are reducing our environmental footprint, whilst still providing high-quality services and products.”**

**Chris HOONG, Managing Director of Far East Consortium**



# Managing Environmental Footprint

## MINIMISE WASTE IN BUSINESS

### Challenges and opportunities

One of the key challenges that has arisen for FEC is minimising the use of single-use plastic, which has been especially difficult in light of the global COVID-19 pandemic, particularly with numerous FEC hotels acting as quarantine hotels. Addressing single-use plastic is in line with global trends towards more sustainable alternatives; however, it is especially difficult for the hotel industry given the nature of some of its services and products. Similarly, we face challenges in managing other types of waste such as food and construction through our hotel and property development businesses, respectively. Hotels will inherently have difficulties not wasting food, especially those with multiple food outlets.

The nature of constructing buildings will often lead to the creation of some waste. We recognise the importance of reducing the production of construction waste in our property developments but are well aware that each project comes with different requirements. Therefore, we will adjust our approach to construction waste management depending on the project.

### Commitment

As a responsible conglomerate, we are committed to long-term waste reduction across all of our operations. We have the ability to influence and reduce waste through process improvement, employee training and management practices and recognising the upstream and downstream environmental, social and economic impact waste creates. Suppliers, business partners and customers are encouraged to join us and further their efforts at environmental stewardship.

### How we work

#### Single-use plastic

We have established numerous initiatives to provide alternatives including providing hotel guests with eco-friendly alternatives to single-use plastics.

#### Reusable cutlery for hotel guests

We have complimentary sets of cutlery and dining utensils which are given to all quarantine guests upon their arrival at our hotels. The aim of this initiative is to reduce the use of plastic cutlery given to quarantine guests for their daily meals during their quarantine period, which in many situations were 21 days. The implementation of reusable cutlery has been very effective in reducing the plastic waste produced overall, specifically single-use plastics.



## Managing Environmental Footprint

### Replacing bathroom amenities with dispensers

We endeavour to be consistent with our approach to sustainability and have enforced a group-wide policy for all our hotels to replace single-use bathroom amenities with shampoo and body wash dispensers. Despite being a quintessential aspect of the hotel industry, single-use bathroom amenities produce an incompressible amount of plastic waste. We have chosen to replace shower gel and shampoo bottles with larger dispensers in each bathroom in all our hotels, which ensures that there is no compromise in the quality of toiletries while vastly decreasing plastic consumption and waste. Furthermore, our housekeeping staff closely monitors the dispensers and refills them once they fall below 25% capacity.



### Other single-use plastic alternative initiatives

Some of our other single-use plastic initiatives are evident throughout our hotels.

A number of our hotels, including Dorsett Tsuen Wan, have introduced a new policy to provide each guest with a linen laundry bag upon arrival to curtail the disposal and production of plastic bags.

While it is important that we reduce our plastic use, it is also vital to ensure that the plastic that is used is then recycled appropriately. For example, Dorsett Wanchai collects plastic waste from their guests upon departure and sends it to an appointed contractor from the Environmental Protection Department for recycling.

Further, Dorsett Singapore ensures that plastic waste is recycled properly by training room attendants to separate plastic bottle waste when cleaning hotel rooms. These plastic bottles are then distributed to a plastic waste recycling company for further treatment.

### Food waste

In conjunction with ensuring that we limit our plastic waste, it is also vital to us that we mitigate our food wastage.

#### Implementing good stock control to minimise food waste

One of the policies that we have implemented to ensure minimal food waste is good stock control. In order to achieve this, our hotels have considered better methods to monitor their food inventory. For example, the Dorsett hotel in Tsuen Wan ensures all food is correctly and clearly labelled with "best before" and "sell by" dates. This safeguards against food wastage by allowing the prioritisation of food that may be closer to its "best before" or "sell by" dates.

Furthermore, the Silka Far East and Silka Seaview hotels reduce food wastage by planning meals ahead of time and freezing any excess to mitigate the potential of food wastage through good stock control.





## Managing Environmental Footprint

### Offering more vegetarian and plant-based alternatives

Another key initiative to circumvent food wastage possibilities is by offering more vegetarian and plant-based meals. The shelf life of meat products is generally less than that of plant based or vegetarian food items; therefore, meat products are more prone to excessive food wastage. On Earth Day this year, we started partnering with Green Monday, a multi-faceted social venture that also runs the Green Common Concept store, to offer our quarantine guests more vegetarian and plant-based meals. Not only has this positively contributed to limiting food waste, it has also assisted in minimising our overall carbon footprint.

### Construction waste

A core pillar of our business is property development. Therefore, when analysing our impact on the planet and community, it is important to consider the waste produced by construction activities.

### Ensuring our contractors also practise good waste management

We adopt a lean construction method and try to ensure that materials are ordered accurately so that there is limited material waste. Our construction projects in Australia require our contractors to reuse or recycle a minimum of 90% of all construction waste generated on-site. Furthermore, we require our contractors to implement a waste management plan, retain water records and submit quarterly reports to building owners. We also ensure that all hazardous waste or prescribed waste are transported and received by agents who are licenced by the Environment Protection Authority or Department of Environment Regulation in Australia.

### Reducing construction waste in our Hong Kong property development

Reducing construction waste is also a key focal point for our Hong Kong businesses, which is evident in our Kai Tak and Mount Arcadia projects. Our Kai Tak project incorporates on-site sorting and recycling of construction and demolition waste, which aims at reducing our overall construction waste for this project by at least 30%.

Our Mount Arcadia project seeks to reduce construction waste by measuring and quantifying what materials are needed prior to commencing construction activities. We continue to procure according to the storage space available at the construction site through continuous and proactive monitoring by our teams.



Victoria Riverside, Manchester

### Implementing the Considerate Constructor Scheme

At our UK operations, all contractors are required to comply with the Considerate Constructor Scheme, which includes provisions outlining how companies can minimise waste generation and handle waste materials in a responsible manner, such as reusing and recycling materials where practical.

### Green Guide

In Manchester, our property development operations abide by the Green Guide, which requires our architects to use environmentally friendly products for the planning and design phases of construction.

## Managing Environmental Footprint

### CLIMATE ACTION

#### Challenges and opportunities

The majority of the energy consumed by hotel operations is purchased electricity, which indirectly leads to the release of greenhouse gas ("GHG") emissions, a contributor to global warming and climate change.

According to the Climate Action Plan issued by the Environment Bureau in Hong Kong, commercial buildings account for about 90% of the city's electricity usage. Heating, cooling, ventilating, water heating and lighting are all contributing factors to the real estate sector's emissions output. However, the type and amount of energy used will depend on the type of real estate. The appropriate management of energy consumption includes many factors including energy pricing volatility, energy-related resources and optimising energy efficiency and performance. Although this presents some hurdles, we believe that it also allows for opportunities to find creative solutions to reduce our energy consumption while maintaining our high-quality products and services.

#### Commitment

We recognise that there is a growing interest in climate change from both our investors and stakeholders. As a group, we are committed to the mitigating our impact on climate change.

In our Emissions Management Policy and Environmental and Natural Resource Management Policy, we have outlined our position on sustainable resource use and managing the direct impact arising from climate change:

- reduce the use of energy and enhance the energy efficiency;
- reduce our carbon footprint and better understand our impact to climate change;
- monitor and measure GHG emissions and disclose our carbon footprint;
- reduce and minimise GHG emissions within our control and encourage similar action within our sphere of influence;
- explore the potential in using renewable energy for all of our new property developments; and
- take into account the implications of a changing climate into our business activities when making decisions.



#### How we work

##### Energy efficiency

We have implemented various initiatives to improve our energy efficiency, which is reflected through our energy efficient design and technology development and management. Increasing our energy efficiency is important both from a financial and environmental perspective.



## Managing Environmental Footprint

### Increasing HVAC energy efficiency

We aim to become more energy efficient by increasing the heating, ventilation and air conditioning ("HVAC") energy efficiency. Regarding our hotel businesses, outdated and energy-guzzling equipment has been replaced with more efficient models. Examples include replacing traditional chillers with oil-free chillers. Depending on daily operational needs, chillers are rotated to reduce energy usage.

### Introducing LED lights into our buildings

Lighting is also a key component of reducing energy consumption. In the Hong Kong property developments, this has been achieved through the extensive introduction of LED lights. These lights have been installed in the Hong Kong Kai Tak development in all public areas, including but not limited to lobbies, corridors, carparks, stairs and non-public areas (e.g. office spaces). In addition to the external landscape lights, all light fixtures in the Hong Kong Mount Arcadia development have been based on LED types. This trend of transitioning to LED lights is also mirrored in our gaming operations, which have also replaced all lights with LED alternatives.

We continued the transition to more energy efficient use of lighting in our hotels but used a slightly different approach to better suit the needs of the hotel industry. One example is using scheduled timer controls which apply to the ceiling lights of guest floor corridors and external signage lighting; moreover, we installed automatically controlled lighting sensors in areas such as staircases. Going forward, we will also limit the power usage and "close" floors when there are no guest occupancies on those particular floors.

It is important for us to keep abreast of our energy usage and routinely undertake energy audits to maintain the highest possible energy efficiency across all business units. One example is our gaming business, which undertakes a periodic energy audit every four years.



### Green buildings

To the Group, having green building certifications is a key objective that also unlocks different opportunities, such as increasing the asset value of the property by encouraging the adoption of good social (e.g. health and well-being) and environmental practices. These certifications help us demonstrate our commitment to sustainability and can be beneficial in communicating our standards to our customers, who are increasingly concerned about the environment and well-being.

Our objective is consistent with our Product Responsibility Policy, which states our commitment in integrating environmental considerations in all stages of our projects, including planning, design, construction, operation and maintenance.



Dorsett Gold Coast

## Managing Environmental Footprint

**Properties with or targeting green certifications**

- Astoria Crest, Hong Kong
- West Side Place (Towers 1 and 2), Melbourne
- The Star Residences (Towers 1 and 2), Gold Coast
- The Monument, Melbourne
- Queen's Wharf (Towers 4-6), Brisbane
- The Towers at Elizabeth Quay, Perth
- The Ritz-Carlton Melbourne
- The Ritz-Carlton Perth
- Dorsett Melbourne
- Gold Coast W Hotel
- Dorsett Gold Coast
- Dorsett Singapore
- Oakwood Premier AMTD Singapore
- Dorsett City London



West Side Place, Melbourne

**Installing solar panels**

We have installed solar panels in a number of our hotels. Not only have we reduced our electricity expenditure, but we also received a subsidy from the Hong Kong Government through its Feed-In-Tariff for Renewable Energy Scheme, which gives us 5kW of energy for every 1kW we generate. This has allowed us a greater return on investment over a shorter time frame, whilst also decreasing our fossil fuel reliance and consumption.

Our solar panel transformation is not limited to our Hong Kong business and has extended to our UK operations and has been echoed by our Hornsey Town Hall and the Dao by Dorsett West London development projects.

Through the Hong Kong Government's  
**Renewable Energy policy,**  
 we received **5KW** of energy for every  
**1KW** we generate



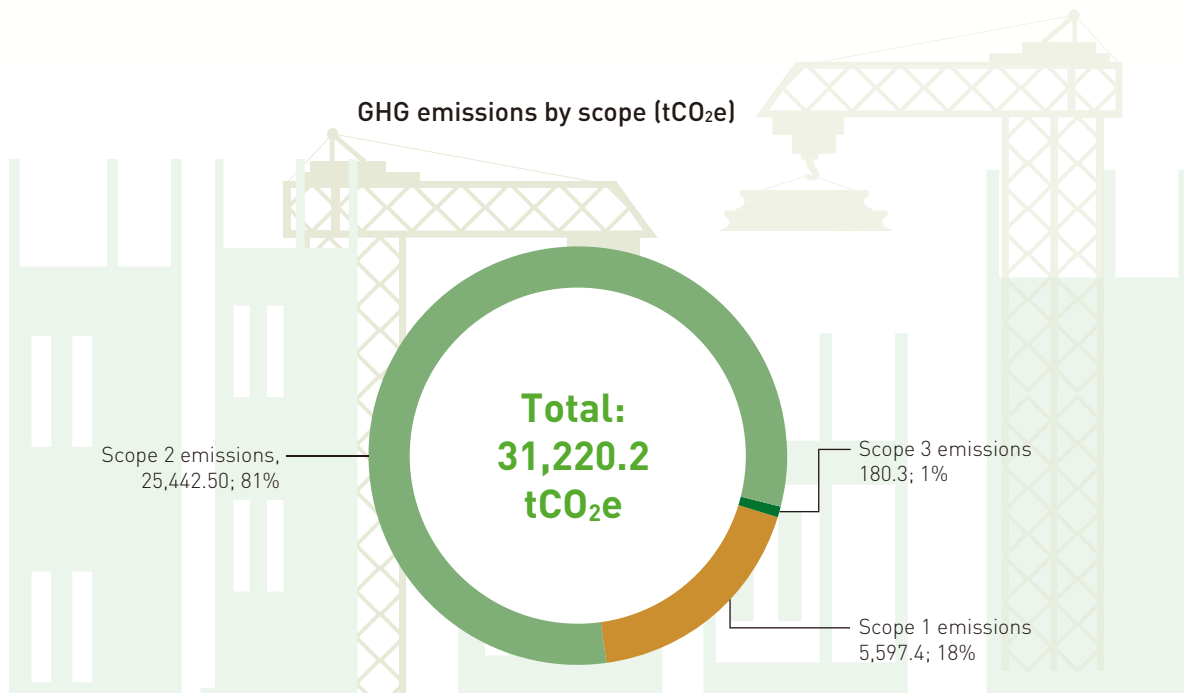


## Managing Environmental Footprint

### Construction materials

Construction sites will inevitably generate air emissions. To lower our impact, we have used low-emitting construction materials that do not release significant pollutants, such as structural steel and recycled rebar, at Hong Kong's Mount Arcadia property development project.

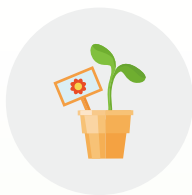
Additionally, the project only used Forest Stewardship Council ("FSC") certified timber that is ethically sourced. Any unused timber was collected for recycling during the construction phases.



### GHG Emissions

In FY2021, the Group's operations generated 31,220.2 tons of carbon dioxide equivalent (CO<sub>2</sub>e). Energy consumption through electricity and heating (Scope 2 emissions) represents 81% of the total GHG emissions.

The methodology used for calculating the FY2021 has been fine-tuned to integrate a more accurate dataset, including the latest available emission factors in line with various well-recognised sources<sup>3</sup>; hence, the data is not directly comparable with the prior year.



<sup>3</sup> Including Greenhouse Gas Protocol, IEA's Energy Statistics Manual, US EPA's Emission Factors for Greenhouse Gas Inventories and Environmental Protection Department and the Electrical and Mechanical Services Department's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition).

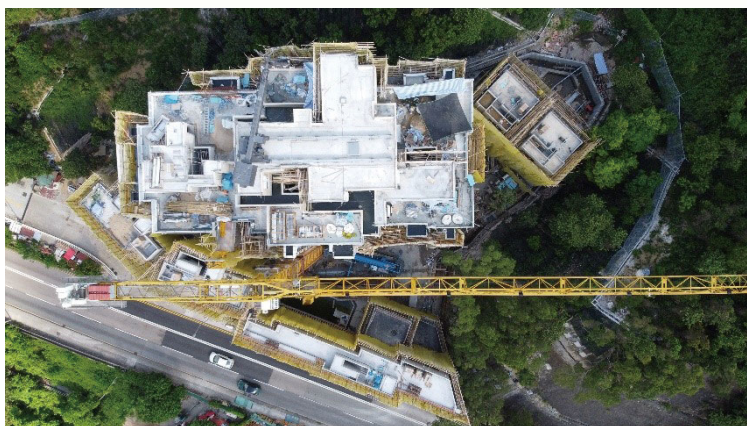


## Managing Environmental Footprint

## REDUCE WATER CONSUMPTION

### Challenges and opportunities

Global water scarcity is becoming an increasingly alarming issue. The impacts of growing human activity, population and climate change have resulted in over a billion people having inadequate access to clean water. The Organisation for Economic Co-operation and Development ("OECD") estimates that almost 4 billion of the world's population could be living with water scarcity by 2050. Subsequently, lack of access to clean water may be an emerging issue affecting business operations and people's livelihoods.



Construction at Mount Arcadia, Hong Kong

### Commitment

We are firmly committed to reducing water consumption and enhancing water efficiency in our businesses. We believe that water is a vital aspect of everyday operations. This is especially evident in hotels, which rely heavily on water as it is needed for both guest consumption and back-office functions. Therefore, it is vital that companies within the industry implement best practices in order to reduce operating expenses and environmental impacts. This will also likely improve brand reputation, especially with guests and communities who are increasingly concerned about sustainability.

### How we work

#### Collecting rainwater for construction activities

We have deployed an array of actions to better manage our water consumption. For example, our Hong Kong Mount Arcadia development has begun to collect rainwater for its construction activities through large tanks placed in our construction sites. This is a low-cost but effective way to reduce our water consumption.

#### Reusing water in our hotels

##### Greywater recycling

Our hotels operate a greywater recycling system whereby domestic wastewater is reused in our toilets as flushing water. Greywater is treated onsite and then directed back to our facilities. Much like rainwater tanks, this not only reduces our reliance on external water supply, but also reduces our consumption and costs.

**We reduce  
water  
consumption by recycling greywater  
and installing rainwater tanks**



Our hotels have also employed creative methods to reduce our water consumption. One such method we have utilised is to collect the condensed water from our air conditioning units which is then redistributed for reuse.

## Managing Environmental Footprint

### Reducing our water consumption

#### Low/dual flush options

At our Dorsett hotel in Kwun Tong, all bathrooms are provided with a low/dual flush option where smaller quantities of water are used per flush. We also undertake regular maintenance reviews of all our water-related facilities to ensure smooth operation and detect any leakage issues.

#### Adjustable shower water flow

Similarly, our Dorsett hotels in Kwun Tong and Tsuen Wan as well as our Silka Hotel in Tsuen Wan have all utilised shower heads with adjustable water flows. This allows guests to select the setting they need while allowing more control over the quantity of water.



Silka Tsuen Wan

### Implementing water-saving methods for towels and linen

#### Eco-Value+ Programme

One of the predominant water-consuming elements of a hotel is its treatment of towels and linen, which is mainly due to the volume of towels and linen used by the hotel industry in general. Dorsett Wanchai has been awarded the EarthCheck Silver Certification, implemented an Eco-Value+ Programme which provides guests with the option to completely opt-out of housekeeping services in exchange for a one-time mini bar collection of food and beverage items valued at HK\$600. Deploying full housekeeping services is one of the most water-consuming aspects of the hotel industry; therefore, being able to limit our housekeeping requirements will significantly benefit our goal of reducing water consumption. This policy has been extremely successful with guests in Dorsett Wanchai, and we have since mirrored it in our UK hotels, namely Dorsett City London and Dorsett Shepherds Bush.

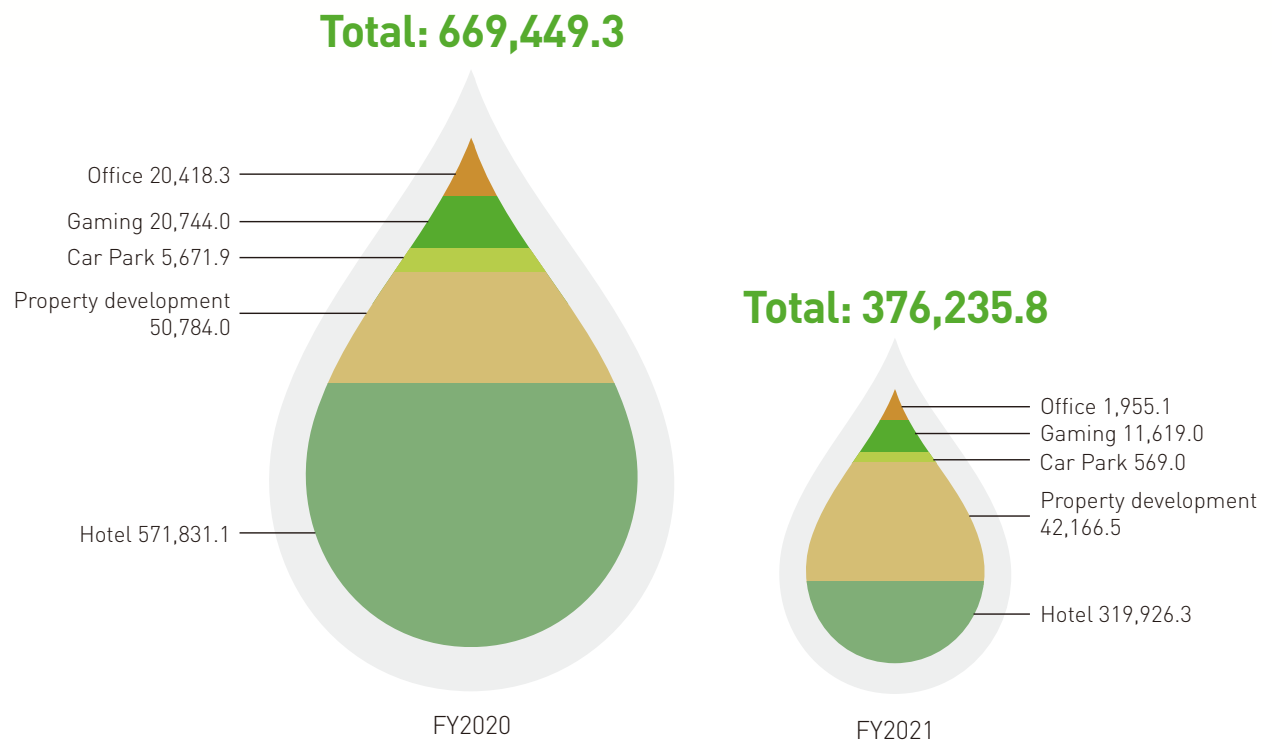




## Managing Environmental Footprint

**Water consumption**

In FY2021, the Group's operations consumed 376,235.8 m<sup>3</sup> of water. Due to the global slowdown of our business during the pandemic, the overall water consumption dropped significantly by 44% compared with last year. Moving forward, we will continue to carefully manage our water usage and source water responsibly across our businesses.

**Water consumption by segment (m<sup>3</sup>)**





**“Our associates’ well-being is our top people agenda in the purpose of shaping our employer branding proposition. Live and breathe with our company vision, core values and culture to create a sustainable positive and engaged team. Together we can better serve our local community and doing business more responsibly for our planet.”**

**David WONG, Vice President of Human Resources at Dorsett Hospitality International**







# Employer of Choice

## PROMOTE HEALTH, SAFETY AND WELL-BEING

### Challenges and opportunities

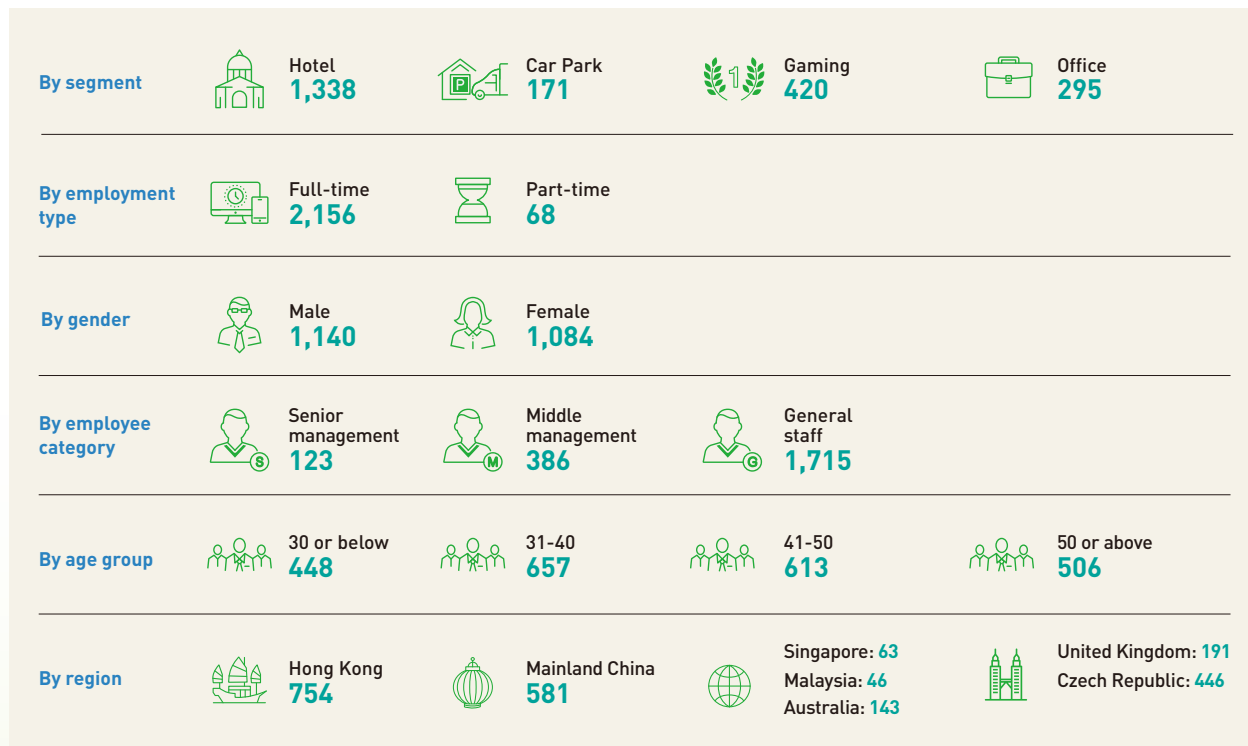
The health, safety and well-being of our employees is of paramount concern and importance to us. This can be challenging given some of the industries in which we operate. We must consider risks that could lead to injuries, diseases and even fatalities. Therefore, we believe in enforcing prudent safety measures to ensure that our staff is not put at undue risk. We endeavour to foster a safe, happy and well-supervised working environment.

### Commitment

The Group is committed to maintaining a safe and healthy working environment while simultaneously minimising any adverse health and safety impacts from operations. We encourage a company-wide culture in which everyone is responsible for making every workday healthy and safe. We believe in a top-down approach to fostering such ethos in our businesses. This policy is embedded in our Employee Health & Safety Policy, which covers the following key principles:

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

### How we work





### COVID-19 safety measures

Coupled with our Employee Health and Safety Policy are some specific initiatives that we implemented as a result of the COVID-19 global pandemic. We have implemented specific measures in our designated quarantine hotels to protect our staff.

#### Specific COVID-19 initiatives

In order to keep abreast of the traffic through our premises, we have implemented a health tracking system that is monitored on a daily basis. This mechanism tracks body temperature for all staff, which is coupled with a compulsory COVID-19 test every 7 days. These measures guarantee the safety of both our staff and our guests.



There were  
**zero fatalities**  
during the year

#### Flexible working arrangements

Like many other industries, we have also introduced flexible working arrangements. We support those who chose to work from home, which has also lowered the exposure risk to our staff. However, the nature of some of our businesses means that some staff cannot work from home; therefore, we have encouraged physical segregation of our teams and have minimised physical contact by implementing video conferencing.



### Health and safety management

#### Establishing Health and Safety committees in our hotels

In order to effectively lower our risks and ensure the safety of our staff and guests, we have established a Health and Safety committee in some of our hotels, including Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan and Dorsett City London. Similarly, Dorsett Singapore has created the Work Safety & Health Committee, a similar group which is managed by a Safety and Security Manager. This committee meets every two months to discuss potential safety hazards, fire safety and prevention, health and safety risks, any injuries that may have occurred and more.



Kai Tak, Hong Kong

#### Property development safety

We consider safety to be of the utmost importance in all our businesses, and our property development is no different. One example is the development at Kai Tak, where we require all tender offers to provide a comprehensive Outline Safety Plan, which covers both health and safety aspects, in order to be considered by our Hong Kong project teams.

## Employer of Choice

### Health and safety

A high safety standard is employed by our Australian property development teams. All contractors employed by our Western Australian project teams are responsible for complying with all occupational, health and safety laws under Western Australia law, an obligation that includes ensuring all visitors and staff on the premises do the same. We also enforce the Safe Work practices, which include specific policies relating to health, provision of safety equipment and site-specific induction programmes. We consider safety in all elements of our business cycle, including tender documentation, procurement strategy and our awards process, to name a few.

Health and safety audits are carried out at our UK businesses. This has included implementing a health and safety management system in partnership with the Health and Safety Partnership, an organisation that provides health and safety legal advice and support. Additionally, we require each manager within our business to ensure that all health and safety risks are identified and addressed. We give our managers the opportunity to develop specific operational standards to their area of expertise and control. These managers are also tasked with communicating these policies to their staff and ensuring compliance and training are completed so that they may monitor the effectiveness of their health and safety policies.

### Employee well-being initiatives

#### Leave policies

Our staff's well-being is very important to us. We believe in attracting and retaining the highest calibre of employees by offering competitive compensation packages and employment benefits that recognise their contributions to the company's growth, profitability and other goals. Furthermore, we try to provide a generous leave policy in addition to statutory public holidays. We offer maternity leave, paternity leave, birthday leave, marriage leave and compassionate leave to all eligible staff. In addition to this, Dorsett Singapore has introduced a career break policy for staff that allows them to take up to three months no paid leave, which is assessed on an individual basis. This gives long-term staff the opportunity to rest, refresh and recharge themselves if needed.

#### Employee assistance programme

We have provided our staff and their families with a certain amount of financial assistance on a case-by-case basis if they experience unexpected financial hardship, misfortune or emergency, with a cumulative amount of HK\$200,000.

#### #DorsettCares x Harmony House sharing seminar

Our hotel operations have always promoted the importance of physical and mental well-being and is committed to creating a balanced and healthy lifestyle for hotel guests and associates.



Dorsett and Harmony House hosted an online seminar in July 2020 to educate and empower their associates to learn more about various pressures and emotions caused by the pandemic and how to deal with them.

Harmony House's Executive Directors, Service Supervisor and registered social workers were invited to meet with associates from the group's Hong Kong hotels and head office to provide insight on domestic violence in Hong Kong and share how Harmony House can help the community by encouraging and building harmony within families and society as a whole.



## EMPLOYEE ENGAGEMENT

### Challenges and opportunities

At FEC, our greatest strength is the diversity of our people. We have an approximately total of 3,500 employees across many countries, which may sometimes come with language and cultural differences. This has created many opportunities for us to foster a happy working environment for our staff; however, we are constantly looking for ways to grow and enhance our employee experience.

We have undertaken many methods to obtain feedback from our staff not only to understand what they enjoy about their workplace, but also where and how we could improve. We believe in creating honest and open communication channels to allow our staff to express any questions or concerns they may have. Using these surveys and various other forms of communication across our businesses, we can tailor our staff benefits to ensure an engaged and positive workforce.



### Commitment

At FEC, we always strive for open, two-way communication, which has been facilitated by effective communication channels that we have established. Through these channels, employees can raise their ideas or complaints to their direct managers, department heads or human resources departments.



### How we work

#### IdeaPowerHouse

Each of our hotels has also adopted the IdeaPowerHouse initiative, which are focus groups comprised of our millennial aged staff. These focus groups discuss, brainstorm and suggest improvements to management. In addition to the IdeaPowerHouse initiative, we have also implemented other measures, including a confidential suggestion box in our UK offices and a Managing Communication and Effective Meetings training for our Care Park staff in Australia.

## Employer of Choice

### FOSTER TALENT AND DEVELOPMENT

#### Challenges and opportunities

Given the breadth of our business offerings, it can be difficult to ensure that all employees across the different industries can access up-to-date trainings to ensure their continuous career development. This was especially difficult when considering the additional challenges of the global pandemic, as well as the additional health and hygiene requirements that had to be undertaken. However, training is an important element of our employee experience, as they provide a wealth of opportunities to our staff and allow them to learn new skills for their professional and personal growth.

The hotel industry is highly reliant on labour to operate large facilities. A service-oriented workforce that can provide guests with a pleasant stay is a key driver for hotel companies. However, staff dynamics can lead to low job satisfaction, which can result in high turnover and may contribute to increased expenses for hotel operators.

#### Commitment

Given that the professional development of our people is essential to the growth of our business, we are committed to creating a highly talented workforce. As stated in our Training & Development Policy, we are committed to providing training and development programmes to enhance employees' job performance and prepare them for future advancement in the Group.

As a result, we invest heavily in training that keeps our staff abreast of the latest developments in the industry and enhances their knowledge and performance. In order to provide the most relevant learning experience possible, these training programmes are developed based on the staff member's specific business unit and role. The objectives of these training programmes are to:



Strengthen the job skills and knowledge of the employees



Improve their operational efficiency and productivity



Develop the potential of the employees in order to maximise the benefits to the individual and the company

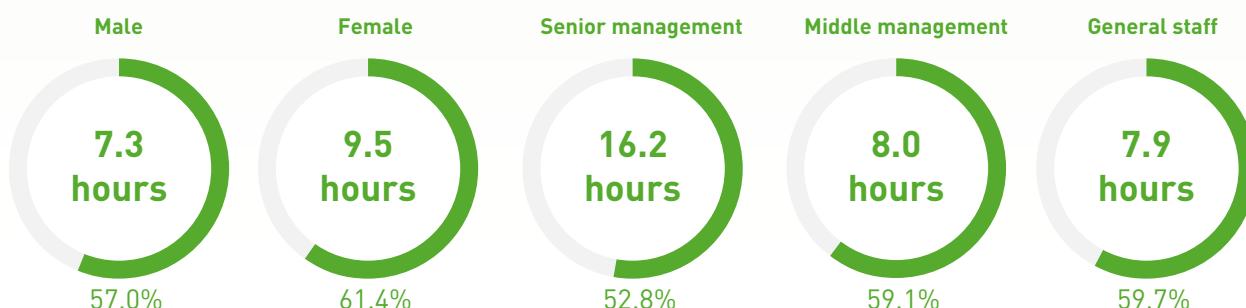
#### How we work

##### Training and development

We make sure that all our staff is professionally trained and suitably qualified for their individual roles. In order to achieve this, we provide various training and development opportunities for our staff to enhance their skills or to provide training specific to managing or supervising a team. We also support our staff in their pursuits of professional or academic qualifications should they choose to.



### Percentage of Employees Who Received Training and Average Hours of Training Per Employee by Gender and by Employee Category



#### Talent Development Roadmap 2.0

Our hotel programme Talent Development Roadmap 2.0 was launched in July 2020 and outlines a wide range of “learning blocks”. These learning blocks consisted of diverse programmes for our associates to develop new skills for each stage of their career starting from the moment they are onboarded as employees. The various stages covered by the Talent Development Roadmap 2.0 includes essential, fundamental, customer care, management, leadership, technology and supervisory. Throughout various stages, the Talent Development Roadmap 2.0 equips our employees with key tools such as ESG, enterprise risk management, health and safety, brand philosophies, cultural diversity and inclusion and cyber security.



In FY2021, we provided **18,605 hours** of training and development for our employees

#### LinkedIn Learning

Beginning in July 2019, we launched an e-learning to provide our corporate employees with the relevant technology skills to support them in their own programme through LinkedIn Learning journey. The training was provided for a total of 1,500 hours and took place between April 2020 to March 2021. Some of the courses our staff undertook include the following: Leading with a Growth Mindset, Foundations of Leading Global Organisations, Service Innovation and Brand Leadership: Building Brand and Culture and Developing Executive Presence.

#### Departmental training system and the Train the Trainer Workshop

Since 2016, we have launched specific department trainings that were developed to create a learning culture amongst our staff. A departmental trainer is selected to represent each hotel department; they are then responsible for conducting on-the-job training for their respective departments. Prior to running their internal trainings, the departmental trainer will attend a two day “training the trainer” workshop to equip them with the relevant training knowledge and skills to conduct effective training sessions. As at the end of FY2021, there are a total of 173 departmental trainers in the Group.

#### Management development programme

We worked with the Vocational Training Council in Hong Kong to develop a management development programme for our hotel operations. As a part of our talent development strategy, this programme aimed to provide our managerial staff with the necessary techniques, learning standards and essential management skills in order to be effective leaders. Due to the global pandemic, we have postponed the programme and will review in the upcoming financial year.

## Employer of Choice



### **Other training**

We also held several other trainings for our employees across our operations. For example, our managers in our Car Park operations participated in a “Managing Stress in the Workplace” external training. This was an important training for our employees from a professional and personal perspective, as it ensured that they know how to look after their own well-being.

In addition to the abundance of other training programmes outlined above, our hotel staff at Dorsett Wanchai were provided with additional security guard training. This was conducted by the Hong Kong Security Guard Training Centre in December 2020. Furthermore, our concierge and service centre staff in Dorsett Shanghai were provided with a front desk training course as a part of our cross-function training.

### **Succession planning**

We consider succession planning across each of our individual operations in order to create various employee development programmes to suit the specific business needs that arise. This allows us to run rigorous leadership development programmes for eligible employees to enhance their skills and prepare for future roles.

### **Hotel Talent Review Process**

Our Talent Review Process identifies associates with high potential and facilitates succession planning. This process is a standardised review procedure that assesses the employee’s engagement, abilities and career aspirations. The results of this process help identify the high-performing employees within each group. It also provides managers with insights when preparing personal development plans to further enhance everyone’s development. Additionally, the process enables us to facilitate succession planning by identifying employees with the potential to succeed in critical roles.

This process has been successfully executed by Dorsett Grand Chengdu, which selected seven high performers for FY2021. These employees have been identified for key positions including deputy manager of the front office, administrative butler, manager of the safety department, engineer on duty and executive chef.

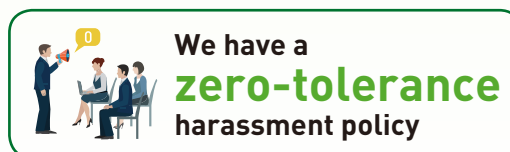




## Diversity and inclusion

### Zero-tolerance harassment policy

Having a diverse and inclusive workforce is important, as it provides different perspectives on how we conduct our businesses and ultimately benefits our business performance. We strive to provide an equal-opportunity work environment free from harassment and discrimination, as well as one that promotes unbiased decision-making. We have a zero-tolerance policy towards any form of harassment, which is explained in detail to all staff through Our Code and Employee Handbook. Regardless of race, gender, or religious beliefs, our staff are promoted and assessed based on individual merit. This equal-opportunity policy also applies to our recruitment process. To ensure that all employees assist in fostering an inclusive culture, each staff member is required to undergo an annual self-declaration to show that they are compliant with Our Code and related policies.



In order to better promote the concept of inclusion and diversity, our operations in the UK have formalised an Inclusion and Diversity Policy.

### Grievance mechanism

Coupled with our Inclusion and Diversity Policy, we operate a grievance mechanism to encourage an open and honest relationship between management and employees. These policies assist in facilitating our diverse and inclusive workforce and allows employees to report any concerns to either their immediate supervisor or our HR department. This mechanism is not limited to inclusion and diversity issues, but anything relating to the employment of an individual or the workplace environment. A similar grievance policy is mirrored in our UK operations through an 'open door' policy for associates anonymously to raise concerns and issues.

### Retiree rehire

We foster a friendly environment for our elderly and middle-aged employees to ensure they are equipped with a wealth of work-related skills, knowledge and experience. Considering the increasingly ageing population, we believe that employing elderly and middle-aged staff is a way of unleashing a potential labour supply. We have implemented this in our hotel operations by rehiring associates that are aged 65 and above. During FY2021, Dorsett Grand Chengdu recruited retirees for non-manual work, including housekeeping, security, and the engineering department.

### Disability Confident Employer



In November 2020, our Manchester team became Disability Confident employers. It is important that we are linking into the priorities of the local community by ensuring that we are open to all disabilities and supporting people through opportunities, training and employment.

**“From healthcare workers in a global pandemic to the development of the next generation, we are always committed to extend a helping hand. Being in business of hospitality, it is in our DNA to feel empowered to serve the community. We will continue to support and invest in opportunities for growth and development for those around us to create waves of positive impact for a brighter future.”**

**Natalie IP, Head of Sustainability at Dorsett Hospitality International**







帝盛探索

# Cultivating Community

## CREATE POSITIVE SOCIAL IMPACT

### Challenges and opportunities

We are always looking for ways to give back to our community. This was especially prevalent when considering the difficulties presented by the global COVID-19 pandemic, which affected everyone and every industry. Creating positive social impact is important to all of our key stakeholders, as what we do directly and indirectly effects our stakeholders. However, this can be challenging to do while still maintaining high-quality products and services in our business and was especially difficult during the COVID-19 pandemic. The hospitality and tourism industry came to a standstill as international travel evaporated. This empowered us to be innovative and apply alternative business practices to better serve our community. To this end, we have outlined various ways that we used our businesses and facilities to serve society in these unprecedented times. We are passionate about supporting our community and encouraging those around us to do the same.

### Commitment

We are committed to serving the communities around us as best as we can. As a responsible conglomerate focusing on hospitality and real estate, we believe that we have a responsibility to local communities. We uphold this belief by creating meaningful, long-term partnerships with our stakeholders through listening, learning and supporting their needs. By offering mutual trust, respect and support to our stakeholders, we can create a programme that can have positive impact on community development.

Our Community Investment and Donation Policy guides our interactions with the communities in which we operate. Through collaboration, employee volunteerism, and strategic giving, we strive to create positive impact in the four areas below:



#### Social inclusion

We seek to improve quality of life for the communities we serve by supporting initiatives that serve the needs of disadvantaged communities.



#### Arts & culture

As an organisation that takes pride in its heritage, we support initiatives that contribute to the development and appreciation of arts to improve our quality of life and encourage creative thinking.



#### Youth education & development

We believe in investing in youth education and development to equip future leaders with the knowledge and skills necessary to tackle future challenges and sustainable development.



#### Environment

In line with our previously outlined sustainability practises, we are committed to playing our part in the collective effort for environmental protection. We support various environmental projects and programmes that improves public understanding and awareness on environmental issues, including but not limited to air quality, water usage and protecting natural resources.



## How we work

**Community Investment:****HK\$7.09 million****Social inclusion****Offering temporary accommodation for those in need**

We have co-sponsored the “5S Harmony Station (Safe Space Short Stay Station)” programme alongside the Hong Kong Jockey Club. This programme was led by Harmony House, which specialises in providing services for people affected by domestic violence. We contributed the services of eight of the Dorsett hotels in Hong Kong, which provided temporary accommodation to families in need. This alleviated the pressure on dormitories and shelters, which were already operating at full capacity because of many people working from home and practising social distancing. Through this partnership, Dorsett supported to 50 families in Hong Kong. Not only has this provided a safe shelter for these families, it has also assisted in alleviating growing family conflicts as a result of increased stress from the global pandemic. Further, this initiative has brought the Hong Kong community together as they continue to support each other through the global pandemic.



## Cultivating Community

### Supporting COVID-19 frontline workers

Along with supporting at-risk members of the community, we are also committed to recognising the healthcare workers who were at the frontline of the global COVID-19 pandemic. With hotels in over 27 cities across the world, including Wuhan, we strongly believe that we share a responsibility to the local community. We are grateful to those frontline workers who selflessly put their community before themselves to fight the global pandemic, and we want to do what we can to support the healthcare industry. To this end, our hotels in Hong Kong, Mainland China, London, Singapore and Malaysia have been providing accommodation and preparing meals for various medical teams, including doctors and nurses. We are very proud of our staff who have worked bravely and tirelessly to assist our frontline healthcare workers.

In Hong Kong, we have been supporting the Hospital Authority by offering rooms to frontline healthcare workers in Hong Kong through our Dorsett Wanchai and Cosmo Hotel. From February 2020 to August 2021, Cosmo Hotel has also provided a complimentary daily shuttle bus to and from the hotel and the hospitals; additionally, the hotel also prepared a thoughtful gift every Friday for all guests who work in the medical industry as a token of our appreciation. During the lockdown of Wuhan at the beginning of the pandemic, Dorsett Wuhan was able to assist by providing services and accommodation to medical staff from Yunnan Province, who travelled to Wuhan to provide medical services. In Malaysia, Dorsett and its affiliated hotels have contributed approximately 6,000 shower caps to be used in local hospitals and quarantine centres.



Across the world in London, we continued to support frontline medical workers. In accordance with local laws, both of our hotels remained opened to serve the community. In particular, Dorsett Shepherds Bush has been a primary accommodation for the National Health Services and has served 150 healthcare workers per day. Our other hotel, Dorsett City London, has been supporting the city of London police alongside the National Health Service workers.

Lastly, Dorsett Singapore served as a government quarantine facility for those who needed to be isolated from April 2020 to December 2020 and from May 2021 to November 2021.



### Supporting the local community

Our Manchester team is very supportive of its local communities. In January 2021, we worked with Kylie's Kitchen, a local cafe in Collyhurst. We assisted in providing its signage and design, an initiative led by our Community Liaison officer. Additionally, our Manchester team volunteered at various COVID-19 vaccine locations across the UK to support those receiving the vaccination.



### Affordable housing

We are launching a joint venture with the city of Manchester to deliver more affordable housing in various neighbourhoods in Manchester. This joint venture plans to develop 15,000 new homes across Northern Manchester over the next 15-20 years. 4,000 of these homes will be developed by the Group and within our land ownership, with an aspiration to deliver over 800 affordable homes in the near future. This project represents one of the biggest housing developments in the United Kingdom, and we are delighted to support it. We have already made progress with 32 units already built in Victoria Riverside.

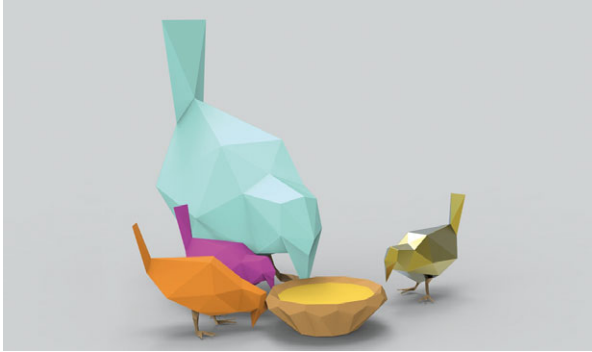
After consulting over 2,500 people, including the local community, another 130 affordable homes will be provided by our Collyhurst project, with 100 units in Collyhurst Village and 30 more in Collyhurst South. They will be in the form of social rent houses and apartments, some of which will be designed for the elderly. This development will begin in December 2021, with the phased handovers commencing in Q4 2022 to Q1 2025.

For those located in London, there will also be affordable housing offerings at Consort Place. The development will offer 136 affordable, high-quality private apartments.

## Cultivating Community

### Arts and culture

Dorsett Discoveries is an initiative that embodies an ongoing commitment to bolster artistic talents around the work and use art as a means to communicate the brand's core values. In 2019, as a part of Dorsett Discoveries, Dorsett was the exclusive hotel partner for an affordable art fair in Hong Kong.



The Group also supported Stickyline, a London-based creative duo who created a global campaign to promote art in hospitality. Stickyline embodies the Group's passion for art and travel, and has created a colourful installation based on Dorsett Hospitality's three core brands: Dorsett Hotels and Resorts, d.Collection and Silka. The little birds in this display represent each of the Dorsett brands, whilst the larger bird is a model of the signature Dorsett bird, which represents travelling around the world to vibrant locations. The traditional Chinese egg tart illustrates the food-centric culture of Hong Kong.

Last year, the Group also sponsored the Hong Kong Ballet's Nutcracker Christmas Charity Benefit, with any funds raised directly impacting the growth and development of the Hong Kong Ballet Guild. We provided a sponsored prize package for the online silent auction, which offered a staycation package at Dorsett Wanchai. The prize was worth a total of HK\$7,200.

### Youth education & development

We provide millions of dollars in sponsorships per year to hundreds of recipients at secondary schools, technical schools and universities in Hong Kong. Over the last five years we have contributed approximately HK\$3 million in scholarships to over 500 successful recipients. The institutions we support include Ju Ching Chu Secondary school, the Vocational Training Council and the Wu Yee Sun College of the Chinese University of Hong Kong. We believe that our support of these institutions has a broad reach and strong social impact.

**Each recipient of our  
Dorsett Young Entrepreneur  
scholarship is offered up to  
HK\$80,000**



### Dorsett Young Entrepreneur Scholarship

Additionally, we also launched the Dorsett Young Entrepreneur Scholarship, which aims to provide students in Wu Yee Sun College of the Chinese University of Hong Kong with opportunities to demonstrate entrepreneurial talents. In this programme students are asked to think of business ideas that target the Hong Kong and/or the Mainland China market. Each recipient will be offered up to HK\$80,000.

### Offering internship opportunities

We also offer internships and mentor programmes within our own business through our hotel operations. Through this programme we support the Chinese University of Hong Kong, the Hong Kong Polytechnic University, the Vocational Training Council, the Hong Kong Sea School, and St. Christopher's Home, a social services organisation. Interns can go on to gain tangible and valuable skills including but not limited to investment decision making, project and events management, hotel operations and corporate office administration.



### Partnering with the Institute of Technical Education in Singapore

Our Dorsett Singapore operations have provided internship programmes for students at the Institute of Technical Education in Singapore. These interns will undergo a 6-month internship programme which includes cross-department exposure between the front office and the housekeeping departments.

### YMCA's A-Life candidates

Through Dorsett Kwun Tong, we partnered with the YMCA and worked with their A-Life candidates. Our Human Resources department provided interview skills training, including how to dress for interviews in the hospitality industry. These candidates were able to grasp the basic concepts of a professional interview, which will provide them with tangible benefits for the future.

### Recruiting from institutions

In order to increase our pipeline of diverse, qualified candidates, Dorsett Shanghai implemented a trainee programme to recruit trainees from various institutions. This year, we welcomed new trainees across various departments including food and beverage, front office and housekeeping.

### National Careers Week videos

These internships are also present in our UK operations. Our staff has started recording short biography videos for pupils at Manchester Communication Academy to watch, which is in line with the National Careers Week's virtual careers event in the UK. These videos reach approximately 300 students and encompass a variety of roles, giving the pupils many factors to consider if looking into a career in the property development and construction industry.



### Raising Aspirations programme

Furthermore, we sponsored 4 local primary schools in Manchester to receive the Raising Aspirations programme, which is run by Positive Footprints. This programme supports career conversations at an age-appropriate level. There are many benefits for children to consider their career aspirations earlier in life, as it allows those around them to build upon these crucial thoughts and support these children's aspirations. During this programme, the pupils will have a chance to meet a variety of businesses and ask questions about what different industries have to offer.

### Environment

To protect the environment for present and future generations, it is corporations' duty to spread awareness on environmental issues through its initiatives. From providing our hotel quarantine guests with complimentary sets of cutlery and dining, to offering more vegetarian and plant-based alternatives, we continue to promote and increase sustainability awareness with our guests and our staff. Please refer to the "Managing Environmental Footprint" section for the details of the initiatives.

## Cultivating Community

### Volunteering

We strongly encourage all employees to play a positive and active role in their communities. To facilitate this, we provide a variety of volunteer opportunities to our staff. In Hong Kong, we arranged the donations of surgical masks to an assortment of local community groups, including St. James' Settlement, YMCA and Hong Kong Family Welfare Society. We also visited approximately 20 elderly homes in Wanchai through the Wanchai Methodist Centre. This volunteer programme was supported by staff from Dorsett Wanchai and Cosmo Hotel. Following this trend, our staff at Silka Far East and Silka Seaview hotels collaborated with Helping Hand, an organisation caring for the elderly, to visit and host a festive parties for an elderly home. These parties occur two to three times a year. In Mainland China, our staff from Dorsett Grand Chengdu and Dorsett Shanghai regularly donated blood through the Chengdu and Shanghai Blood Centres, respectively.



Additionally, many of Dorsett hotels have donated supplies to those in need during the global pandemic. To date, the Silka Seaview and Silka Far East hotels have donated 3,000 surgical face masks, 100 bottles of hand sanitiser, 6,000 disposable gloves and 400 packs of snacks. Further, Dorsett Grand Labuan donated essential food supplies to local authorities to support the community.

## SUSTAINABLE PROCUREMENT

### Challenges and opportunities

As a socially, environmentally, and economically responsible company, the Group is aware of its influence in the community and aims to use it in a productive and positive way, which includes utilising our purchasing power to encourage vendors to use sustainable practices where possible. With this in mind, our primary focus is having an efficient supply chain, which is critical to our overall growth as a business. This has been especially difficult during the COVID-19 pandemic, which placed extraordinary pressure on all aspects of business. Additionally, there has been a global move towards better collaboration between vendors to create a more dynamic industry.

### Commitment

Our Procurement and Supply Chain Management Policy, which underpins our commitment to producing high-quality products, serves as a guideline for all our business partners and suppliers. We consider all of our suppliers and contractors to be vital partners in our performance; therefore, their sustainability practices impact our projects. As a result, all operations with the Group utilise this policy in the selection of future vendors, contractors, and suppliers. Furthermore, our sustainable procurement policies apply to all aspects of our business units, including corporate functions. These sustainable procurement policies are applied throughout our business units in different ways.

### How we work

#### Responsible sourcing

Continuing with the above, all of our business units are committed to responsible sourcing of materials. In our property development business, we work with a variety of contractors and sub-contractors on our projects; therefore, it is our responsibility to encourage our contractors and sub-contractors to uphold the same social and environmental principles that we have established for ourselves. For example, the materials used in our Australia projects are sourced according to the standards established by the Green Star Custom Tool. Moreover, our office in Perth has outlined the Principle Project Requirements for contractors to follow, which covers requirements on periodic cleaning and rubbish removal as well as providing clothing to staff to maintain a clean and safe construction site. Furthermore, some of our hotels have illustrated sustainable procurement by providing biodegradable utensils.



### Local sourcing

In conjunction with sustainable sourcing, it is important to source locally whenever and wherever we can not only to support local communities, but to increase the overall sustainability of our business by lowering travel emissions from importing materials. This has been successfully applied in our Lushan resort, which predominately sources its food locally.

### Supplier engagement

As we continue to engage and partner with our suppliers, we strive for sustainable solutions and practices in accordance with our business model. Given the ever-evolving nature of sustainability, we strive to improve by constantly learning and updating our best practices.

### Considerate Constructors Scheme

At our UK operations, we have applied the Considerate Constructors Scheme, which assesses the contractors we engage with. This includes regularly monitoring, auditing and evaluating the performance of our suppliers. All the contractors we engage for our UK property developments are signatories of the Considerate Constructors Scheme. This scheme assesses contractors and aims to raise the standards in the construction industry by placing greater importance on environmental protection,

safety of workers, respect for the community and valuing the workforce. Signatories to this scheme must follow the scheme's Code of Considerate Practice, which is designed to encourage best practice beyond merely following legal requirements. Compliance with the Code of Considerate Practice can be monitored virtually. By only selecting contractors who comply with this scheme, we can ensure that our contractors' principles align with our own.



**For our Australian projects, construction materials are sourced according to the standards established by the **Green Star** Custom Tool**







**Anita CHAN, Senior Vice President of Global Brand Marketing at Dorsett Hospitality International**

# Placemaking

## EXCEED GUEST EXPECTATIONS

### Challenges and opportunities



As a business built to serve, exceeding guest expectations is a core focus of ours. The world's changing landscape has impacted how we facilitate a positive experience for our hotel guests. During the pandemic, we significantly reviewed our hygiene standards and policies in order to protect our staff and guests. This holistic evaluation focused on all aspects of our business operations, including how to uphold our dedication to quality guest experiences while practicing sustainable practices. The decrease in international travel has forced us to pivot our hotels to either encourage local staycations or by serving the community as a quarantine or close contact hotel. We were one of the forerunners selected in the quarantine hotel schemes, which allowed us the opportunity to design creative and positive quarantine packages. We were able to design unique, affordable, and enjoyable experiences for our guests during these challenging times.

### Commitment

We want every customer to have a great experience when interacting with us by helping them to achieve what is important to them.

In our Product Responsibility Policy, we have outlined our position and principles for promoting strict product responsibilities for all operations of the Company. Key principles include:



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







We have welcomed over  
**130,000**  
quarantine guests  
to date



### How we work

#### Safety and security

##### **Quarantine hotel safety and security**

We are proud to have served as the first hotel group to accept guests returning to Hong Kong for the quarantine hotel initiative. The hotel quarantine policy helped mitigate the spread of COVID-19 and keep the community safe. We have welcomed over 130,000 quarantine guests to date.

##### **Partnership with Ecolab and AI cleaning**

To ensure that our guests and staff are safe, we have partnered with Ecolab to introduce hospital-grade disinfectants across our properties. We also carried out additional hygiene and safety-related training for all staff. In order to minimise human-to-human contact, we deployed AI cleaning robots throughout our hotels to minimise risks of exposure and even used the robots to deliver meals to our guests; these measures were highly appreciated by all of our staff. To further alleviate health risks, we partnered with a global genetic testing and digital health company to offer associates, guests and the local community 24/7 access to COVID-19 testing during the third wave of COVID-19 in Hong Kong.



##### **Improving air circulation**

In addition to our aforementioned efforts, all of our Hong Kong hotels have complied with the requirements of the Anti-Epidemic Hygiene Measures Certificate, which has been approved by the Hong Kong Quality Assurance Agency. To follow these regulations, all of our Hong Kong hotels have installed the Momax Robust Smart IoT UV-C HEPA Air Purifier on floors occupied by guests, thus improving air circulation in their rooms. These air purifiers have been used as example of "best practice" by the Centre for Health Protection.

##### **CCTV monitoring system**

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

## Placemaking



### ***Care Assist System in our Car Park and Gaming operations***

Continuing on to our Car Park business, we have installed a 24-hour “Care Assist” surveillance and security system that connects to all CCTVs installed across our car parks. Therefore, any incidents, crimes or suspicious activities will be monitored and recorded. Furthermore, our Gaming operations are also centrally monitored by a 24-hour security system.

## **Customer privacy**

### ***Privacy policy***

In accordance with our Code of Business Conduct, all of our employees are required to maintain confidentiality of all proprietary information that they may be exposed to as a result of their employment. We require that all personal data be collected and stored in encrypted servers, which are periodically backed up to prevent loss of customer data. These encrypted servers also protect this data from unauthorised or accidental access, disclosure, or alternation.

As a company operating in Europe, we are also subject to the European Union’s General Data Protection Regulation (“GDPR”). The GDPR requires us to inform customers of the purpose of collecting their data, which is especially relevant for our property development operations in the UK, as data must be collected with the customer’s consent.

Our hotel operations are no different, as they also apply a strict set of policies and guidelines regarding the processing and protection of client data. Subsequently, all of our guests sign a Personal Information Collection Statement outlining our data collection policies. This also provides guests with the option to opt-out of their data being used for marketing purposes. Our Car Park and Gaming operations also apply a similar personal data policy.

### ***Cybersecurity measures***

We are committed to protecting our people, assets, reputation and brand through securely enabled operations. Our hotels have installed cutting-edge firewall and end-to-end protection software to enhance cybersecurity and prevent malicious attacks. We also carry out regular checks and updates to ensure that our networks and systems are working properly. A similar practice is applied in our Gaming operations, where we have a specific procedure regarding cybersecurity. Potential team members exposed to this policy during their hiring interviews with us; to further secure our data, we are introducing two-factor authentication on all our mobile devices. We have also established crisis management procedures for all of our main gaming systems.



### ***Employee training***

We utilise rigorous training methods to ensure that all of our staff are adequately trained. Our hotel staff receives regular training on data privacy and security to enhance their awareness of increasing cyber security risks and how to mitigate them. In our gaming operations, we have specific procedures regarding cybersecurity so that all of our staff can be familiar with the GDPR.



### Well-being

As a hospitality group, our guests' experience is extremely important, as is their well-being. This is especially important for our quarantine guests, whose well-being is largely impacted by the services and products provided during their stay. We strive to provide a unique, holistic and positive experience for our guests.



### Flowers and surprise treats initiative

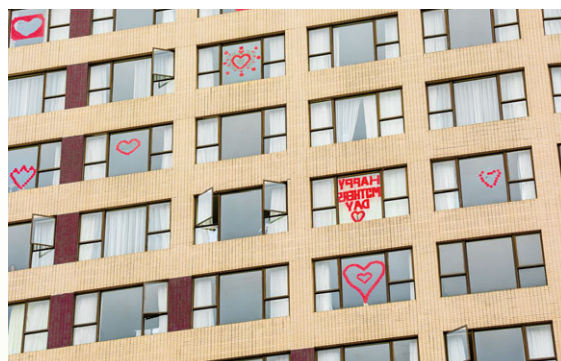
One of the ways we achieve this is through our flower-gifting initiative at Dorsett Wanchai, where quarantine guests are gifted a flower plant to care for during their stay. We also provide complimentary Hong Kong, Indonesian and Filipino treats to our guests (e.g. Hong Kong-style egg tarts).



### Virtual fitness and crafts

Similarly, many of our hotels have launched various health and well-being initiatives such as virtual wine tastings and fitness classes. We also held some events for special days, with an example being a DIY craft event for Mother's Day. Some of these initiatives included a small donation to Harmony House.

We make it a point to extend our well-being initiative beyond our hotel operations by providing fitness and personal training services to our property development staff in Australia. This fosters well-being through health and fitness.



## Placemaking

### Experience

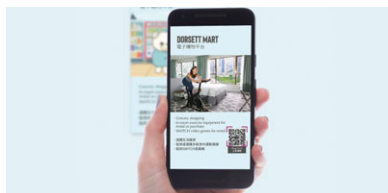
#### **Customer satisfaction**

Customer feedback is crucial in helping us understand the needs of our customers, enabling us to continue improving the quality of our products and services. In our hotels, we obtain customer feedback through multiple methods, including social media and in-room questionnaires. Our hotel uses the Global Review Index, which is an online industry standard that benchmarks customer satisfaction, among other criteria. In FY2021 our satisfaction score was 82.1%.

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

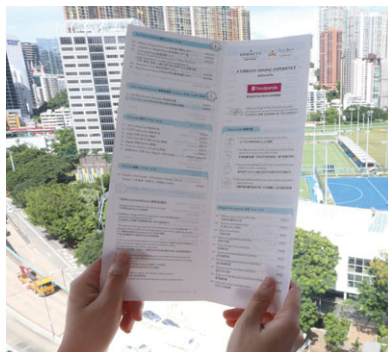
Our Car Park operations receive customer feedback through a 24-hour online support system which covers technical issues, cleaning and general customer feedback. We employ a similar process in our Gaming operations by using a smartphone application to streamline the satisfaction process.

During FY2021, we received 821 product and service-related complaints. In those cases, we immediately contacted any relevant parties to understand their concerns and rectified them as soon as possible.



#### **Dorsett Mart**

During the pandemic, Dorsett launched “Dorsett Mart” across all of the group’s Hong Kong hotels. Dorsett Mart is an online platform that offers a range of products including groceries, fitness equipment, video games, and microwaves, all of which are sent directly to guest rooms. Some of these items are available for rent rather than purchase.



#### **Partnership with Foodpanda**

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

Our new partnership with Green Monday allows us to offer more plant-based food options to quarantine guests for order through Foodpanda. This action has dual effects of positively contributing to the well-being of our guests while limiting our overall carbon footprint.



# Data Tables

## ENVIRONMENTAL PERFORMANCE<sup>6</sup>

Indicators	Unit	Hotel		Property Development <sup>7</sup>		Car Park <sup>8</sup>		Gaming		Office		Total	
		FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
GHG emissions <sup>9</sup>													
Total GHG emissions	tCO <sub>2</sub> e	23,980.6	24,320.2	4,365.0	N/A	252.8	1,259.6	1,792.4	3,132.8	829.0	659.5	31,220.2	29,372.1
Scope 1 emissions <sup>10</sup>		1,366.5	2,682.4	3,335.8	N/A	19.0	149.9	410.6	454.2	465.6	117.9	5,597.4	3,404.4
Scope 2 emissions <sup>11</sup>		22,454.7	21,414.2	1,026.7	N/A	233.8	1,109.7	1,381.8	2,677.0	345.6	453.8	25,442.5	25,654.7
Scope 3 emissions <sup>12</sup>		159.5	223.6	3.0	N/A	0.0	0.0	0.0	1.6	17.8	87.8	180.3	313.0
Total GHG emissions intensity		0.02	0.02	4.1	N/A	0.003	0.02	0.13	0.08	12.81	10.38	N/A	N/A
		tonnes of CO <sub>2</sub> -e/ room nights		tonnes of CO <sub>2</sub> -e/ thousand square metres GFA completed		tonnes of CO <sub>2</sub> -e/ car park bay		tonnes of CO <sub>2</sub> -e/ thousand euros		tonnes of CO <sub>2</sub> -e/ thousand square feet			
Use of energy													
Total energy consumption	MWh	44,648.8	50,879.0	15,555.3	9,048.7	442.1	2,194.7	4,977.8	7,710.6	2,416.6	1,175.9	68,040.5	71,008.9
Direct energy consumption		9,943.0	12,208.5	13,422.8	4,788.2	67.9	606.6	1,938.7	2,146.9	1,851.5	494.4	27,223.8	20,244.6
Petrol		76.9	162.7	73.8	0.0	67.9	606.6	3.1	2.1	235.2	293.3	456.9	1,064.7
Diesel		633.9	699.1	12,860.7	3,281.1	0.0	0.0	353.5	614.6	1,584.2	201.1	15,432.3	4,795.9
Liquefied petroleum gas (LPG)		0.0	0.0	35.3	31.8	0.0	0.0	190.4	371.9	32.1	0.0	257.8	403.7
Fuel oil		0.0	0.0	0.0	0.0	0.0	0.0	208.6	0.0	0.0	0.0	208.6	0.0
Natural gas		5,501.7	7,340.2	358.1	0.0	0.0	0.0	1,183.1	1,158.3	0.0	0.0	7,043.0	8,498.5
Towngas		3,730.5	4,005.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,730.5	4,005.4
Others <sup>13</sup>		0.0	1.1	94.8	1,475.3	0.0	0.0	0.0	0.0	0.0	0.0	94.8	1,476.4
Indirect energy consumption		34,705.8	38,670.5	2,132.5	4,260.5	374.2	1,588.1	3,039.1	5,563.7	565.1	681.5	40,816.7	50,764.3
Electricity		34,683.3	38,667.4	2,132.5	2,935.3	374.2	1,588.1	2,527.1	4,645.8	565.1	681.5	40,282.2	48,518.1
Heating		21.5	0.0	0.0	1325.2	0.0	0.0	512.0	917.9	0.0	0.0	533.5	2,243.1
Renewables electricity generated and consumed onsite		1.0	3.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	3.1
Total energy consumption intensity		0.04	0.04	0.01	0.01	0.006	0.03	0.35	0.20	37.36	18.51	N/A	N/A
		MWh/ room nights		MWh/ square metres GFA completed		MWh/ car park bay		MWh/ thousand euros		MWh/ thousand square feet			

<sup>6</sup> The methodology used for calculating the FY2021 environmental KPIs has been fine-tuned to integrate a more accurate dataset, including the latest available emission factors in line with the Greenhouse Gas Protocol, IEA's Energy Statistics Manual, US EPA's Emission Factors for Greenhouse Gas Inventories and Environmental Protection Department and the Electrical and Mechanical Services Department's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition). Hence the data is not directly comparable with the prior year.

<sup>7</sup> We expanded the GHG reporting scope this year to include Property Development to provide a more comprehensive view of the performance of our Group.

<sup>8</sup> Include car park bays that are owned or managed by the Group only.

<sup>9</sup> GHG emissions comprise carbon dioxide, methane, nitrous oxide, hydrofluorocarbons.

<sup>10</sup> Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

<sup>11</sup> Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased town gas (for Hotel operations in Hong Kong) and heating.

<sup>12</sup> Scope 3 include other indirect emissions from methane gas generation at landfill in Hong Kong due to disposal of paper waste, GHG emissions due to electricity used for fresh water and sewage processing in Hong Kong, and GHG emissions from business travel by employees.

<sup>13</sup> Include compressed natural gas, petroleum coke, acetylene and other coal gas.

<sup>14</sup> Some of the offices are not included in the scope as the water consumed is not separately metered.

## Data Tables

Indicators	Unit	Hotel		Property Development <sup>7</sup>		Car Park <sup>8</sup>		Gaming		Office		Total	
		FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
Use of water													
Water consumption	m <sup>3</sup>	319,926.3	571,831.1	42,166.5	50,784.0	569.0	5,671.9	11,619.0	20,744.0	1,955.1	20,418.3	376,235.8	669,449.3
Water consumption intensity		0.30	0.44	0.04	0.05	0.007	0.08	0.82	0.55	0.03	0.32	N/A	N/A
		m <sup>3</sup> / room nights		m <sup>3</sup> / square metres GFA completed		m <sup>3</sup> / car park bay		m <sup>3</sup> / thousand euros		m <sup>3</sup> / square feet			
Air emissions													
NO <sub>x</sub> emissions	kg	6.7	5,893.3	122.7	N/A	5.9	31.2	33.6	361.4	6.0	81.1	174.9	6,367.0
SO <sub>x</sub> emissions		0.0	318.5	19.5	N/A	0.1	1.0	0.6	2.1	2.7	1.9	24.2	323.5
Particulate matter emissions		0.5	91.1	8.9	N/A	0.4	1.7	2.5	10.7	0.4	5.2	12.7	108.7
Waste production													
Hazardous waste produced <sup>15</sup>	Ton	0.7	1.6	716.0	26,489.0	0.0	0.0	0.0	4.5	0.0	0.0	716.7	26,495.1
Non-hazardous waste produced		947.1	1,272.5	22,981.1	183,662.5	0.5	195.3	123.6	239.0	6.6	979.9	24,059.0	186,349.2
Commercial waste <sup>16</sup>		947.1	1,272.5	2,341.4	2,073.9	0.5	195.3	123.6	239.0	6.6	979.9	3,419.3	4,760.6
Construction & demolition waste		0.0	0.0	20,639.7	181,588.6	0.0	0.0	0.0	0.0	0.0	0.0	20,639.7	181,588.6
Non-hazardous waste recycled or reused <sup>17</sup>		21.9	N/A	18,576.4	N/A	0.0	N/A	13.3	N/A	89.0	N/A	18,700.6	N/A
Paper		10.6	N/A	149.3	N/A	8.0	N/A	6.3	N/A	88.9	N/A	255.1	N/A
Plastics		0.8	N/A	24.7	N/A	0.0	N/A	1.3	N/A	0.0	N/A	26.9	N/A
Metal		0.2	N/A	461.0	N/A	0.0	N/A	0.0	N/A	0.0	N/A	461.1	N/A
Glass		3.6	N/A	0.1	N/A	0.0	N/A	4.8	N/A	0.0	N/A	8.5	N/A
Food waste		0.0	N/A	2.0	N/A	0.0	N/A	0.0	N/A	0.0	N/A	2.0	N/A
Construction & demolition waste		0.0	N/A	16,939.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	16,939.7	N/A
Mixed recyclables		6.8	N/A	999.6	N/A	0.0	N/A	0.9	N/A	0.0	N/A	1,007.3	N/A
Hazardous waste intensity		0.69	1.26	0.67	28.1	0.0	0.0	0.0	0.12	0.0	0.0	N/A	N/A
		tonnes/ million room nights		tonnes/ thousand square metres		tonne/ car park bay		tonnes/ million euros		tonne/ thousand square feet			
Non-hazardous waste intensity		0.88	1.0	0.02	0.2	0.0	2.6	8.7	6.35	0.1	15.43	N/A	N/A
		tonnes/ thousand room nights		tonnes/ square metre		tonnes/ thousand car park bay		tonnes/ million euros		tonnes/ million euros			

<sup>15</sup> Include construction hazardous waste (e.g. hazardous concrete, bricks, tiles and asbestos), fluorescent tubes, painting, solvents and battery.

<sup>16</sup> Include general waste, food waste, painting, cardboard, metal.

<sup>17</sup> Newly reported item in FY2021.



## Data Tables

SOCIAL PERFORMANCE<sup>18, 19</sup>

Indicators	Hotel		Carpark		Gaming		Office		Total	
	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
<b>Employment</b>										
<b>Total workforce</b>	<b>1,338</b>	<b>1,548</b>	<b>171</b>	<b>347</b>	<b>420</b>	<b>475</b>	<b>295</b>	<b>313</b>	<b>2,224</b>	<b>2,683</b>
By gender										
Male	659	747	127	272	199	225	155	169	1,140	1,413
Female	679	801	44	75	221	250	140	144	1,084	1,270
By region										
Hong Kong	630	634	0	0	0	0	124	132	754	766
Mainland China	544	709	0	0	0	0	37	46	581	755
Singapore	50	69	0	0	0	0	13	12	63	81
UK	114	136	26	26	0	0	51	50	191	212
Australia	0	0	99	276	0	0	44	43	143	319
Malaysia	0	0	46	45	0	0	0	0	46	45
Czech Republic	0	0	0	0	420	475	26	30	446	505
By age group										
30 or below	248	342	34	94	123	162	43	51	448	649
31-40	348	392	54	94	140	153	115	117	657	756
41-50	398	467	45	77	94	99	76	77	613	720
50 or above	344	347	38	82	63	61	61	68	506	558
By employee category										
Senior management	64	71	8	9	6	5	45	50	123	135
Middle management	259	286	20	28	23	26	84	103	386	443
General staff	1,015	1,191	143	310	391	444	166	160	1,715	2,105
By employment type										
Full-time	1,320	1,542	163	188	384	440	289	307	2,156	2,477
Part-time	18	6	8	159	36	35	6	6	68	206
<b>New employees</b>	<b>184</b>	<b>267</b>	<b>50</b>	<b>112</b>	<b>35</b>	<b>111</b>	<b>76</b>	<b>123</b>	<b>345</b>	<b>613</b>
By gender										
Male	100	119	34	84	13	48	38	61	185	312
Female	84	148	16	28	22	63	38	62	160	301
By region										
Hong Kong	104	131	0	0	0	0	32	69	136	200
Mainland China	50	101	0	0	0	0	15	1	65	102
Singapore	20	26	0	0	0	0	2	1	22	27
UK	10	9	0	0	0	0	11	22	21	31
Australia	0	0	34	90	0	0	13	21	47	111
Malaysia	0	0	16	22	0	0	0	0	16	22
Czech Republic	0	0	0	0	35	111	3	9	38	120
By age group										
30 or below	65	98	17	37	15	63	30	35	127	233
31-40	28	61	16	26	12	26	24	39	80	152
41-50	39	69	9	26	5	17	14	31	67	143
50 or above	52	39	8	23	3	5	8	18	76	85

<sup>18</sup> The social performance table only includes social data within the scope of reporting. The total number of employees of the Group is approximately 3,500 while the total number of employees within the scope of reporting is 2,224.

<sup>19</sup> For Office, it includes employees of head office and regional offices, excluding Car Park office. For Car Park, it includes employees of Car Park office and Car Park sites.

## Data Tables

Indicators	Hotel		Carpark		Gaming		Office		Total	
	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
<b>Employment</b>										
<b>Employee turnover rate</b>	<b>34.1%</b>	<b>26.4%</b>	<b>36.3%</b>	<b>32.3%</b>	<b>20.0%</b>	<b>20.8%</b>	<b>25.1%</b>	<b>30.0%</b>	<b>29.4%</b>	<b>26.6%</b>
By gender										
Male	35.2%	24.4%	35.4%	27.6%	18.1%	17.3%	24.5%	27.8%	30.8%	24.3%
Female	33.0%	28.2%	38.6%	49.3%	21.7%	24.0%	25.7%	32.6%	30.0%	29.1%
By region										
Hong Kong	19.5%	31.2%	0.0%	0.0%	0.0%	0.0%	28.2%	50.8%	21.0%	34.6%
Mainland China	43.9%	20.6%	0.0%	0.0%	0.0%	0.0%	24.3%	8.7%	42.7%	19.9%
Singapore	78.0%	69.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	61.9%	59.3%
UK	48.2%	11.8%	0.0%	0.0%	0.0%	0.0%	15.7%	24.0%	33.0%	13.2%
Australia	0.0%	0.0%	46.5%	32.6%	0.0%	0.0%	31.8%	16.3%	42.0%	30.4%
Malaysia	0.0%	0.0%	34.8%	48.9%	0.0%	0.0%	0.0%	0.0%	34.8%	48.9%
Czech Republic	0.0%	0.0%	0.0%	0.0%	20.0%	20.8%	30.8%	13.3%	20.6%	20.4%
By age group										
30 or below	64.1%	44.7%	64.7%	39.4%	26.0%	32.1%	48.8%	33.3%	52.2%	39.9%
31-40	27.9%	20.4%	38.9%	25.5%	21.4%	17.0%	25.2%	30.8%	26.9%	22.0%
41-50	22.9%	16.7%	17.8%	37.7%	14.9%	16.2%	21.1%	39.0%	21.0%	21.3%
50 or above	31.7%	28.0%	28.9%	26.8%	12.7%	8.2%	13.1%	16.2%	26.9%	24.2%
<b>Health &amp; safety</b>										
Work-related fatalities	0	0	0	0	0	0	0	0	0	0
Work-related fatalities rate (per 100 employee)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Work-related injuries	20	38	0	2	0	6	1	0	21	46
Work-related injuries rate (per 100 employee)	1.49%	2.45%	0.00%	0.58%	0.00%	1.26%	0.34%	0.00%	0.94%	1.71%
Lost days due to work-related injury	667	420	0	61	0	147	0	0	667	628
<b>Learning &amp; development</b>										
<b>Average training hours per employees</b>	<b>11.7</b>	<b>7.5</b>	<b>12.8</b>	<b>5.4</b>	<b>0.6</b>	<b>1.5</b>	<b>1.6</b>	<b>4.3</b>	<b>8.4</b>	<b>5.8</b>
By gender										
Male	10.9	7.2	5.1	5.2	0.8	1.7	2.1	5.2	7.3	5.7
Female	12.5	7.8	35.2	6.1	0.4	1.4	1.1	3.3	9.5	6
By region										
Hong Kong	3.3	8	0	0	0	0	0	2.9	3	7.1
Mainland China	19.8	4.3	0	0	0	0	4	1.5	19	4.1
Singapore	19.0	26.3	0	0	0	0	0	0	15	22.4
UK	16.1	12.9	0	3.3	0	0	1	10.4	10	11.1
Australia	0	0	17.3	6.2	0	0	1	1.1	12	5.5
Malaysia	0	0	10.4	2	0	1.5	0	0	10	2
Czech Republic	0	0	0	0	0.6	0	7.5	11.3	1.0	2.1
By employee category										
Senior management	13.2	5.4	98.5	11.4	40.0	4.7	2.6	6.7	16.2	6.2
Middle management	9.6	7.7	20.5	8.1	0.0	3.2	2.3	3.6	8.0	6.5
General staff	12.2	7.6	6.9	5	0.0	1.4	1.0	4.1	7.5	5.7



## Data Tables

Indicators	Hotel		Carpark		Gaming		Office		Total	
	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
<b>Learning &amp; development<sup>20</sup></b>										
<b>Percentage of employee who received trainings</b>	86.5%	98.7%	67.3%	83.9%	1.4%	72.0%	12.9%	43.5%	59.2%	85.6%
By gender										
Male	83.0%	96.4%	61.4%	83.1%	2.0%	76.4%	13.5%	42.0%	57.0%	84.1%
Female	89.8%	100.9%	84.1%	86.7%	0.9%	68.0%	12.1%	45.1%	61.4%	87.2%
By region										
Hong Kong	68.3%	105.0%	0.0%	0.0%	0.0%	0.0%	8.9%	47.0%	58.5%	95.0%
Mainland China	108.6%	99.7%	0.0%	0.0%	0.0%	0.0%	10.8%	45.7%	102.4%	96.4%
Singapore	86.0%	91.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	68.3%	77.8%
UK	81.6%	67.6%	0.0%	50.0%	0.0%	0.0%	21.6%	34.0%	54.5%	57.5%
Australia	0.0%	0.0%	113.1%	100.0%	0.0%	0.0%	9.1%	16.3%	81.1%	88.7%
Malaysia	0.0%	0.0%	6.5%	4.4%	0.0%	0.0%	0.0%	0.0%	6.5%	4.4%
Czech Republic	0.0%	0.0%	0.0%	0.0%	1.4%	72.0%	30.8%	96.7%	3.1%	73.5%
By employee category										
Senior management	75.0%	81.7%	37.5%	77.8%	100.0%	100.0%	17.8%	44.0%	52.8%	68.1%
Middle management	77.6%	90.6%	65.0%	92.9%	0.0%	100.0%	16.7%	43.7%	59.1%	80.4%
General staff	89.5%	101.7%	69.2%	83.2%	0.0%	70.0%	9.6%	43.1%	59.7%	87.8%
<b>Percentage of employee receiving regular appraisal</b>	93.0%	97.0%	25.7%	100.0%	1.4%	100.0%	66.4%	75.4%	67.0%	95.4%
<b>Customer relationship</b>										
<b>Products and service-related complaints received</b>	611	1,190	201	104	0	0	9	0	821	1,294
<b>Community investment</b>										
<b>Donation amount</b>	\$ 94,933	\$ 400,000	\$ 0	\$ 0	\$ 0	\$ 60,000	\$ 6,995,351	\$ 11,740,000	\$ 7,090,284	\$ 12,200,000
Arts & culture	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 97,500	\$ 300,000	\$ 97,500	\$ 410,000
Environment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,856	\$ 20,000	\$ 10,856	\$ 20,000
Community wellness	\$ 94,933	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 30,000	\$ 6,709,753	\$ 10,720,000	\$ 6,804,687	\$ 10,950,000
Youth education & development	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 20,000	\$ 177,242	\$ 700,000	\$ 177,242	\$ 820,000
<b>No. of volunteers</b>	121	373	0	0	0	18	24	60	145	451
Arts & culture	10	25	0	0	0	2	3	5	13	32
Environment	25	-	0	0	0	0	1	3	26	3
Community wellness	86	319	0	0	0	15	16	48	102	382
Youth education & development	0	29	0	0	0	1	4	4	4	34
<b>Volunteering hours</b>	705	3,993	0	0	0	305	186	313	891	4,611
Arts & culture	80	172	0	0	0	20	10	36	90	228
Environment	383	-	0	0	0	0	4	25	387	25
Community wellness	242	1,969	0	0	0	235	141	236	383	2,440
Youth education & development	0	1,852	0	0	0	50	31	16	31	1,918

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

# ESG Guide Content Index

Aspects		Sections/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.	Our Approach to ESG (p.14), Managing Environmental Footprint (p.18-24)
A1.1	The types of emissions and respective emission data.	Data tables (p.55)
A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity.	Managing Environmental Footprint (p.24), Data tables (p.54)
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	Data tables (p.55)
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	Data tables (p.55)
A1.5	Description of measures to mitigate emissions and result achieved.	Managing Environmental Footprint (p.21-24)
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	Managing Environmental Footprint (p.18-20)
<b>A2 Use of Resources</b>		
General Disclosure	Information on: (a) the policies on the efficient use of resources, including energy, water and other raw materials	Managing Environmental Footprint (p.16-27)
A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	Data tables (p.54)
A2.2	Water consumption in total and intensity.	Managing Environmental Footprint (p.27), Data tables (p.55)
A2.3	Description of energy use efficiency initiatives and result achieved.	Managing Environmental Footprint (p.21-24)
A2.4	Description of whether any issue exists in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	Managing Environmental Footprint (p.25-27)
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not material to our core business



Aspects		Sections/Remarks
<b>A3 The Environment and Natural Resources</b>		
General Disclosure	Information on: (a) the policies on minimising the issuer's significant impacts on the environment and natural resources.	Managing Environmental Footprint (p.18-22, 25-27)
A3.1	Description of the significant impacts of activities on the environment and natural resources and the action taken to manage them.	Managing Environmental Footprint (p.18-22, 25-27)
<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.	Our Approach to ESG (p.14), Employer of Choice (p.32, 36-37)
B1.1	Total workforce by gender, employment type, age group and geographical region	Employer of Choice (p.30), Data tables (p.56)
B1.2	Employee turnover rate by gender, age group, and geographical region.	Data tables (p.57)
<b>B2 Health and Safety</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations relating to providing a safe working environment and protecting employees from occupational hazards.	Our Approach to ESG (p.14), Employer of Choice (p.30-32)
B2.1	Number and rate of work-related fatalities	Data tables (p.57)
B2.2	Lost days due to work injury	Data tables (p.57)
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Employer of Choice (p.30-32)

## ESG Guide Content Index

Aspects		Sections/Remarks
<b>B3 Development and Training</b>		
General Disclosure	Information on: (a) the policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Employer of Choice (p.34-36)
B3.1	The percentage of employees trained by gender and employee category.	Employer of Choice (p.35), Data tables (p.57-58)
B3.2	The average training hours completed per employee by gender and employee category.	Employer of Choice (p.35), Data tables (p.57-58)
<b>B4 Labour Standard</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.	We uphold the principle of human rights and ensure it constitutes the basis of our businesses and operations.
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Our Prevention of Child and Forced Labour Policy clearly states the prohibitions of any forms of child labour or forced labour.
B4.2	Description of steps taken to eliminate such practices when discovered.	During the year, we are not aware of any cases relating to child and forced labour in our operations.
<b>B5 Supply Chain Management</b>		
General Disclosure	Information on: (a) the policies on managing environmental and social risks of the supply chain.	Cultivating Community (p.45-46)
B5.1	Number of suppliers by geographical region.	To ensure alignment and consistency of the definition of the data reported, we aim to report on this indicator in 2022.
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Cultivating Community (p.45-46)



Aspects		Sections/Remarks
<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.	Our Approach to ESG (p.14), Placemaking (p.45-53)
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	No. of recall for safety & health reasons: 0
B6.2	Number of products and service-related complaints received and how they are dealt with.	Placemaking (p.53)
B6.3	Description of practices relating to observing and protecting intellectual property rights.	The Group is committed to protecting intellectual property rights and copyright and complying with the relevant regulatory requirements. The Employee Handbook sets out the Group's position and provides clear guidelines to ensure intellectual property rights and copyright rules are observed. Placemaking (p.47-53)
B6.4	Description of quality assurance process and recall procedures.	Placemaking (p.50-51)
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	
<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.	Our Approach to ESG (p.13-14)
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.	Our Approach to ESG (p.13-14)
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Our Approach to ESG (p.13-14)

## ESG Guide Content Index

Aspects		Sections/Remarks
<b>B8 Community Investment</b>		
General Disclosure	Information on: (a) the policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Cultivating Community (p.40-45)
B8.1	Focus areas of contribution.	Cultivating Community (p.40-45)
B8.2	Resources contributed to the focus area.	Cultivating Community (p.40-45), Data tables (p.58)







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