



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

# Navigating on Solid Foundation

ENVIRONMENTAL, SOCIAL AND  
GOVERNANCE REPORT 2024











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# 1. Introduction

## 1.1 ABOUT FEC

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

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

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

## 1.2 OUR DIVERSIFIED AND BALANCED PORTFOLIO OF BUSINESSES

Our business portfolio spans more than 30 cities in ten countries, which provides us with an array of opportunities to embody and contribute to environmental, social, and governance ("ESG") values and initiatives in communities across the globe.





## 1. Introduction

### 1.3 CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

It is my pleasure to welcome you to FEC's sustainability report for the 2024 financial year. This year has been a positive one for the Group, showcasing that we have well and truly recovered from the effects of the COVID-19 pandemic. Our return to business also marks the strengthening of our sustainability commitments, the importance of which was only amplified by the events of the last few years.

We continue to proactively address our sustainability aspirations, which are of great importance to FEC. Through achieving our environmental, social, and governance (ESG) goals, we aim to create lasting value for our investors, communities, partners, and shareholders. Our sustainability strategy is driven by our vision: "To be a role model that inspires this generation and beyond to create a more sustainable, livable world." This statement sets forth our approach to spearheading sustainability efforts within our industry and ensuring sustainable development in our business. To this end, we manage our environmental footprint through initiatives such as greenhouse gas (GHG) emission calculations and the adoption of clean energy sources, work to be an employer of choice through training and development programmes for employees, and cultivate our local communities through partnerships with non-profit organisations and educational institutes, among our many other ESG programmes and initiatives.

This financial year has been an exciting one for the Group's forays into sustainable finance. Our total sustainable debt amounts to HK\$1.6 billion or 5.8% of FEC's total borrowings, stemming from our sustainability-linked loans (SLLs) with the Bank of Communication and Cathay United Bank. The SLLs are regulated by a set of sustainability key performance indicators (KPIs), which serve to exhibit FEC's steadfast commitment to embodying the principles of sustainability as we continue to grow and develop in Asia and around the world. The Group believes in the possibility of more upcoming SLL facilities in the future, providing a platform for us to reinvest our interest savings into additional sustainability initiatives and projects.

We also received several ESG-related awards this year, including:

- The "Outstanding Award for a Green and Sustainable Loan Issuer (Real Estate Industry) – Visionary Sustainability-linked Loan Performance Metrics" at the Hong Kong Quality Assurance Agency Green and Sustainable Finance Awards 2023;
- An "ESG Excellence Award" at the Hong Kong Corporate Governance and ESG Excellence Awards 2023; and
- Three awards at the first annual China Real Estate Chamber of Commerce Hong Kong and International Real Estate ESG Awards 2023, including the Chairman's "Pick of Excellence" for our progress with green finance.

We have continued to differentiate ourselves from our peers this year. Our diversified and balanced portfolio of businesses spans multiple cities and countries, enabling us to contribute to ESG advancements on a global scale. As a business operator in Europe, we are bound by tight, modern ESG rules and regulations, facilitating our adoption of comprehensive ESG disclosure processes. We have also worked on standardising our ESG approach throughout our various geographies and businesses through the adoption of an updated sustainability policy, enabling us to enact more effective lasting change for our local communities and the environment.

The Group recognises the importance of taking action towards crafting a sustainable future, with a commitment to turning climate change initiatives into sustainable business opportunities. To strengthen our efforts regarding climate-related financial disclosures, we have engaged a professional party with expertise in the Task Force on Climate-Related Financial Disclosures ("TCFD") framework to advise us as we begin our journey towards a more sustainable and resilient future. Together with this party, we have evaluated our pathway to net-zero according to our current baseline, and will continue to work on forming and adopting more concrete targets and disclosures in the future.

We continue to execute our strategic goals, specifically reducing debt levels and minimising our interest costs while creating positive impacts. This involves actively divesting non-core assets to reinvest in projects offering a higher internal rate of return and to repay our bank borrowings. As we pursue these objectives, we continue to advance green finance and green building standards.

In the near future, we are focused on improving our work towards enhancing diversity and inclusion within our workforce, expanding sustainable practices across our supply chain, and further reducing our carbon footprint. We strive to provide a positive and sustainable experience for our customers around the world, showcasing our dedication to environmental stewardship, social wellbeing, and strong governance.



**David CHIU**

*Chairman and Chief Executive Officer*



## 1. Introduction

### 1.4 FY2024 SUSTAINABILITY HIGHLIGHTS

 <p><b>Sustainability Strategy and Governance</b></p>	<ul style="list-style-type: none"> <li>• Deepened our commitment to sustainable finance as we secured another SLL worth HK\$300 million and a green loan of HK\$600 million to finance our Sai Ying Pun development in Hong Kong. Our total debt related to SLLs and green finance as of the end of the fiscal year amounts to HK\$1.6 billion (5.8% of total borrowings)</li> <li>• Undertook a green deposit of over HK\$2 million with a local bank to support eligible green projects and businesses</li> <li>• Formed three new operational ESG taskforces comprised of representatives from our Hotel, Project Development, and Car Park Operational Teams, which will meet three times a year to drive localised sustainability enhancements</li> </ul>
 <p><b>Managing Our Environmental Footprint</b></p>	<ul style="list-style-type: none"> <li>• Significantly increased our red packet collection and recycling by approximately five times YoY to 350kg through our continued partnership with “Greeners Action”</li> <li>• Hosted our inaugural “Positive Impacts Week”, attracting over 1,700 participants from our global operations at Dorsett Hospitality International (DHI) to partner with local brands and charities, planted over 100 plants, and collected more than 6,000kg of trash for recycling</li> <li>• Began the process of adopting TCFD-recommendations with the view of completing the first phase of works by Q3 2024</li> <li>• Developed a roadmap to help the Group achieve net-zero emissions across our value chain by 2050</li> </ul>
 <p><b>Employer of Choice</b></p>	<ul style="list-style-type: none"> <li>• Launched an Employee Appreciation Week in November 2023 at DHI to demonstrate our appreciation for Hotel employees’ contributions. Over HK\$10,000 was donated to the Amber Foundation, which was invited to speak about female empowerment at the workplace</li> <li>• Held a series of activities and celebrations to support our female workers as part of International Women’s Day and supported female-led enterprises as part of National Women’s Enterprise Week in the UK</li> <li>• Dorsett Shepherd’s Bush held a series of events related to wellness and mental health for guests and colleagues during International Mind-body Wellness Day and World Wellbeing Week</li> </ul>
 <p><b>Cultivating Community</b></p>	<ul style="list-style-type: none"> <li>• Donated HK\$86,000 to support United Overseas Bank Ink Art Award in fostering long-term appreciation for Southeast Asian Art; winning works were displayed at the Hong Kong Palace Museum and Art Central</li> <li>• Expanded our volunteering commitment by approximately 30% YoY to 2,678 volunteering hours</li> <li>• Offered internship opportunities to <b>129</b> young people to develop their skills alongside our team members</li> </ul>
 <p><b>Placemaking</b></p>	<ul style="list-style-type: none"> <li>• Successfully launched the inaugural “Cybersecurity Awareness Month” for our UK employees to bolster their cybersecurity preparedness</li> <li>• Reduced hotel-related service complaints by 26% YoY to 1,539</li> <li>• Successfully completed a data privacy review at the group level to assess the effectiveness of internal controls for the protection of personal data in Hong Kong, combined with a web penetration test and configuration review of existing IT systems</li> </ul>



## 1. Introduction

### 1.5 ABOUT THIS REPORT

#### 1.5.1 Reporting period

In line with our commitment to transparency and disclosure, we are pleased to share the Group's seventh annual ESG Report, which follows our previous ESG Report published in July 2023. This report covers the Group's ESG strategies, management approach, progress, and highlights for the financial year ("FY") starting from 1 April 2023 and ending 31 March 2024 ("FY2024"), unless otherwise specified.

#### 1.5.2 Reporting boundary

This report provides an overview of our sustainability performance for FY2024 and primarily focuses on the activities of our directly controlled operations across business segments, namely Property Development<sup>1</sup> ("Property Development"), Hotel Operations and Management<sup>2</sup> ("Hotel"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming"), and our Corporate and Regional Offices ("Office").

#### FY2024 Reporting Boundary<sup>3</sup>

Property Development	Hong Kong	Kai Tak Commercial Plot Sai Ying Pun	Under construction Planning stage
	Mainland China	Royal Riverside, Guangzhou	Completed
		King's Manor, Shanghai	Completed
		Royal Crest, Shanghai	Completed
		Underground car park (District 8), Shanghai	Completed
		Underground car park (District 16), Shanghai	Completed
		Land parcel no. E1B-01, Shanghai	Under construction
	Australia	West Side Place Stage 1, Melbourne	Completed
		West Side Place Stage 2, Melbourne	Completed
		Elizabeth Quay – Perth*	Completed
		Perth Hub, Perth	Under construction
		Dorsett Hotel – Perth City Link*	Under construction
		640 Bourke Street, Melbourne	Planning stage
	Singapore	Hyll on Holland <sup>4</sup>	Under construction
	Malaysia	Dorsett Place Waterfront Subang <sup>5</sup> *	Under construction
	UK	Aspen at Consort Place	Under construction
		Victoria Riverside	Under construction
		Collyhurst Village	Under construction
		Red Bank Riverside*	Planning stage
		Hornsey Town Hall	Under construction

<sup>1</sup> Includes projects with over 50% shareholdings and excludes joint venture projects, leasing projects, raw land, and projects for which the selling stage was completed before FY2024. Environmental data includes properties under development with over 50% shareholdings.

<sup>2</sup> Includes our hotels located in Mainland China, Hong Kong, Australia, Malaysia, the UK, and Singapore.

<sup>3</sup> We expanded our reporting scope this year to provide a more comprehensive view of the performance of our Group. The "\*" denotes reporting project that is newly included in FY2024.

<sup>4</sup> The Group has 80% interest in this development.

<sup>5</sup> The Group has 50% interest in this development.



## 1. Introduction

<b>Hotel Operations and Management<sup>6</sup></b>	Hong Kong	Cosmo Hotel Dorsett Kwun Tong Dorsett Mongkok Dorsett Tsuen Wan Dorsett Wanchai Lan Kwai Fong Hotel@Kau U Fong Silka Far East Silka Seaview Silka Tsuen Wan
	Mainland China	Dorsett Chengdu Lushan Resort Dorsett Shanghai Dorsett Wuhan
	UK	Dorsett Shepherd's Bush Dao by Dorsett West London
	Singapore	Dorsett Singapore
	Malaysia	Dorsett Kuala Lumpur Dorsett Grand Subang Dorsett Grand Labuan Silka Maytower Kuala Lumpur J-Hotel by Dorsett
	Australia	The Ritz-Carlton, Perth The Ritz-Carlton, Melbourne* Dorsett Melbourne*
	Czech Republic	Hotel Savannah*
	Germany	Hotel Kranichhöhe* Hotel Columbus* Hotel Freizeit Auefeld*
	Austria	Hotel Donauwelle*
<b>Car Park Operations and Facilities Management</b>	Australia	All car park sites
	UK	All car park sites
	Malaysia	All car park sites
<b>Gaming Operations</b>	Czech Republic	Palasino Furth im Wald Palasino Wulowitz Palasino Excalibur City
<b>Corporate and Regional Offices</b>	Hong Kong Mainland China UK Australia Singapore Czech Republic Malta*	

<sup>6</sup> Includes completed hotel properties with over 50% shareholdings.



## 1. Introduction




### 1.5.3 Reporting framework

This report is prepared in accordance with the “comply or explain” provisions as well as some selected key performance indicators (“KPIs”) of the “recommended disclosures” of the Environmental, Social, and Governance Reporting Guide (“ESG Guide”) contained in Appendix 27 to The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The ESG Guide Content Index set out in Section 10 contains information on the extent to which the Company has applied the ESG Guide and cross-references the relevant sections in this report.

This report is recommended to be read in conjunction with the Group’s Annual Report 2024 for further information on our business highlights, financial performance, and corporate governance practices. For the purposes of this report, “Hong Kong” shall mean Hong Kong Special Administrative Region of the People’s Republic of China and “Mainland China” shall mean the People’s Republic of China, excluding Hong Kong Special Administrative Region, Macau Special Administrative Region, and Taiwan.

### 1.5.4 Reporting principles

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

 <p><b>Materiality</b></p>	<p>We have focused on material ESG topics that impact our business growth and are important to our stakeholders. For more information, please refer to the section titled “Our Approach to ESG” (Section 3).</p>
 <p><b>Quantitative</b></p>	<p>We have stated information regarding the standards, methodologies, assumptions and/or calculation references and sources of key conversion factors used for KPIs wherever appropriate.</p>
 <p><b>Balance</b></p>	<p>We have disclosed information on an impartial basis to provide stakeholders with an objective picture of our overall ESG performance.</p>
 <p><b>Consistency</b></p>	<p>Quantitative KPIs are calculated according to consistent methodologies unless otherwise specified, to allow for a meaningful comparison of ESG performance over time. Reasons will be provided for any restating of information published in the report.</p>

### 1.5.5 Feedback

The views and opinions of our stakeholders are crucial for the continuous improvement of our ESG performance and our business. Please contact us at [ir@fecil.com.hk](mailto:ir@fecil.com.hk).



## 2. Awards and Accolades



### Far East Consortium International

- **iNOVA Awards 2023**
  - Investor/Shareholder Relations – Gold
  - ESG Report – Silver
  - Corporate Websites: Communication – Bronze



- **Asian Excellence Awards 2023**
  - Asia's Best CEO – Mr. David Chiu, Chairman and Chief Executive Officer
  - Asia's Best CFO – Mr. Boswell Cheung, Chief Financial Officer and Company Secretary
  - Best Investor Relations Company



- **Mercury Excellence Awards 2023-2024**
  - Gold Award: Annual Reports – Interior Design (Traditional Format)
  - Silver Award: Annual Reports – Overall Presentation (Diverse Business)



- **The Asset ESG Corporate Awards 2023**
  - Titanium Award



## 2. Awards and Accolades

- **FinanceAsia 2023 Asia's Best Companies Poll**

- Best CEO in Hong Kong – Mr. David Chiu, Chairman and Chief Executive Officer – Silver
- Best Real Estate Company in Hong Kong – Gold
- Best DEI Strategy in Hong Kong – Gold
- Best Investor Relations in Hong Kong – Gold
- Best Small-cap Company in Hong Kong – Silver



- **Hong Kong Investor Relations Association Awards**

- Best IR company
- Best Investor Meeting
- Best Annual Report



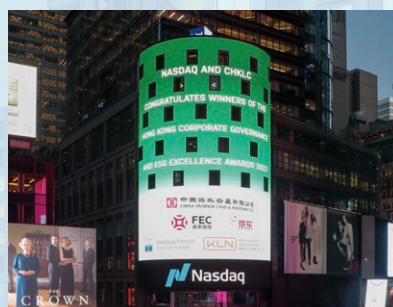
- **HKQAA Green and Sustainable Finance Awards**

- Outstanding Award for Green and Sustainable Loan Issuer (Real Estate Industry) – Visionary Sustainability-linked Loan Performance Metrics



- **HK Corporate Governance and ESG Excellence Awards**

- Award of Excellence in ESG



- **CRECCHKI Real Estate ESG Awards GBA**

- Outstanding Performance – Green Design
- Outstanding Performance – Green Finance



- **Outstanding Performance – Green Finance – Chairman's Pick of Excellence**

### HONG KONG Dorsett Hospitality International

- **HR Excellence Awards 2023/24 by Hong Kong Institute of Human Resource Management (HKIHRM)**

- Community Caring Awards of Organisation Sub-category (Elite Award)

- **Best HR Awards by CTgoodjobs**

- Best Change Leadership Strategy (Gold Prize)
- Best ESG Award (Gold Prize)
- Best Corporate Social Responsibility Award (Gold Prize)

- **Hong Kong Council of Social Services**

- Caring Company for 10 years+

## 2. Awards and Accolades

### Silka Tsuen Wan

- **Hong Kong Green Organisation Certification**
  - EnergyWi\$e Basic Level Certificate



- **Environmental Campaign Committee**
  - Hong Kong Green Organisation recognition

### Cosmo Hotel

- EarthCheck Silver Certification
- Caring Company 10 years +



### Dorsett Mongkok

- EarthCheck Silver Certification
- Caring Company 10 years +



### Dorsett Kwun Tong

- Caring Company 10 years +



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

### Silka Far East

- Caring Company 5 Years+



### Lan Kwai Fong Hotel@Kau U Fong

- Caring Company 5 Years+





## 2. Awards and Accolades

### Dorsett Tsuen Wan

- **Hong Kong Family Welfare Society**
  - Corporate Volunteer Long Service Award



- **Caring Company 5 Years+**
- **Environmental Campaign Committee**
  - Hong Kong Green Organisation recognition
- **Food Wise Eateries organised by Food Wise Hong Kong**
  - Silver
- **trip.com Awards**
  - Outstanding Improvement – Hotel
- **2023 Meituan Hotel Awards**
  - Most Popular Family Hotel
- **Tripadvisor Travellers' Choice 2023**

### Silka Seaview

- **Caring Company 5 Years+**



### Dorsett Wanchai

- **EarthCheck Silver Certification**
- **Caring Company 10 years +**



- **Hong Kong Sustainability Awards 2023**
  - Distinguished Sustainability Leadership Award – Ms. Anita Chan, General Manager of Dorsett Wanchai
- **Tripadvisor Traveller's Choice 2023**
- **Hong Kong Commercial Times, HKCT Business Awards (2023)**
- **Agoda, Gold Circle Awards (2023)**

### UK

- **CCS UK Awards – Bronze Award**
- **International Property Awards – Mixed Use Development – London Award for Aspen at Consort Place**



### Singapore Dorsett Singapore

- **Covid-19 Resilience Medal**



- **Hotel Security Award 2023 – Excellence**

### Hotel Security Excellence Award



## 3. Our Approach to ESG

### 3.1 SUSTAINABILITY STRATEGY

#### 3.1.1 Our Vision

We are committed to creating meaningful economic, social, and environmental impacts that contribute to a sustainable future. Our sustainability strategy sets forth our approach to spearheading sustainability efforts within our industry and ensuring sustainable development in our business. Through active engagement with our communities and the environment, all underpinned by responsible governance, we strive to create long-term value for society.

Our sustainability strategy is based on four fundamental pillars: (1) Managing our environmental footprint, (2) Employer of choice, (3) Cultivating community, and (4) Placemaking, each of which encompasses multiple objectives related to environmental, social, and governance areas. These pillars serve as common guiding principles for our diverse businesses as we navigate the complex emerging challenges of the evolving market landscape.

Our pillars incorporate elements of the United Nations Sustainable Development Goals (SDGs), which hold an important position in informing our business trajectory and management objectives. We are committed to supporting the SDGs in all aspects of our business, working towards not only the areas in which FEC has a material impact, such as climate action, gender equality, and biodiversity, but for all of these crucial objectives. To further demonstrate our support for the SDGs, this year FEC joined the SDG Flag Campaign in the UK, raising the SDG flag at both Consort Place and Hornsey Town Hall to promote these crucial goals.

We continue to communicate across our business divisions to set internal KPIs and align actions with our sustainability strategy and vision. Continuous reviews and refinements of these indicators enable stakeholders to compare our relative performance outlined in our regular and transparent sustainability reports.



### 3. Our Approach to ESG

#### Our Sustainability Strategy

#### Our Vision

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

Pillars	Managing environmental footprint			Employer of choice			Cultivating community		Placemaking
	Act responsibly through sustainable practices, behaviour and innovative technology			Provide an inclusive workplace for talents to thrive			Create positive impact in the communities in which we operate		Give our guests a safe, secure and engaging experience
Focus areas	Minimise waste in business	Climate action	Reduce water consumption	Promote health, safety & wellbeing	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 wellbeing	Leadership & culture	Diversity & inclusion	Volunteering	Supplier engagement	Wellness
						Youth & local development			Experience
United Nations Sustainable Development Goals ("SDGs")	<div><div><div>6</div><div>CLEAN WATER AND SANITATION</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div></div> <div><div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div></div> <div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div><div><div>13</div><div>CLIMATE ACTION</div></div></div>			<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div></div> <div><div><div>4</div><div>QUALITY EDUCATION</div></div><div><div>10</div><div>REDUCED INEQUALITIES</div></div></div> <div><div><div>5</div><div>GENDER EQUALITY</div></div></div> <td colspan="2"><div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div></div><div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div></div><td><div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div></div></td></td>			<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div></div> <div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div></div> <td><div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div></div></td>		<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div></div>

### 3.2 SUSTAINABILITY GOVERNANCE

A comprehensive and effective governance structure is crucial for the successful execution of our sustainability strategy. To this end, we have adopted a top-down governance structure to manage our ESG issues and performance: our Board of Directors is responsible for leading the evaluation and approval of the Group's sustainable development strategies, target setting, and ESG reporting.

Our ESG Steering Committee is responsible for implementing FEC's ESG policies and evaluating and disclosing our ESG performance and stakeholder engagement. The Committee is chaired by Ms. Winnie Chiu, Joint Managing Director and Executive Director of Far East Consortium and Chairperson and Executive Director of Dorsett Hospitality International ("Dorsett Group"). The ESG Steering Committee meets twice a year and participates in the annual board meeting to report on sustainability-related matters. As part of this process, the ESG team of Dorsett Group receives an annual budget to fund sustainability initiatives for the year.

### 3. Our Approach to ESG

This financial year, we also formed three new operational Taskforces which deploy our directives and provide operational knowledge under the direction of our ESG sub-committees. These Taskforces comprise of representatives from our global Hotel, Project, and Car Park operational teams, meeting twice a year to drive and review discussions, risks, and opportunities for our sustainability programme. These forums enable global knowledge sharing and provide localised accountability, helping to educate and train our employees to help them proactively make more sustainable choices for our communities and the environment.

This year, our Dorsett Hospitality International team launched a new Sustainability Policy, helping to better achieve our goal of always “Invested in Positive Impacts” by ensuring that business operations are conducted in an ethical manner. A mirror policy was also introduced for our UK property development operations, covering the same commitments and outcomes as the new DHI Sustainability Policy. The Policy outlines our commitment to:

- ensure compliance with local regulations in the jurisdictions in which we operate, and to foster integrity across our operations;
- create a positive impact on our communities;
- manage our environmental footprint by committing to responsible procurement practices, reducing resource consumption, and minimise waste;
- create shared value throughout our operations for external and internal stakeholders;
- ensure a better future for the next generation; and
- foster meaningful partnerships and collaborations to meet guest satisfaction and benefit our local communities.

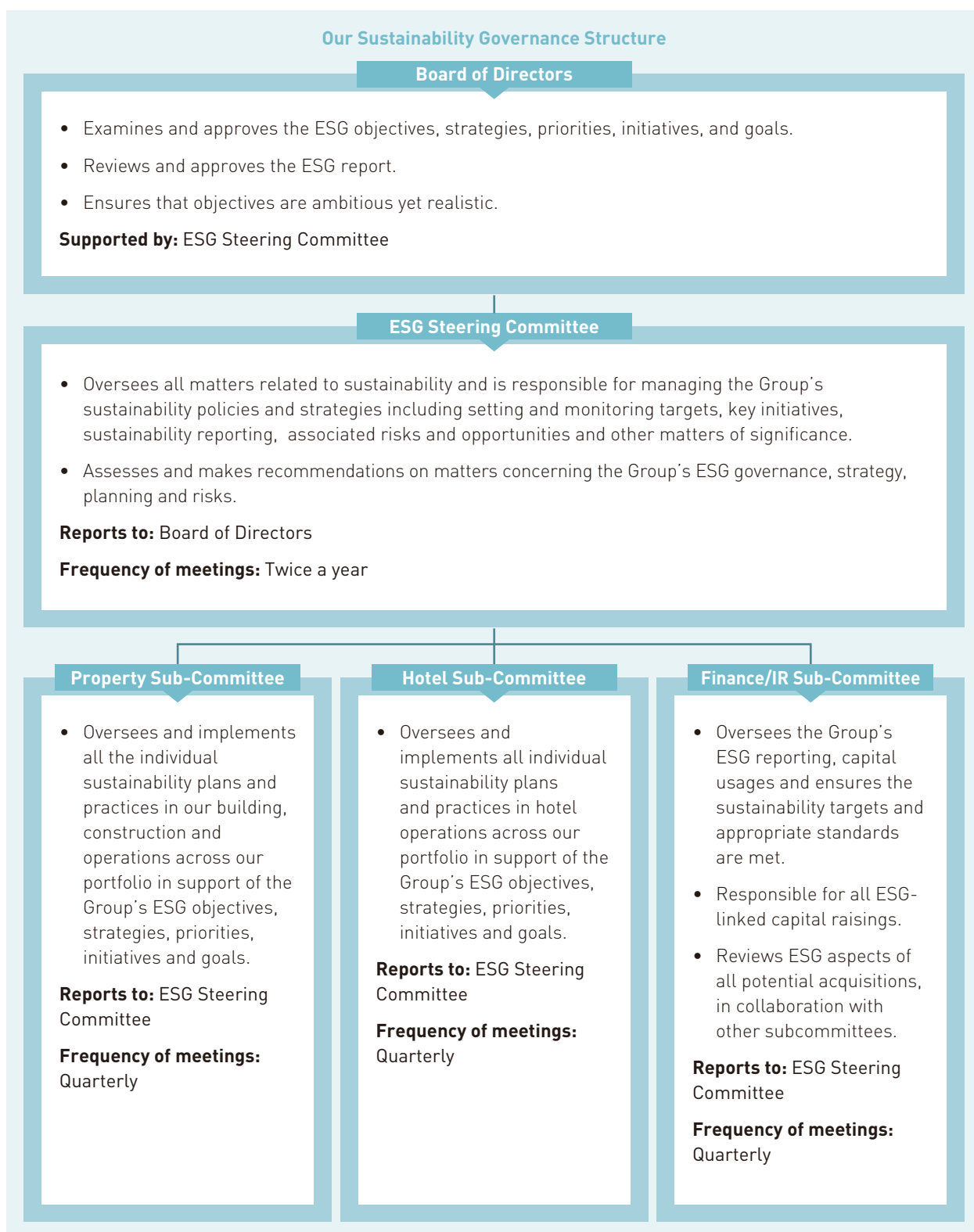
To ensure our policies are continuously relevant to business operations, changes to the policy may be made in response to changes in best practice, or on an annual basis. The policy will be reviewed periodically by an assignment committee which will ensure the implementation of our sustainability initiatives. We will communicate with shareholders and investors on a regular basis regarding our sustainability activities, enabling them to make informed decisions about our business.

In addition to our aforementioned organisational structure and achievements, we have continued to progress towards embracing sustainable finance through SLLs and green loans. For more information on our sustainable finance initiatives, please visit Section 4 of this report, “Sustainable Finance”.





### 3. Our Approach to ESG



### 3. Our Approach to ESG

#### 3.2.2 Business ethics

The Group upholds high standards of business integrity, honesty, and transparency across our business activities. We are committed to maintaining high operating standards, which is the foundation of building trust with our customers, employees, and other stakeholders.

#### 3.2.3 Governance policies

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

Our Code of Business Conduct ("our Code") and Employee Handbook set out the professional and ethical standards that we expect our directors and employees to observe in all business dealings. Applying to the whole Group, every director and employee is required to adhere to our Code, including all applicable laws and regulations within the jurisdictions in which the Group operates. Additionally, all business partners are required to follow our Code by agreeing to any relevant provisions as outlined in their contracts.

#### 3.2.4 Communication and training

Our Code is a key component of mandatory induction training, which all employees attend upon joining the Group. All directors and employees must acknowledge and accept our Code during their induction. At the Board level, we organise regular training sessions to keep members updated on the latest sustainability topics. During FY2024, the Board attended training regarding the legal development of ESG and duties of directors, conducted by external professional parties.

In addition to mandatory training, more specific and in-depth training is assigned to employees as necessitated by their roles and areas of responsibility. For example, relevant employees working in our gaming operations receive online anti-money laundering training according to internal procedures and principles. These courses outline all requirements for fulfilling gaming employee obligations under the Anti-Money Laundering Act of the Czech Republic, held via webinars for greater accessibility.

We also ensure that all employees working in our hotel operations are fully educated about anti-bribery and corruption, helping to ensure we maintain an ethical workplace. For example, in our Silka Tsuen Wan hotel in Hong Kong, anti-corruption training on the Hong Kong Prevention of Bribery Ordinance is provided to all associates. In the UK, Dorsett Shepherd's Bush and Dao by Dorsett West London invited a third party to conduct a corruption and fraud webinar to raise awareness and share knowledge regarding anti-corruption with our teams. Similarly, Code of Conduct and Conflict of Interest training was provided by a third-party trainer in our Australia office to ensure all employees understand and abide by the two policies.

### 3. Our Approach to ESG

#### 3.2.5 Whistle-blowing measures

To foster business integrity, we encourage employees to report any suspected misconduct or malpractice within the Group. Our Code outlines clear procedures for reporting illegal or unethical behaviour and practices.

All reported incidents are handled with confidentiality, and informants are safeguarded from any form of victimisation, such as unfair dismissal or any other unwarranted or retaliatory disciplinary actions.

#### 3.2.6 Regulatory compliance

We are aware that any violation of laws and regulations will be detrimental to our operations, financial status, and reputation. Therefore, the Group adopts effective compliance management to reduce exposure to regulatory risks. We have implemented policies, guidelines, and practices for all applicable laws and regulations in our daily operations in accordance with the latest regulatory developments to ensure our operations uphold the highest standards of business integrity.

Our business is governed by the applicable laws and regulations of various regions, including but not limited to the Air Pollution Control Ordinance of Hong Kong, Noise Control Ordinance of Hong Kong, Waste Disposal Ordinance of Hong Kong, Employment Ordinance of Hong Kong, Occupational Safety and Health Ordinance of Hong Kong, Consumer Goods Safety Ordinance of Hong Kong, Building Ordinance of Hong Kong, Trade Marks Ordinance of Hong Kong and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore, and Prevention of Bribery Ordinance of Hong Kong, as well as similar laws and regulations applicable to operations in other regions.

The Group has a zero-tolerance policy towards all forms of corruption, including bribery, extortion, money laundering, fraud, and theft. Our Code and Employee Handbook outline clear guidance in relation to conflicts of interest and political contributions and explicitly state that all directors and employees are obligated to comply with relevant local laws and regulations. Additionally, all of our business partners are required to follow our Code by agreeing to the relevant provisions as outlined in their contracts.

During the reporting period, we were not aware of any non-compliance cases with the aforementioned laws and regulations; additionally, there were no concluded legal cases regarding corrupt practices brought against us or our employees. We will keep abreast of applicable laws and regulations in different regions that may significantly impact our business operations.



### 3. Our Approach to ESG

#### 3.3 MATERIALITY

Understanding which sustainability topics are most material to us is of the utmost importance in informing our sustainable development and management approaches. As such, we conduct periodic materiality assessments, utilising the results to develop a proactive and responsive approach to ESG strategy and reporting. Identifying material topics allows us to focus on the risks, opportunities, issues, and impacts that matter the most to our stakeholders and others within our sphere of influence.

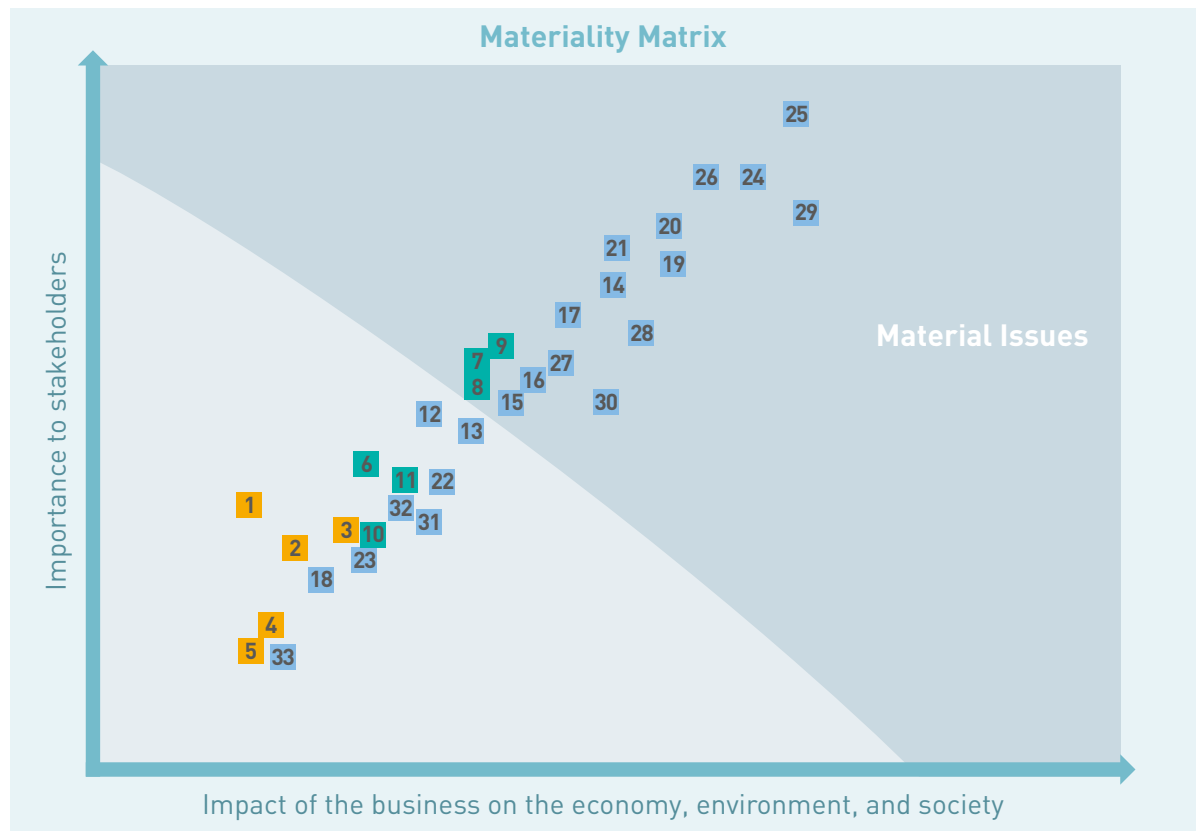
Our most recent materiality assessment was carried out in FY2020. As there have been no significant changes to our businesses in the intervening years, we believe the results remain representative of the topics raised by stakeholders as most material to FEC.

In FY2020, we renewed our sustainability strategy based on the outcomes of our materiality assessment. This updated strategy focused on the areas that matter most to our stakeholders and those in which we believe we can make the greatest impact.

In FY2022, we worked to prepare for future ESG assurance on our sustainability report by appointing an independent sustainability consultant to conduct a pre-readiness check on our ESG reporting processes and internal controls of significant environmental indicators. Building from this effort, in FY2023 we commissioned an independent net-zero consultant to calculate the total greenhouse gas (GHG) emissions of the Group. Through this exercise, we were able to devise a future action plan according to our materiality, enabling us to better decarbonise our operations as a first step to becoming a net zero business.

### 3. Our Approach to ESG

#### 3.3.1 Materiality matrix



Economic		Material issues	Environmental		Material issues
1	Economic performance		6	Greenhouse gases and other air emissions	
2	Financial risks and opportunities associated with sustainability issues		7	Waste	✓
3	Direct economic contributions to the local community		8	Energy	✓
4	Indirect economic impact on the local community		9	Water	✓
5	Economic impact of procurement practices on the local community		10	Materials	
			11	Protection of biodiversity	

Social		Material issues	Social		Material issues
12	Employment management system		23	Supplier social assessment	
13	Employer-employee relations		24	Customer health and safety	✓
14	A safe and healthy working environment	✓	25	Customer privacy and data protection	✓
15	Training and development		26	Customer experience and satisfaction	✓
16	Diversity and equal opportunity		27	Responsible marketing communications	✓
17	Non-discrimination	✓	28	Protection of intellectual property rights	✓
18	Respect for the rights of association and collective bargaining		29	Anti-corruption	✓
19	Prevention of child labour or forced labour	✓	30	Prevention of anti-competitive practices	✓
20	Respect for human rights	✓	31	Community engagement, impact assessment and investment	
21	Security practices that respect human rights	✓	32	Respect for indigenous rights	
22	Supplier environmental assessment		33	Participation in public policy	

### 3. Our Approach to ESG

#### 3.4 STAKEHOLDER ENGAGEMENT

To achieve our goals for sustainable development in our business operations, it is vital that we consider and respect the viewpoints of our stakeholders, which inform the identification and management of our material topics. To this end, we have set up various lines of communication for consistent engagement with key FEC stakeholders. Maintaining effective communication with those within our sphere of influence ensures our sustainability strategy is directed by their concerns and expectations, and helps pinpoint opportunities for improvements to our sustainability performance.

 <p><b>Customers</b></p>	<p><b>Why we engage</b></p> <p>Feedback from customers helps us improve our products, services, and processes.</p>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>• Social media</li> <li>• Customer service</li> <li>• Customer satisfaction surveys</li> <li>• Responses to customer enquiries</li> </ul>
 <p><b>Employees</b></p>	<p><b>Why we engage</b></p> <p>Attraction, retention, and talent development are essential for the Company's long-term development. We actively seek and respond to employees' views, ideas, and concerns.</p>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>• Associate inductions for new employees</li> <li>• Annual performance reviews</li> <li>• Staff surveys</li> <li>• Regular team building activities</li> <li>• Staff newsletters (including ESG newsletters)</li> <li>• Chit-chat with Chairman and CEO</li> <li>• Annual dinner</li> </ul>
 <p><b>Shareholders and investors</b></p>	<p><b>Why we engage</b></p> <p>Shareholder and investor outreach allows us to clearly communicate our ESG strategies and performance, helping them make informed decisions regarding their investments. This communication also enables us to better understand their expectations.</p>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Annual and interim reports</li> <li>• Results briefings</li> <li>• Roadshows</li> <li>• Investor events</li> </ul>
 <p><b>Suppliers and business partners</b></p>	<p><b>Why we engage</b></p> <p>Close cooperation with business partners throughout each stage of our relationship allows us to monitor their performance. This ensures the delivery of high-quality products and services.</p>	<p><b>How we engage</b></p> <ul style="list-style-type: none"> <li>• Supplier screenings and assessments</li> <li>• Online surveys</li> <li>• Regular project meetings</li> </ul>



### 3. Our Approach to ESG



#### Why we engage

Laws and regulations can significantly impact our operations. Therefore, we maintain close communication with government agencies to ensure compliance with all relevant laws and regulations.

#### How we engage

- Statutory filings and announcements



#### Why we engage

Media is our primary method for increasing company exposure. Thus, it is necessary to ensure that media partners are well-informed of our performance.

#### How we engage

- Press conferences
- Press releases
- Media briefings
- Media interviews



#### Why we engage

Active engagement with the local communities in which we operate enables us to understand their needs and create lasting benefits for society.

#### How we engage

- Partnerships for civic engagement
- Donations
- Volunteering

## 4. Sustainable Finance

In FY2022, we developed our Sustainable Finance Framework (“SFF”) to align with our sustainability strategy and vision. The SFF outlines conditions under which the Group can undertake sustainable financing transactions to fund impactful projects and drive positive environmental and social outcomes. In the same year, we arranged for an external review of the SFF to obtain a Second Party Opinion (SPO), providing investors with an independent assessment of our new framework and demonstrating that our sustainability objectives are aligned with best market practices and goals. For more information on our SFF, please refer to our website at [https://www.fecil.com.hk/pdf/esg/Sustainable\\_Finance\\_Framework\\_20211116.pdf](https://www.fecil.com.hk/pdf/esg/Sustainable_Finance_Framework_20211116.pdf).

In the following financial year, the Group secured its first sustainability-linked loan (SLL) facility for HK\$700 million over five years with the Bank of Communications, to promote the sustainable development of Silka Seaview by improving its energy conservation and carbon reduction performance and its proceeds will also be used to fund the Group’s general working capital requirements.

In July 2023, FEC secured a three-year SLL for HK\$300 million with Cathay United Bank, the sole lender for this facility. Additionally, FEC secured a further green loan of HK\$600 million to finance our residential development located in Sai Ying Pun, Hong Kong. These additional green facilities further reinforce our ongoing commitment to integrating sustainability throughout all aspects of our operations. With the three loans totalling HK\$1.6 billion secured, approximately 5.8% of FEC’s total borrowings are linked to green financing as of 31 March 2024; we are committed to increasing this share in the near future.

As predetermined by the Hong Kong Quality Assurance Agency (HKQAA), the sustainability KPIs in our SLL agreements include reducing the Group’s energy consumption and increasing the average training hours of our employees. Our annual performance regarding these KPIs will be assessed by the HKQAA. Upon achieving these KPIs, the Group will be eligible for interest savings that can be reinvested into our ESG initiatives and projects, further advancing our sustainability agenda.

In addition to our forays into green financing, FY2024 also marked our first foray into green deposits. FEC has undertaken a green deposit of over HK\$2 million with the Bank of East Asia (BEA), which will be used to support eligible green projects and businesses to further environmental protection and sustainable development. We look forward to exploring further sustainable finance options in the future, including more SLLs and green deposits.

## 5. Managing Our Environmental Footprint

### 5.1 MINIMISING BUSINESS WASTE

#### 5.1.1 Challenges and opportunities

Our business activities span a wide range of industries and locations, leading to inherently complex management for our waste streams. Nevertheless, we are committed to minimising our waste generation wherever possible, embracing new technology and existing waste infrastructure to improve our sustainability.

Our hotels are a major source of overall waste, creating food waste, paper, glass, and single-use plastic, which has been a focus for us due to its increased prevalence for cleaning and sanitation demands following the COVID-19 pandemic. Over the past three years, we have embraced this opportunity to introduce various sustainable practices, such as exploring reusable alternatives to these disposable products, on our journey towards minimal waste.

In our property development and office operations, continuous effort has been made to minimise adverse environmental impacts incurred by construction and office waste, lowering our operational costs and demonstrating our commitment to sustainability.

#### 5.1.2 Commitment

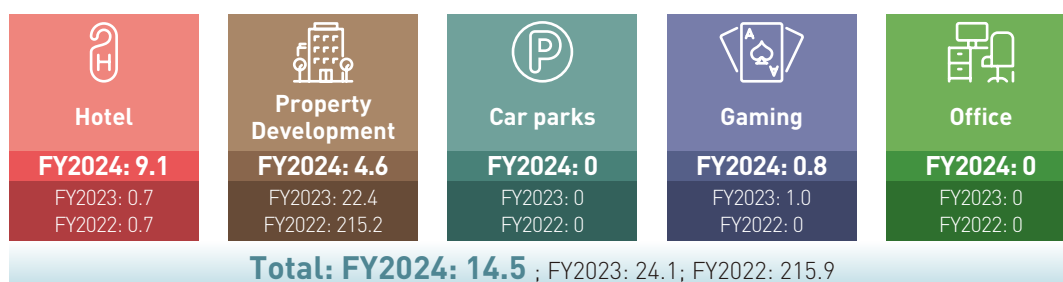
As a responsible corporate citizen, we are committed to reducing waste across all our operations. The Group fully recognises the broader economic, social, and environmental effects caused by our waste generation, both upstream and downstream. Suppliers, business partners and customers are encouraged to join us and further their efforts towards responsible environmental stewardship.

#### 5.1.3 How we work

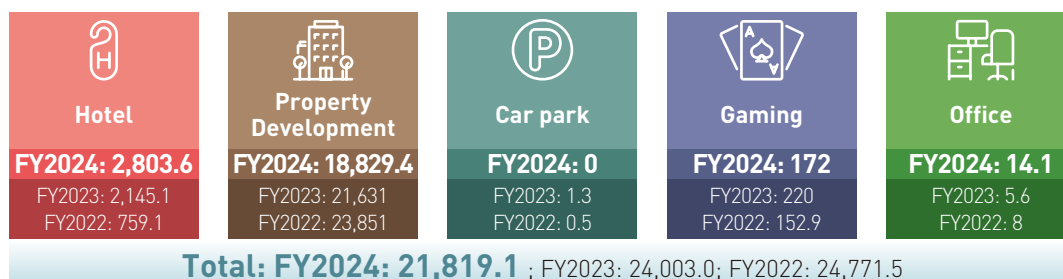
##### 5.1.3.1 Waste Data

The Group generates various types of waste throughout our operations, including commercial, construction, and demolition waste. In FY2024, we produced a total of 14.5 tonnes of hazardous waste and 21,819.1 tonnes of non-hazardous waste. The significant decrease in hazardous waste produced by our property development operations this year was mainly due to differences in the construction phases compared to last year.

#### Hazardous Waste Produced (tonnes)



#### Non-hazardous Waste Produced (tonnes)



##### 5.1.3.2 Single-use plastic transition in hotel operations

Lowering our utilisation of single-use plastic is a priority for the Group. Plastic use is a concerning global environmental issue, with plastic waste accumulating at an alarming rate in landfills and natural habitats. Unfortunately, all areas of our business use single-use plastic in some form, with hotel operations being both a particularly significant source of our plastic and the area in which we believe we can make the greatest impact on single-use plastic reduction.

## 5. Managing Our Environmental Footprint

We are committed to reducing reliance on single-use plastics, particularly within the hotels division, by introducing various eco-friendly substitutes. In addition, we are exploring practical alternatives for reducing single-use plastic waste in our other business operations. By taking these steps, we hope to play our part in reducing global plastic waste.

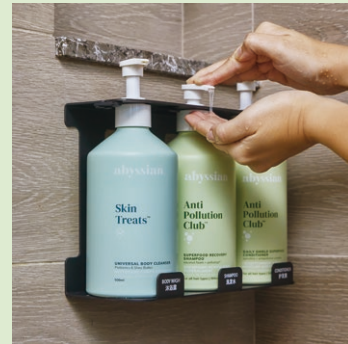
### Reducing the distribution of single-use plastic

We are actively exploring alternatives to plastic products to minimise plastic waste generation in our hotel operations. This year, all of our hotels have phased out the offering of free plastic bottled water, instead providing complimentary refillable glass water bottles in all guestrooms.

Our hotels in Hong Kong, Malaysia, and the UK are also supporting the transition away from single-use plastic by reducing the provision of plastic bathroom amenities. 3-in-1 toiletries and refillable bottles are now provided in guestrooms, replacing plastic shampoo and shower gel packages. In Hong Kong's Dorsett Wanchai, Dorsett Mongkok, and Cosmo hotels, our guests receive a green award card to collect bathroom amenities from vending machines when needed, effectively reducing waste caused by the daily replacement of toiletries.

In addition to these measures, we are currently working on replacing single-use plastic items in our operations with environmentally friendly alternatives. This includes:

- removing all single-use plastic from our catering offerings at Dorsett Shepherd's Bush and Dao by Dorsett West London in UK, with both hotels offering glass bottles and reusable tableware instead;
- eliminating plastic straws at Dorsett Grand Labuan in Malaysia;
- replacing plastic key cards with Forest Stewardship Council (FSC)-verified wooden key cards at Dorsett Shepherd's Bush, and Dao by Dorsett West London in UK, and Dorsett Wanchai, Dorsett Mongkok and Silka Tsuen Wan in Hong Kong;
- switching from single-use tableware and cups to reusable tableware and glassware at Lan Kwai Fong Hotel@Kau U Fong in Hong Kong; and
- replacing all plastic stirrers with stainless steel spoons at Silka Tsuen Wan in Hong Kong.



All hotels switched to refillable soap dispensers



All hotels in Hong Kong have phased out single-use plastic amenities



Wooden key cards



## 5. Managing Our Environmental Footprint

### Implementing single-use plastic recycling programmes

To reduce our environmental impact, our hotels in Hong Kong and Malaysia have implemented measures to collect and recycle plastic bottles on their premises. Lan Kwai Fong Hotel@Kau U Fong in Hong Kong has partnered with a plastic bottle recycling programme organised by Green@Community, a community recycling network serving the city; while Dorsett Singapore instructs its room attendants to pack plastic bottles separately during guestroom cleaning to facilitate recycling and proper segregation of plastic resources from waste.



### 5.1.3.3 Food waste from hotel operations

#### Minimising food waste through stock control and philanthropic collaborations

We are dedicated to minimising food waste from our meal services, and have implemented effective food management practices such as monitoring food stock levels and donating excess food to non-profit organisations. These practices also help to raise awareness among guests and employees about the importance of mindful food consumption.

For example, Dorsett Shepherd's Bush and Dao by Dorsett West London in UK have implemented a breakfast buffet that utilises smaller plates to encourage portion control. The buffet also sources sustainable products to promote waste reduction. Additionally, food waste is collected in dedicated bins and sent to an anaerobic generator to produce power and fertiliser.

Silka Seaview and Silka Far East in Hong Kong have a comprehensive food management system to minimise food waste. This includes ordering fresh food in adequate quantities daily, pre-planning meals, and properly storing excess or frozen food in the freezer to prevent spoilage.



Dorsett Shepherd's Bush downsized the food waste bin from large to small



## 5. Managing Our Environmental Footprint

### 5.1.3.4 General waste from hotel operations

To divert general waste from landfills, our hotels have carried out an array of waste reduction programmes. Examples of this include:

- collecting and reusing soap from guestrooms to wash cleaning rags after guests check out, and replacing guestroom garbage bags with biodegradable bin liners to minimise waste pollution at Dorsett Chengdu in Mainland China;
- establishing a waste management programme communicated to all staff during an onboard training programme, helping to ensure waste is correctly segregated and collected by waste providers to recycle or generate electricity at their power plants at Dorsett Shepherd's Bush and Dao by Dorsett West London in UK;
- setting up a "Green Team" comprised of representatives from all departments to conduct monthly meetings discussing strategies on waste reduction and green values, ensuring waste diversion is embedded throughout daily operations at each regional hotel; and
- conducting Green Team site visits to waste management facilities by Dorsett Shepherd's Bush and Dao by Dorsett West London in the UK, to ensure that 100% of waste is diverted from landfills through recycling and waste processing.

Our hotels in Hong Kong are well aware of the government's Municipal Solid Waste Charging Scheme (MSW), and have issued relevant training to management via the Hong Kong Hotels Association and the Environmental Protection Department. We have also held our own online waste education workshop organised by the Hong Kong Head Office, inviting colleagues and associates to learn more about our waste management initiatives and the upcoming MSW Scheme. As a result of the workshops, an audit was performed across the Hong Kong hotels to identify better waste management plans and potential areas to include recycling for guests. Our housekeeping teams have devised plans to reduce waste and utilise the designated bags supplied by the government, avoiding any instances of non-compliance.

## 5. Managing Our Environmental Footprint

### 5.1.3.5 Positive Impacts Week 2023

This year, Dorsett Hospitality International and the UK Property Development operations hosted the first ever "Positive Impacts Week" to encourage our hotels and colleagues to incorporate sustainability into their daily operations and personal lives. In support of the Group's new policy for paperless guestrooms by the end of 2023, we arranged for Positive Impacts Week to coincide with World Environment Day 2023, which had the complimentary theme of "#BeatPlasticPollution". Throughout the week, our hotels shared their creativity and passion for sustainability by partnering with local brands and charities, engaging in volunteering efforts, and participating in team building activities. We also encouraged hotel guests to engage with our activities throughout the week, fostering further sustainability involvement with sustainability throughout hotel operations.



Dorsett Chengdu's low carbon transport day



Dorsett Singapore Guest Lobby Recycling Bins

During the week, over 1,700 participants from our global operations:

- took almost four million steps organisation-wide through various charitable activities;
- planted over 100 plants throughout our hotel grounds; and
- collected 6,470kg of trash for recycling, preventing the equivalent of 12,300kg of CO<sub>2</sub> from being released into the atmosphere.



5. Managing Our Environmental Footprint

Individual hotels throughout our geographies also held their own events:

Australia	Dorsett Gold Coast	<ul style="list-style-type: none"><li>• Wildlife hospital tour</li><li>• Koala adoption</li></ul>
	Dorsett Melbourne	<ul style="list-style-type: none"><li>• "Tree to Me" tree naming donation for koalas</li><li>• Zero waste influencer visit to review our sustainability practices</li><li>• Launched "Tapt" business cards to replace paper cards</li><li>• Victoria First Peoples Cultural Heritage Tour</li><li>• Food waste partnership with vertical farm organisation, Bardee</li><li>• Flagstaff Gardens cultural tour</li></ul>



Dorsett Gold Coast has adopted a koala to contribute to conservation efforts at Currumbin Wildlife Sanctuary

5. Managing Our Environmental Footprint

Mainland China	Dorsett Chengdu	<ul style="list-style-type: none"><li>Casual clothes day to save water</li><li>Tree planting activity</li><li>Waste sorting competition</li><li>Charity flea market</li><li>Natural Landmark Photo Competition</li><li>Outdoor yoga</li><li>Replaced private cars with cycling during the week</li><li>Outdoor litter collection activity</li><li>Used clothes recycling</li></ul>
	Dorsett Shanghai	<ul style="list-style-type: none"><li>Community cleanup activity</li></ul>
	Dorsett Wuhan	<ul style="list-style-type: none"><li>Wetland beach cleanup</li><li>"Greener Me" guest activity to reduce single-use amenities</li><li>Plant adoption activity</li><li>Nature walk at Jinyin Lake Wetland Park</li><li>"Ant Recycle" charity recycling activity</li></ul>
	Lushan Resort	<ul style="list-style-type: none"><li>Litter collection and weed removal activity</li></ul>



Dorsett Wuhan team that has participated in the wetland cleanup, nature walk and plant adoption activities



Natural Landmark Picture Competition at Dorsett Chengdu

## 5. Managing Our Environmental Footprint

Hong Kong	Cosmo Hotel, Dorsett Wanchai, and Dorsett Mongkok	<ul style="list-style-type: none"> <li>• Installation of Urban Spring bottle refill station</li> <li>• Green corner sprout adoption</li> <li>• “Stories of Trees” staff hiking tour</li> <li>• Yoga activity</li> <li>• Recycling with Baguio</li> </ul>
	Dorsett Tsuen Wan	<ul style="list-style-type: none"> <li>• Dorsett Café “Beat Plastic Pollution” initiatives</li> <li>• “Dress in Green” week</li> </ul>
	Dorsett Kwun Tong	<ul style="list-style-type: none"> <li>• Drink recycling initiative</li> <li>• Clothing donation programme</li> <li>• Stretching class</li> </ul>
	Lan Kwai Fong Hotel@Kau U Fong	<ul style="list-style-type: none"> <li>• Beach cleanup</li> <li>• Recycled coffee grounds soap-making workshop</li> </ul>
	Silka Far East and Silka Seaview	<ul style="list-style-type: none"> <li>• “Dress Casual” week to reduce water and laundry detergent use</li> <li>• Clothes donation initiative</li> <li>• Blood donation drive</li> </ul>
	Silka Tsuen Wan	<ul style="list-style-type: none"> <li>• “Plastic Recycle Bank” in lobby</li> </ul>




Green corner sprout adoption at Dorsett Wanchai



## 5. Managing Our Environmental Footprint

Malaysia	Dorsett Kuala Lumpur	<ul style="list-style-type: none"> <li>Introduce food waste measuring system to reduce food waste</li> </ul>
	Dorsett Grand Subang	<ul style="list-style-type: none"> <li>Local area cleanup</li> <li>"Recycling Reapers" sustainable art exhibition</li> <li>Botanical Garden of Shah Alam excursion</li> </ul>
	Dorsett Hartamas	<ul style="list-style-type: none"> <li>Community garden food waste recycling</li> <li>"Dorsett Hour" guest engagement evening</li> </ul>
	Silka Cheras	<ul style="list-style-type: none"> <li>"Greening Malaysia" small farm initiative</li> </ul>
	Silka Maytower	<ul style="list-style-type: none"> <li>Water conservation initiative for mini garden</li> </ul>



The Malaysia region came together and created serious positive impact for their communities

Singapore	Dao by Dorsett AMTD Singapore	<ul style="list-style-type: none"> <li>Beach cleanup</li> <li>Sustainable Breakfast initiative</li> <li>Clothes swap activity</li> <li>Bukit Timah Nature Reserve visit</li> <li>Coffee ground recycling initiative</li> </ul>
	Dorsett Singapore	<ul style="list-style-type: none"> <li>Local area cleanup</li> <li>"Bring Your Own Box" hawker lunch event</li> <li>Green guest hawker tour</li> <li>Rooftop yoga</li> </ul>



Volunteers from Dorsett Singapore joined clean up activity at Tiong Bahru park

## 5. Managing Our Environmental Footprint

United Kingdom	Dao by Dorsett West London and Dorsett Shepherd's Bush	<ul style="list-style-type: none"> <li>• World Environment Day community cleanup</li> <li>• Sustainability workshops</li> <li>• "Cleaning up London" activity</li> <li>• Local nature planting and wildlife protection activity</li> <li>• Yoga activity</li> </ul>
Corporate Office		<ul style="list-style-type: none"> <li>• Dorsett Entrepreneurship Scholar Antarctica Expedition sharing session</li> <li>• Links between Chinese Medicine and Climate Change Seminar by the Technological and Higher Education Institute of Hong Kong</li> <li>• "Positive Impacts Bingo" activity</li> </ul>
UK Property Development	London and Manchester	<ul style="list-style-type: none"> <li>• Provided our teams with reusable water bottles</li> <li>• Hosted a bake sale raising money for tree planting</li> <li>• London Office vs Manchester Office step count competition</li> <li>• Donation of unwanted clothing to charities</li> </ul>
<div>    </div> <p>The UK team planted trees in the rear garden of Dorsett Shepherd's Bush and also installed two new bee boxes alongside existing birdboxes to encourage wildlife</p>		

## 5. Managing Our Environmental Footprint

### 5.1.3.6 Spreading festive cheer through waste management

#### Lai See Reuse and Recycling Programme

While we enjoy and embrace the festive spirit of Chinese New Year, we are acutely aware of the potential environmental impacts arising from the distribution of paper red packets. To address this issue, for the third consecutive year our Hong Kong office continued to support the Lai See Reuse and Recycle Programme organised by “Greeners Action”, a Hong Kong non-governmental organisation (NGO). Lai See collection boxes were set up at our offices and some of our residential and commercial properties in Hong Kong to collect red packets in good condition, which are then processed for distribution next year. Approximately 350kg of red packets were collected and recycled by FEC through our partnership with the programme this year.



Our employees and community members recycle red packets during Chinese New Year

#### Christmas decorations

In Dorsett Tsuen Wan in Hong Kong, we held a Christmas recycling programme for our guests and the local community. Volunteers collected used soda cans and cardboard boxes produced by the hotel and in the local area, which were then used to create a recycled-material Christmas decoration for the lobby. We look forward to holding this event again next year, promoting our values of waste reduction while celebrating the holiday season.



Dorsett Tsuen Wan's recycled-material Christmas tree

## 5. Managing Our Environmental Footprint

### 5.1.3.7 Construction waste management in property development operations

As a conscientious property developer, we recognise the issues associated with the construction waste generated by construction activities. To address this, we aim to reduce waste generation throughout the lifecycle of construction projects by setting waste reduction targets and implementing effective planning, sourcing, and recycling measures for materials.

#### ***Reducing construction waste***

##### **Shanghai Property Development**

Our Shanghai property developer constructed fully renovated apartments with basic fixtures, flooring, and cabinets installed by qualified contractors. This practice reduces the need for individual customers to carry out renovation work, reducing energy consumption and construction waste.

##### **Singapore Hyll on Holland**

Our property developer in Singapore has sourced prefabricated bathroom units (PBU) that are designed to fit our Hyll on Holland project in advance. These units are manufactured off-site in a controlled factory environment, which helps manage waste and minimise our environmental impact.

Additionally, the construction of Hyll on Holland has embraced innovative precast construction techniques to help reduce waste and increase our efficiency. With off-site pre-manufacturing of concrete components such as walls and columns, the only on-site work is the assembly process, significantly reducing the amount of construction waste generated and the time required to construct new buildings.

We have also actively sought opportunities for recycling throughout the construction process, including using system formworks for slabs, beams and walls. Plastic formworks are also utilised instead of timber and plywood, maximising the recyclability of construction components.



## 5. Managing Our Environmental Footprint

### ***Aligning certified green practices***

We endeavour to align our planning and construction activities with the latest guidance and practices to reduce the environmental impact of our business. This includes following the Green Guide, a publication offering comprehensive information on sustainable manufacturing practices. We have applied these guidelines to our Victoria Riverside development in Manchester by requiring architects to use eco-friendly construction materials during the planning and design phases. These materials are sustainably sourced, such as timber products that are certified by the FSC, and adhere to the Convention on International Trade in Endangered Species and Wild Fauna and Flora ("CITES") guidelines.

### ***Key targets and progress in property development operations***

	Business Units	Targets
	Hong Kong – Kai Tak Commercial	Reduce overall construction and demolition waste by 30%
	Singapore – Hyll on Holland	Reduce plywood and timber usage by 5% during construction phase

## 5.2 ENERGY AND GHG EMISSIONS

### 5.2.1 Challenges and opportunities

The largest contributor to our carbon footprint is the indirect release of GHG emissions from purchased electricity in our hotel operations. To effectively minimise and manage our emissions, we continue to optimise energy use by utilising green energy and implementing energy management systems.

Our most significant uses of electricity are for air conditioning, lighting, and ventilation, all of which serve as potential areas for FEC's emission reduction efforts. We are working to better manage the energy and subsequent GHG emissions, developing innovative solutions to lower our energy usage while maintaining the quality of our products and services.

### **Industry Outreach**

In September 2023, our FEC's ESG and Sustainability Manager, Faye Dasi-Sutton, was given the opportunity to talk about FEC's leadership in sustainability at the "Tomorrow's Net Zero" conference in the UK. The conference, hosted by the "Built Environment Network", saw hundreds of specialists from across the built environment industry in the UK, spanning both the public and private sectors. FEC's presentation exhibited the innovations and sustainable practices employed in our building development operations, particularly in our recent Hornsey Town Hall and Aspen Canary Wharf projects in the UK.



## 5. Managing Our Environmental Footprint

### 5.2.2 Commitment

As a socially responsible business, we are dedicated to mitigating the environmental impacts of our activities by implementing modern technological solutions and seeking opportunities to create a more sustainable future.

Apart from ensuring our operations adhere to all applicable laws and regulations, we also explicitly state our stance on protecting the environment, sustainable use of resources, and management of climate risks in our Emissions Management Policy and Environmental and Natural Resource Management Policy. These commitments include:

- aligning with the World Green Building Council and government policies to reduce emissions;
- engaging with stakeholders and encourage best practice behaviour regarding emissions management;
- encouraging sustainability and responsibility among all staff within the Group as well as associated contractors and workers in our operations;
- ensuring compliance with relevant local and international environmental laws and regulations, constantly reaching beyond the standards for compliance;
- reducing and minimising GHG emissions within our control and encouraging similar action within our sphere of influence;
- exploring the potential of renewable energy for all of our new property developments; and
- addressing the implications of changing climate to our business activities when making management decisions.

#### ***Our net-zero roadmap***

This year, we contracted a leading sustainability consultancy to help develop a roadmap for FEC to achieve net-zero emissions across our value chain by 2050. With their expertise, we completed a full GHG inventory for FY2022, which has been designated as our base year for the development of the emissions reduction roadmap. We have modelled near- and long-term targets for reducing our scope 1, 2, and 3 emissions, and have identified gaps that must be bridged in order to meet our overarching goals for 2050.

We aim to reduce emissions by setting credible, measurable, and auditable near- and long-term targets. We look forward to taking further positive steps on our net-zero journey in the near future, utilising our taskforces to execute and monitor progress, minimising remaining gaps, and regularly reviewing targets to reflect major changes in our business.

## 5. Managing Our Environmental Footprint

### 5.2.3 How we work

#### 5.2.3.1 GHG Emissions

We continue to regularly review our carbon footprint, performing detailed calculations of the scope 1, 2, and 3 GHG emissions of our operations in accordance with applicable international and local guidelines. In FY2024, the Group's operations generated 52,885 tonnes of carbon dioxide equivalent ("tCO<sub>2</sub>e"). Among the Group's GHG emissions, our primary source was energy consumption through electricity and heating (Scope 2 emissions), which represents approximately 81% of our total GHG emissions.

In addition to the expansion of our reporting scope, the increase in GHG emissions over the past three years is mainly attributable to the resumption of operational activities as our businesses recovered from the COVID-19 pandemic. Meanwhile, the significant increase in GHG emissions from our car park operations this year was mainly due to the expanded reporting scope in the year to include facilities management in Australia.

#### 5.2.3.2 Energy efficiency

We have implemented a wide range of energy efficiency improvement measures to decrease energy usage and shrink our carbon footprint. Besides incorporating green building concepts into the property design, we continue to consider the potential of renewable energy adoption as well as other energy-saving opportunities through our energy audits.

##### ***Reducing energy consumption***

Across our business portfolio, we work to conserve energy through various means, from enhancing energy systems and upgrading outdated equipment, to encouraging sustainable energy usage habits among our employees and customers.

Hotel guests contribute to our energy conservation efforts by utilising our slot key-card system. This system instantly disconnects the electricity supply of guestrooms once a guest has removed their room card from the slot, saving energy without the hassle of flicking multiple switches. The hotel engineering teams also continue to explore energy-saving opportunities within daily operations: for example, we continue to clean and maintain fan coil units to ensure the upkeep and minimal usage of air conditioner and chiller systems, as well as replacing outdated lights with more environmentally friendly LED lamps.

Our property development operations also follow similar procedures to reduce energy consumption. Our Kai Tak Development incorporates chilled water supplied from the District Cooling System for the project's air-conditioning, which is estimated to be 30% more efficient than conventional air-cooling systems. Additionally, direct current (DC) intelligent fan coil units are installed in the project's hotel guestrooms, which are expected to save 20% more energy than traditional fan coil units. We have also installed LED lights in the project's internal site offices, further reducing energy consumption.

As part of our foray into SLLs, we have committed to upholding a set of KPIs. One of these is directly linked to the energy consumption of Silka Seaview in Hong Kong: we are committed to achieving a maximum consumption of 32kWh/sqft by the end of 2024, and 30kWh/sqft in 2025. These goals help to direct and focus our sustainability efforts, ensuring responsible, positive impacts for our internal and external stakeholders.

5. Managing Our Environmental Footprint

**Raising awareness of energy saving practices**

Energy efficiency enhancements alone are insufficient to minimise energy use in line with our targets, if there are no measures to encourage sustainable behaviour from our guests and employees. To address this issue, our hotel operations have proactively joined several energy conservation programmes to promote awareness of eco-friendly activities and energy usage practices.

**Hong Kong hotels**

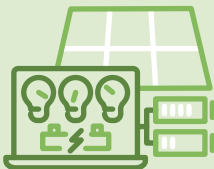
In FY2024 Silka Seaview and Silka Far East again took part in the “Energy Saving Charter” and “Charter on External Lighting” programmes organised by the The Environment and Ecology Bureau (EEB) to nurture energy saving habits among employees. The programmes encourage environmentally friendly practices that can be applied to our operations, including maintaining an average indoor air temperature of 24-26°C during summer months, switching off electrical appliances when not in use, and turning off all lighting installations for decorative and promotional purposes which affect the outdoor environment from 11pm to 7am daily.

Furthermore, to promote energy-conscious behaviour among our guests, all our Hong Kong hotels participated in “Earth Hour 2023”, inviting guests to join the event by switching off their room lights for an hour. We also encouraged guests to share this meaningful event on social media to help foster a culture of energy awareness in the community.

**Dorsett Shepherd’s Bush, UK**

In the Dorsett Shepherd’s Bush hotel, we have appointed an “Energy Champion” to oversee energy efficiency improvements. This includes the installation and use of rooftop solar panels to reduce reliance on fossil fuel-powered grid electricity, a comprehensive chiller refurbishment operation, and the addition of a combined heat and power (CHP) cogeneration unit to produce electricity and heat for the hotel. Our future plans include the implementation of a smart energy dashboard to gain greater control over energy use. In addition to reducing emissions and impact on the environment, our energy saving initiatives at Dorsett Shepherd’s Bush are estimated to save over £13,000 annually.

**Key targets and progress in our hotel operations**



Business Unit	Targets	Progress
Dorsett Shepherd’s Bush and Dao by Dorsett West London	Following a five-year Energy Plan to upgrade and install modern energy reduction systems	<ul style="list-style-type: none"><li>Successfully installed solar panels and a CHP unit</li><li>Progressing towards the implementation of an energy management dashboard</li></ul>



5. Managing Our Environmental Footprint

Key targets and progress in our property development operations

	Business Unit	Targets
	Singapore – Hyll on Holland	Set 12 internal targets to minimise our electricity consumption

5.2.3.3 Green building & design

Green building certifications

As a prominent regional conglomerate operating a property development business, we endeavour to obtain green building certifications for our buildings whenever possible. These certificates serve to showcase our commitments to environmental performance and sustainability, through which we aim to construct environmentally friendly, modern, and attractive buildings for our customers. By following the requirements of green certifications, we also create economic opportunities, with the high standards of environmental and social practices within our buildings increase asset value of our properties. Dorsett Hospitality International has initiated a roadmap to align all our operational hotels with Earthcheck certification in the future, standardising our operational practices. Phase 1 begins with the Dao properties, highlighting our commitment to sustainable hospitality.

Our Kai Tak Development aims to achieve certification under leading green building schemes once it enters the operational stage. To achieve this certification, the development project has incorporated various green building designs since the planning stage. These include installing water efficient devices, including low-flow faucets, dual-flush toilets, and sensor control urinals, using chilled water supplied from the government’s Kai Tak District Cooling System for air-conditioning, and incorporating greenery onto at least 20% of the building’s roof area. We have also begun to utilise “Enertainer”, a smart battery providing diesel-free power, during the construction of the hotel portion of the project. This modern energy storage system is expected to reduce our carbon footprint while saving on annual operating costs.

In the UK, Dorsett Shepherd’s Bush has obtained a B-rated Energy Performance Certificate (EPC) from an accredited energy assessor, indicating that the building is highly energy efficient and has a low environmental impact.

We encourage the development of green buildings. Our commitment to integrating environmental considerations is set forth in our Product Responsibility Policy, which covers all stages of our projects, including planning, design, construction, operation, and maintenance.

## 5. Managing Our Environmental Footprint

### Green building certification status

#### Properties with green certifications

- Astoria Crest, Hong Kong
- Aspen Crest, Hong Kong
- Marin Point, Hong Kong
- Mount Arcadia, Hong Kong
- West Side Place (Towers 1 and 2), Melbourne
- The Towers at Elizabeth Quay, Perth
- Dorsett Wanchai, Hong Kong
- Dorsett Mongkok, Hong Kong
- Cosmo Hotel, Hong Kong
- The Ritz-Carlton, Melbourne
- Dorsett Melbourne
- Dorsett Shepherd's Bush



#### Properties targeting green certification

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

## 5. Managing Our Environmental Footprint

### ***Installing solar panels and other renewable energy sources***

#### **Utilising solar power in our business operations**

To reduce our carbon footprint and save on operational costs, the Group proactively seeks to install on-site renewable energy generating equipment throughout our operations around the world.

Dorsett Shepherd's Bush and Dao by Dorsett West London have commenced an 18kW/hp solar panel system installation programme, which was completed this year. Similarly, our gaming operations in the Czech Republic are working on installing a 485kWp photovoltaic power system on all of our buildings, which is expected to be completed by the end of 2024. At our Hyll on Holland development project in Singapore, all noise meters are powered solely by solar panels. These projects generate electricity on-site without relying on a fossil fuel-powered grid, which not only helps reduce our carbon footprint but may also result in a return on investment.

We continue to explore the adoption of other renewable energy facilities across our business operations, including but not limited to wind power and sustainable district cooling systems for our property development projects in the future.

#### **5.2.3.4 Construction materials**

We are committed to using sustainable construction materials for our property development projects whenever possible.

This year, the construction of our mixed-use Consort Place development in London utilised prefabricated construction techniques to minimise material waste, improve build quality, and reduce vehicle movements to the site. Consort Place specifically deployed prefabricated bathrooms and utility pods sourced from an offsite factory.

## 5. Managing Our Environmental Footprint

### 5.2.3.5 Climate change risk and opportunity management

This year, FEC began the process of adopting the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). Through TCFD, we aim to better prepare for the increasing stringency of regulatory disclosures expected in the near future.

#### **Governance**

Climate-related issues are governed through our established sustainability governance structure, where the ESG Steering Committee is responsible for the oversight of all matters relating to sustainability, including the management of the Group's climate-related risks and opportunities.

Supported by sub-committees comprising senior management from various business functions, the ESG Steering Committee reports updates on the Group's climate developments and performance to the Board of Directors twice a year. The ESG Steering Committee seeks the Board of Director's approval before making any decisions or entering into any commitments regarding climate-related issues.

During the Reporting Period, information about the latest climate-related trends, including the details of the climate disclosure requirements imposed by HKEX, was presented in Board meetings to enhance the awareness of the ESG Steering Committee and Board of Directors, ensuring they are equipped with sufficient knowledge to oversee strategies designed to respond to climate-related risks and opportunities.

#### **Climate resilience**

Climate change is a defining global issue that presents various risks and opportunities to the Group. Physical risks such as extreme temperature fluctuations, rising sea levels, and droughts are expected to pose significant challenges to our daily operations, while transition risks such as more stringent regulations, shifts in market expectations, and reputational risks may impact the Group's operating costs.

However, even in the face of these challenges, we are committed to mitigating the impacts of climate change on all aspects of our business, as well as embracing the opportunities arising from climate change. For FEC, these opportunities include utilising innovative technologies, products, and services to address climate change impacts, as well as by realising and reacting to shifts in customer behaviour, such as increasing preferences for sustainable travel and hospitality.

#### **Building climate-resilient infrastructure**

Intense precipitation and flooding can pose significant physical risks to our property projects. We work diligently to address the risks posed by these events, minimising any impacts on our operations and employees.

We have explored and implemented sustainable urban drainage systems and solutions within our Manchester developments, where appropriate. These include attenuation ponds which support the reduction of impacts of rainfall and flooding. In addition, our contractors have developed an emergency response plan for severe storms. This includes outlining a full lockdown procedure of the site, with all vulnerable materials removed to prevent damage to equipment, buildings, and the general public. After the extreme weather event, a full inspection of the site will be carried out, followed by cleanup operations to ensure workplace safety prior to the resumption of construction activity.



## 5. Managing Our Environmental Footprint

Similarly, we have implemented several measures to mitigate the risks of flooding for our Mount Arcadia project located at the foot of a mountain in Hong Kong. A continuous concrete slope drain has been constructed to channel stormwater into a designated drainage point, preventing site flooding. Additionally, a sump pit has been built at the basement levels of our property to collect and store excess surface runoff from large storm events. These pre-emptive measures help protect the site from the adverse effects of extreme weather.

### ***Biodiversity net gain talk***

This year, FEC's ESG and Sustainability Manager, Faye Dasi-Sutton, was given the privilege of participating in a panel at Estates Gazette's (EG) ESG summit. The presentation, which featured leading individuals from the world of ESG, focused on the realities and implications of upcoming biodiversity net gain legislation, including the wider industry challenges posed by these new rules and regulations. We were proud to feature FEC's strategic response to biodiversity net gain, with a focus on our development at Red Bank.

### ***Climate-related risks and opportunity management system enhancement***

This financial year, FEC has taken a proactive step to further enhance our climate-related risks and opportunities management system and prepare for climate disclosures in phases. This enhancement will navigate the forthcoming HKEX ESG Reporting Code requirements, which is developed based on the Standards issued by the International Sustainability Standards Board.

In the first phase of our climate management plan, we are working on the following items:

- Identification and prioritisation of material climate-related risks and opportunities to FEC stakeholders in our key asset locations (i.e., Mainland China, Hong Kong, Singapore, Australia, Malaysia, and the United Kingdom);
- Benchmarking selected indicators related to each risk (including macro-economic, climate-related, or impact-level indicators) to evaluate how these key climate-related risks may change compared to our baseline year;
- Assessment of the physical and transition risks facing our business through scenario analysis;
- Assessment of the financial impacts qualitatively and quantitatively affecting our business over the short, medium, and long term; and
- The establishment of a climate transition plan.

This comprehensive work, covering stages from staff engagement to implementation, is still in progress. The first phase of this enhancement programme is expected to be completed by Q3 2024. Once the ongoing work is finalised, the Group will leverage the analysis results to develop and implement robust strategies aimed at effectively managing any identified climate-related risks, ensuring the long-term resilience and sustainability of our business.

By taking a proactive approach, we can better prepare for the potential impacts of climate change and implement necessary measures to mitigate and adapt to these challenges. This will not only safeguard our operations but also help us capitalise on emerging opportunities presented by the transition to a low-carbon economy.

## 5. Managing Our Environmental Footprint

### 5.2.4 Feature Story – Singapore Hyll on Holland

#### Greenery

With 70% of the project's land dedicated to lush landscapes, our estate incorporates the concept of "home-in-the-garden", allowing residents to enjoy their time in green spaces.



Garden Creek, Hyll on Holland

#### Fittings and finishes

Our apartments are designed with quality fittings and finishes to minimise the need for individual renovation work and excessive construction waste.

#### Smart home technology

Our everyday security and living conveniences are automated and accessible through remote access. With a dedicated app on their phone, residents have full control of their homes anytime, anywhere.

#### Green building design

All units are designed for energy efficiency with reflective glass on their side windows, with 87% of our units facing north-south for natural light and ventilation.



Club Lounge, Hyll on Holland

## 5. Managing Our Environmental Footprint

### 5.3 REDUCING WATER CONSUMPTION

#### 5.3.1 Challenges and opportunities

Rapid population growth has increased water demand and deteriorated ecosystems. According to The Sustainable Development Goals Report 2022 published by the United Nations, more than 10% of the global population lives in countries with high and critical levels of water stress, with 1.6 billion people predicted to lack safely managed drinking water supplies by 2030. High water stress devastates the environment and curtails economic and social development as it hinders business operations.

While our business activities do not have a direct effect on water sources, we are nevertheless dedicated to reducing our consumption as much as possible to prevent the unnecessary waste of this precious resource.

#### 5.3.2 Commitment






We recognise that preserving natural resources is essential for addressing global sustainability challenges. Water conservation is embedded in our business strategy, and we work to implement modern, effective industry practices to minimise our water use. By introducing various water management initiatives, we improve our brand image, decrease operating costs, and contribute to our overall sustainability goal of minimising our environmental footprint.

#### 5.3.3 How we work

##### 5.3.3.1 Water consumption

In FY2024, the Group's operations consumed 1,004,712 m<sup>3</sup> of water. We will continue to embrace and implement responsible water stewardship across our businesses by embracing water-related innovations to improve our water use efficiency. In addition to the effects of resuming operational activities following the COVID-19 pandemic, the increase in water consumption this year is also related to the expanded reporting scope of our business segments.

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

 Hotel	 Property Development	 Car Parks	 Gaming	 Office
<b>FY2024: 947,132</b> FY2023: 652,634 FY2022: 314,147	<b>FY2024: 45,380</b> FY2023: 51,331 FY2022: 30,650	<b>FY2024: 601</b> FY2023: 10,699 FY2022: 536	<b>FY2024: 9,288</b> FY2023: 20,769 FY2022: 10,952	<b>FY2024: 2,310</b> FY2023: 2,130 FY2022: 2,044
<b>Total: FY2024: 1,004,712; FY2023: 737,564; FY2022: 358,330</b>				

## 5. Managing Our Environmental Footprint

### 5.3.3.2 Water use efficiency

To improve the water use efficiency of facilities under our operations, businesses across the Group have introduced water-saving measures such as installing water-efficient fixtures and optimising our water management procedures.

#### ***Water saving features in hotel operations***

To improve and maintain our water use efficiency, all water fittings installed in Dorsett Singapore are certified under the Water Efficiency Labelling Scheme ("WELS") managed by the Singapore Public Utility Board. Dorsett Chengdu and J-Hotel by Dorsett also conduct regular maintenance inspections on water-related facilities for early leakage detection, preventing water wastage.

Some of our hotels feature upgraded water appliances in their guestrooms to unobtrusively lower the water consumption of our guests. These include faucet aerators in water basins, which enable guests to enjoy high water pressure with less water flowing through the tap due to the addition of air into the water stream. Additionally, we have installed low and dual flush toilets in guest bathrooms, resulting in less water being used per flush, and have begun replacing old shower heads with water-saving options featuring adjustable flow rates to offer our guests greater control over their water consumption.

Kitchens and restaurants are also significant contributors to water usage in our hotel operations. To minimise the impact of these facilities, kitchen staff are regularly reminded to avoid thawing frozen food with running water by properly planning and defrosting in the refrigerator. Dishwashers are also only operated with full loads whenever possible to reduce their water usage.

To address laundry services, one of the most water-consuming practices in the hotel industry, the Group requires its hotels to run in-house laundry machines with full loads only. In our Lushan Resort in China, scheduled timeslots are provided for employees to change their uniforms, conserving water by avoiding washing in separate batches.

#### ***Water saving features in property development operations***

##### **FEC UK**

For Consort Place, we target to achieve a minimum of "Code Level 4" for our water systems under the UK government's "Code for Sustainable Homes". Criteria for this target include using less than 105 litres/person/day through the utilisation of various water-saving appliances and fittings, such as flow restrictors, grey-water recycling, low flush toilets, and rainwater recycling. We implement these initiatives for our other developments throughout the UK where possible.

## 5. Managing Our Environmental Footprint

### Singapore Hyll on Holland

At Hyll on Holland, we use recycled water for workers' toilets and the washing bay at the site entrance. Treating and reusing wastewater for non-potable purposes significantly reduces our reliance on freshwater sources, conserving water and minimising our environmental footprint. We also implement a weekly monitoring system to track water usage and ensure it remains within our KPIs. The system helps identify inefficiencies, wastage, and leaks early, allowing us to take swift corrective action.

### 5.3.3.3 Wastewater treatment in hotel operations

#### Waste oil treatment in Silka Seaview and Silka Far East

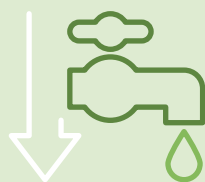
Proper wastewater treatment is implemented in Silka Seaview and Silka Far East in Hong Kong to comply with local environmental regulations and reduce the adverse environmental impacts of our wastewater. All hotel kitchens are equipped with oil separation tanks to filter out waste oil, ensuring our water discharge meets local water quality standards. Additionally, the hotels have arranged specialists to regularly drain waste oil from these tanks to avoid overflowing, as well as to confirm that wastewater is discharged following local regulations.

### 5.3.3.4 Rainwater reuse

Utilising captured rainwater instead of water from the mains system provides a simple yet effective opportunity for our hotels to effectively reduce their water usage.

Dorsett Grand Labuan in Malaysia has set up a rainwater catchment system to collect and reuse rainwater as irrigation water for its vegetable garden, and Dorsett Shepherd's Bush and Dao by Dorsett West London have installed rain barrels on their roofs to harvest rainwater. The rain barrels undergo regular maintenance checks, and the stored rainwater is used to water plants at the front and rear of the hotels.

### 5.3.3.5 Key targets and progress in property development operations



#### Business Unit

Singapore – Hyll on Holland

#### Targets

Reduce water usage by **0.75** m<sup>3</sup>/m<sup>2</sup> GFA



## 6. Employer of Choice

### 6.1 PROMOTING HEALTH, SAFETY, AND WELLBEING

#### 6.1.1 Challenges and opportunities

The Group endeavours to safeguard our employees from potential workplace hazards inherent in our lines of business. It is of the utmost importance to us that we mitigate our employees' exposure to safety risks that could lead to injuries, diseases, or even fatalities in our operations. To control and eliminate these risks, we ensure robust safety measures aligning with industry standards and applicable laws and regulations are in place throughout all aspects of our business.

#### 6.1.2 Commitment

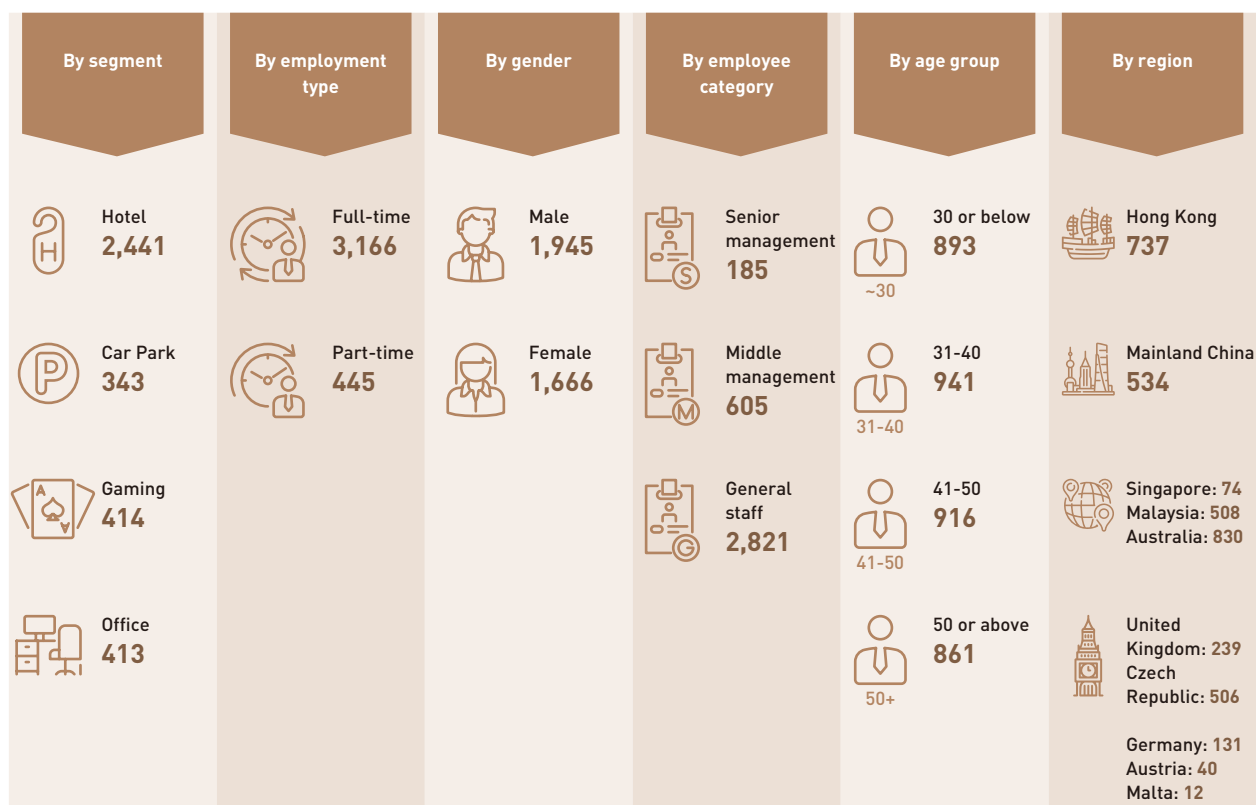
Our determination to provide a safe and secure working environment and promote a company culture of individual responsibility for ensuring workplace health and safety is unwavering. To this end, we have implemented measures to minimise adverse health and safety impacts from our operations. Our Employee Health and Safety Policy highlights the health and safety commitments of our senior management, covering the following fundamental 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.

## 6. Employer of Choice

### 6.1.3 How we work

#### 6.1.3.1 Employee Profile



#### 6.1.3.2 Health and safety management

The Group complies with all certification standards and legal requirements for health and safety within the countries we operate, and endeavour to offer our employees and other stakeholders a safe working environment. To ensure sufficient occupational health and safety measures are in place, Health and Safety Committees have been established throughout our business operations, overseeing and managing safety. Mandatory health and safety training sessions are organised to enhance our employees' awareness of health and safety in daily operations.

## 6. Employer of Choice

### ***Occupational Health and Safety (OH&S) Management & Health and Safety Committee***

<b>Hotel</b>	<p>We are committed to providing a safe workplace for employees and to minimising health and safety risks arising from our operations, in accordance with our Employee Health and Safety Policy.</p> <p>Health and Safety Committees are established in Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan, Dorsett Shepherd's Bush, and Dao by Dorsett West London to ensure a safe working environment for our employees and mitigate any adverse health and safety outcomes arising from our operations.</p> <p>A Work Safety and Health Committee, managed by a Safety and Security Manager, was similarly established by Dorsett Singapore. This committee meets bi-monthly to discuss potential safety hazards, fire safety and prevention, health and safety risks, and any injuries that may have occurred, among other topics.</p>
<b>Property development</b>	<p>We have obtained ISO45001 Operational Health and Safety (OHS) System certification for our Kai Tak Development project in Hong Kong and Hyll on Holland project in Singapore, which guarantees that we maintain elevated health and safety standards in our property development projects.</p> <p>Project teams for the Kai Tak Development project require all tenders to submit a detailed Outline Safety Plan that encompasses health and safety aspects as a prerequisite for consideration.</p> <p>To offer a safe and secure workplace for our stakeholders, a Safety Management Committee was established in our Hong Kong Kai Tak Development project to set, oversee, and hold meetings every three months to discuss safety targets and address any identified safety hazards. Similarly, management review meetings are carried out at our Singapore Hyll on Holland project to regularly discuss health risks between our OHS department and our executive management.</p>
<b>Car parks</b>	<p>Our car park operations in the UK and Australia have been ISO45001:2018 certified, enabling a safe workplace free of occupational hazards and with enhanced OH&amp;S performance.</p> <p>Monthly meetings are held with the Chief Executive Officer, National Customer Service Manager, Operations Manager, and HR Director to discuss incident documentation and address any identified health risks.</p>
<b>Gaming</b>	<p>In the Czech Republic, our gaming operations fully comply with all valid general health and safety acts and policies in accordance with European Union legal requirements.</p> <p>The Director of Administration and Facilities is responsible for the management of our OH&amp;S system that covers all gaming operations. Additionally, the Administration Department at each site is responsible for observing and communicating OH&amp;S rules and requirements to relevant parties.</p>

## 6. Employer of Choice

### Health and safety initiatives

<b>Hotel</b>	<p>To effectively mitigate risks and prioritise the safety of our employees and guests, we utilise various channels to communicate health and safety concerns to our staff and contractors in our hotel operations. These include town hall meetings, departmental meetings, and health and safety meetings.</p> <p>Regular fire drills and safety training programmes are conducted in our hotel operations to enhance their employees' health and safety awareness. In Dorsett Kwun Tong and Dorsett Grand Subang, employees receive in-house training from professionals to help them to recognise and respond appropriately to cardiac, breathing, and first aid emergencies. Dorsett Kwun Tong also provides regular refresher training to ensure all employees receive appropriate first aid knowledge. Lushan Resort also offers training on production safety to maintain a safe and secure work environment.</p>
<b>Property development</b>	<p>To ensure the safety performance of our contractors, our property development operations in Shanghai have included clear contractual obligations for suppliers and contractors to comply with China's national laws and regulations, including OH&amp;S concerns. In Singapore, we produce monthly contractor performance reports that evaluate safety risks and raise awareness regarding OH&amp;S issues among contractors.</p> <p>Ensuring the safety of our workers at construction sites is crucial. To cultivate a culture of safety among our workers, our Singapore operations conduct safety induction courses for all new workers, staff, and visitors. These courses reinforce the importance of safety at our sites and familiarise new workers with the construction works and safety procedures. We have also implemented a buddy system for new workers, helping to further prevent any incidents during the year. Moreover, to ensure that workers remain up to date with OH&amp;S knowledge, our sites arrange mass toolbox meetings where workers and management can discuss safety issues, identify hazards, and review safe working practices.</p>
<b>Gaming</b>	<p>Our gaming operations have introduced a new online platform for health and safety training, which includes fire safety as one of the topics. The platform has a final test and scoring system, and employees who do not pass the test must redo the training. We have implemented a policy that mandates all new hires to complete this training. All employees must also re-attend the training every two years to refresh and enhance their awareness of health and safety.</p>

## 6. Employer of Choice

### 6.1.3.3 Health and safety assessments

<b>Hotel</b>	At Dorsett Shepherd's Bush and Dao by Dorsett West London, regular independent health and safety inspections and full building audits are conducted to identify any inconsistencies in our health and safety protocols. These comprehensive inspection reports highlight areas that require attention, enabling us to implement corrective actions when necessary and continuously improve workplace safety.
<b>Property development</b>	At our Hyll on Holland project in Singapore, our environmental, health, and safety system undergoes internal and external audits every six months to identify gaps and assess regulatory compliance. The site has also appointed a health and safety auditor to conduct ensure the quality and compliance of our OH&S system. Our UK operations adhere to all Construction and Design Management (CDM) regulations. Our sites undergo monthly health and safety inspections, facilitating detailed monthly reports of their performance.
<b>Gaming</b>	Our gaming operations engage external consultants to conduct quarterly audits throughout the business to ensure compliance with all established rules and processes. These measures help to prioritise the safety of our employees and customers, ensuring that we maintain a secure working environment.

#### **Building Safety Act**

This year, FEC UK procured legal advice to update our standard appointments and forms of construction contracts to better position FEC in delivering our duties and complying with the Building Safety Act (BSA) and secondary legislation. To this end, FEC UK have defined and are tracking the actioning of our obligations under the BSA and secondary legislation across the BSA Gateways, including in the registration of our buildings.

We have established a BSA Steering Group that will report to the UK-wide management meeting forum. The Steering Group has also developed an FEC BSA Management Policy, which will align with our company H&S Policy to define management actions, resource allocation, and compliance tracking.

### 6.1.3.4 Employee wellbeing initiatives

Our employees are the basis of achieving a sustainable and successful business, and we employ a range of employee wellbeing initiatives to support our valued workers.

To attract and retain quality talent, we offer competitive compensation packages throughout our business. This year, our London and Manchester offices again conducted an annual benchmarking review of our remuneration packages, which helped ensure that our salaries and benefits remain competitive in the market and attractive to future candidates. We also offer additional incentives to qualified employees based on their contribution to our business growth.



## 6. Employer of Choice

### ***Flexible working hours***

Our hotels have adopted flexible work arrangements to allow employees to better manage their personal demands while meeting business needs. In Dorsett Singapore, clear guidelines on staggered working hours and work-from-home arrangements are established so employees may avoid heavy traffic at peak hours. We have similar arrangement at Dorsett Shepherd's Bush and Dao by Dorsett West London. This flexibility gives our staff the option to tend to their family commitments while continuing to offer our same quality of service.

### ***Leave policies***

To safeguard the wellbeing of our employees and enable a healthy work-life balance, a comprehensive set of paid leave entitlements is provided on a Group-wide basis, comprising birthday, maternity, paternity, marriage, and compassionate leave. Since 2022, our hotels have implemented a five-day work week for employees, a still uncommon practice in the hospitality industry.

As a supportive, culturally diverse workplace, during the year our Muslim employees at Dorsett Grand Subang are entitled to 50 days of pilgrimage leave with half pay, with the option to accumulate their annual leave for this purpose. Our London and Manchester offices are enhancing their leave policies by providing 26 and four weeks of paid adoption leave for primary and secondary adopters respectively, helping to support new working parents.

### ***Wellness and mental health***

We appreciate that employees in a healthy state are more engaged, motivated, and productive at work. To this end, various healthcare initiatives are organised across the Group to foster a culture of wellbeing for our employees.

In our Hong Kong and Shanghai offices, all staff are entitled to an annual physical check-up subsidy from our corporate office. To create a cohesive and supportive workplace for our employees, we also offer lunch and refreshments on the last Friday of every month in the our Hong Kong office. These team lunches help to enhance communication between our employees and promote cross-functional collaboration. We also regularly monitor the air quality in our offices, performing any required maintenance to ensure air quality is up to standard.

In the UK, Dorsett Shepherd's Bush held a series of events to raise awareness of mental health and wellness. On International Mind-body Wellness Day, the hotel offered a series of yoga and meditation activities for our guests, promoting mindfulness. During World Wellbeing Week, our colleagues also hosted a table tennis tournament to encourage movement at work; the competition winners received shopping vouchers. To beat the "Monday blues" during the week, our team prepared a breakfast spread and surprise goodies, enhancing the wellbeing of our colleagues.

In our Australia office, an Employee Value Proposition Policy is under development, which will inform employees of the benefits available to them during their time with the company. Our UK hotels also hold a Staff Appreciation Week, providing games and activities including barbecues, staff parties, and special lunches, all of which aid in improving and maintaining staff engagement.

Additionally, our offices in the UK and Australia have also implemented an Employee Assistance Programme, providing employees with access to various health and wellness initiatives, counselling, and advice from professionals. This independent and confidential advice from external counsellors can promote the mental wellbeing of our employees.

## 6. Employer of Choice

### ***DHI Employee Appreciation Week***

In November, our DHI head office took the time to show appreciation for the contributions of our valued employees during the year, presenting prizes and awards alongside health and wellness activities. We offered complimentary workplace massages, various wellness workshops, and a series of bonding activities and lunches to facilitate further collaboration between our employees. We also invited a guest speaker from the Amber Foundation, a charitable organisation offering support for under-served communities in Hong Kong and South Asia, to discuss female empowerment in the workplace. Following the talk, our head office donated HK\$10,265 towards the Amber Foundation to further support the empowerment of women in Asia.



HK Office Employee Appreciation Week Luncheon

### ***Employee Wellbeing Month at FEC UK***

As part of "Mental Health October", our team in the UK organised an "Employee Wellbeing Month", holding a series of events aimed at building camaraderie in the office and positively impacting the lives and health of our employees. These events included a "Soundbath" meditation experience, 15-minute health checks, a Fika coffee morning, and the launch of the popular "Headspace" app, which offers our employees and their family members a free, easily accessible method of accessing guided meditation to better their mindfulness. The Employee Wellbeing Month was an overall success, with participants giving a great degree of positive feedback regarding the health and wellness events. We look forward to celebrating our employees through more initiatives next year.

## 6. Employer of Choice

### 6.2 EMPLOYEE ENGAGEMENT

#### 6.2.1 Challenges and opportunities

Our employees are invaluable assets to the Group. We have a diverse team of around 3,611 employees across the globe, with varying languages and cultural backgrounds. To foster an inclusive and engaging working environment for all, we are committed to encouraging and taking into account honest feedback from our staff, helping us understand their needs and concerns regarding the workplace.

#### 6.2.2 Commitment

We endeavour to cultivate a work environment that encourages employee involvement and promotes a culture of continuous improvement through maintaining open, two-way communication. We invite our employees to freely express their comments and opinions to their direct managers, department heads, or human resources departments by setting up clear and effective communication channels.

#### 6.2.3 How we work

##### 6.2.3.1 Open communication with employees

A positive and friendly workplace that encourages open communication is critical to enhancing the trust and productivity of our employees.

Dorsett Grand Subang in Malaysia has conducted open discussions with unions to clear up any misunderstandings or complaints and preserve a harmonious working environment. In Dorsett Singapore, quarterly town hall dialogue sessions are held to facilitate bonding time between associates and heads of departments. In Hong Kong, suggestion boxes have been set up in Dorsett Kwun Tong and Silka Tsuen Wan to allow employees to freely express their opinions to our management team. Other opportunities for feedback and two-way communication in our offices include regular team meetings, performance reviews, and employee surveys.

Under Corporate Guidelines, our hotels have conducted an annual Associate Engagement Survey (AES) to understand the satisfaction levels across all Dorsett hotel operations, identify the strengths of and areas of improvement for our employee management strategy, and prioritise our actions for continuous improvement in our employee engagement effort. Dorsett Kwun Tong has also established the AES Focus Group, providing a platform for our departmental representatives to join together to work out improvement plans based on results from the employee surveys.

### 6.3 FOSTERING TALENT AND DEVELOPMENT

#### 6.3.1 Challenges and opportunities

Sustainable business growth requires us to continuously attract talent and offer diverse development opportunities. To facilitate the continuous career development of our staff and ensure we maintain a sufficiently qualified workforce across our diversified portfolio of business offerings, it is important that we provide all employees with access to relevant training programmes to support their roles. Training and development are an integral part of the employee experience, providing a wealth of opportunities for employees to acquire specific skills for professional and personal growth. Insufficient professional training may lower staff productivity, motivation, and satisfaction, which may cause difficulty in attracting and retaining talent; this increased employee turnover could be costly and disruptive to the Group's operations.

## 6. Employer of Choice

### 6.3.2 Commitment

We are committed to being an outstanding employer that values employee development and ensures all employees are qualified and well-trained for their roles. As outlined in our Training and Development Policy, we are committed to offering training and development programmes that aim to improve job performance and enable our employees to realise their full potential. Our training programmes are tailor-made to ensure training is relevant to our employees' specific business units and roles. The key objectives of these training programmes are to:



Strengthen employee job skills and knowledge



Improve employee operational efficiency and productivity



Develop the potential of our employees, maximising benefits to both the individual and our company

### 6.3.3 How we work

#### 6.3.3.1 Training and development

##### ***Talent Development Roadmap 2.0***

In July 2020, our hotel division launched the "Talent Development Roadmap 2.0", an upgraded training programme to promote lifelong learning and strengthen the Group's learning culture. The Roadmap is built on 10 learning blocks, each consisting of relevant subjects or areas that offer support and guide the career aspirations of our employees. At each stage of their careers, our employees will acquire essential industry knowledge including ESG, enterprise risk management, health and safety, brand philosophies, cybersecurity, cultural diversity, and inclusion throughout the 10 diverse learning blocks.

**The Talent Development Roadmap 2.0's ten learning blocks are:**





## 6. Employer of Choice

### ***Departmental training system***

Dorsett Kwun Tong in Hong Kong organises monthly departmental training to polish the required on-the-job skills of our employees, helping to improve their work capabilities. Arranging this monthly opportunity to promote professional development also helps enhance our employees' confidence and sense of belonging.

This year, we have also partnered with Cornell University to offer online courses for our managerial level and above employees, helping them to hone their hotel management skills and grow into "Hotel Leaders". In August 2023, our Hong Kong hotels partnered with the Vocational Training Council to offer four weeks of detailed hospitality courses to entry level colleagues. These courses covered various topics from across the industry, including design thinking skills, big data analysis in the hospitality industry, cybersecurity and risk management, leadership and communication, and creating a sustainable business model through embracing ESG values.



### ***Other job-specific training***

We are determined to equip staff with the skills and knowledge they need to perform their duties effectively and efficiently.

Our gaming operations in Czech Republic have cooperated with a local hotel school to provide our employees with relevant, practical training programmes.

At Dorsett Kuala Lumpur, trainees receive one-on-one coaching to understand business expectations and enhance their chances of success at work. Similarly, in our Singapore property development operation, specialised courses equip rigger signalmen and forklift operators with the knowledge and expertise needed to perform tasks safely and efficiently.

### ***Supporting personal development***

At Dorsett Grand Subang, all employees are entitled to examination leave to support their continuing education. This arrangement enhances staff skills and knowledge, facilitating career advancement.

This year, two staff members at Dorsett Chengdu in Mainland China undertook an intensive English Skills Course to enhance their language abilities. This personal development training equips our staff to better cater to international tourists, thereby enhancing our overall service quality.

## 6. Employer of Choice

### **CPD programme for FEC UK**

To enhance the skills and competency of our employees in the UK, we conduct quarterly “continuing professional development” (CPD) courses, focusing on various aspects of our operations. Our CPD focus areas include net-zero and sustainability, health and safety, inclusive environments, building safety acts, and design and technology. This year, we also offered more specific courses on areas important to our business, including biodiversity net gain, ocean plastic, and the building safety act.



In FY2024, each employee received an average of  
**12 hours** of training and development

### **6.3.3.2 Succession planning**

Succession planning is carried out across all business operations to provide specific development programmes to employees at different levels in our organisation. We assign rigorous leadership development programmes to eligible employees to support their future roles and equip them with relevant skill sets.

Lushan Resort and Dorsett Chengdu have formulated individualised development plans and arranged detailed training programmes for potential candidates, ensuring successors are available for key positions. Annually, department managers at Dorsett Wuhan are assessed and must confirm their completion of the department’s successor training and action plans. In the UK, our offices have put together an annual succession planning resource strategy based on organisational goals for the year ahead.

### **6.3.3.3 Talent review and retention**

#### ***Talent Review Process***

Our Talent Review Process is the basis for our succession planning procedures, allowing us to effectively identify outstanding associates as potential successors for critical roles. This standardised review procedure evaluates employee engagement, capabilities, and career aspirations to pinpoint high-performing employees within each group. The review exercise also provides insights to managers in designing individualised development plans for the continuous growth of their teams. Talented employees are monitored closely to follow up on individual progress according to their personal development plans.

#### ***Employee recognition***

We greatly appreciate the contributions of our employees to the Group, offering continuous recognition for outstanding staff members.

Lushan Resort encourages the nomination of high-performing employees, offering cash incentives to these outstanding employees as motivation for excellent work. In our Hong Kong office, our “Ten-year Working Golden Prize” rewards the hard work of our employees after they have spent a decade with the company.

## 6. Employer of Choice

### ***Referral by existing associates***

Employee referral is an efficient and cost-saving recruitment method that is encouraged across the Group. Silka Maytower, Dorsett Shepherd's Bush, and Dao by Dorsett West London offer monetary awards to associate referrals after the referral hire completes three months of probation. In Hong Kong, Dorsett Kwun Tong provides cash incentives for the referrer when the candidate completes their probation. These employee referral programmes create a win-win situation for our Group, encouraging quality hires and providing existing associates with rewards and incentives.

## 6.4 DIVERSITY AND INCLUSION

### 6.4.1 Fostering a culture of inclusion

The Group fully supports workplace diversity and strives to provide equal opportunities for all employees, including but not limited to recruitment, career advancement, and benefits. Our Code and Employee Handbook communicates to all employees that the Group maintains a zero-tolerance policy towards workplace harassment. The Handbook helps ensure that our employees are not discriminated against or harassed due to their gender, age, ethnicity, nationality, marital status, religion, or any other personal characteristic. To ensure that all employees contribute to cultivating an inclusive culture, all staff must undergo an annual self-declaration to demonstrate compliance with Our Code and relevant policies.

Our UK offices have formalised an Equality and Diversity Policy to integrate inclusion and diversity into our company culture. The policy incorporates principles of equality and diversity in daily practices, policies, and procedures. It also emphasises our belief in treating all individuals fairly on merit and without prejudice. Additionally, it recognises and encourages the invaluable and enriching contributions of employees from diverse backgrounds to the Group. The Ritz Carlton in Perth, Australia employs talent from over 36 countries, with a solid commitment to providing an equal-opportunity work environment. Our team focuses on hiring candidates based on their suitability for the role rather than any other characteristic: for instance, a female steward who arrived on a humanitarian visa was promoted to team leader after working for six months, meeting promotion criteria based on her attitude, relevant skills, and work experience.

In Malaysia, Dorsett Grand Subang has long supported workforce diversity, hiring deaf and hard-of-hearing permanent employees in their stewarding department. Dorsett Singapore has also explored the hiring potential of people with disabilities (PwD) through our social outreach programme, empowering PwD through gainful employment and independence.

#### **Disability Confident Accreditation**

Since 2020, our UK office has been a registered member of the Disability Confident scheme. It is a demonstration of our commitment to diversity, inclusion, and accessibility as we welcome skilled and talented people with disabilities to our workplace.



## 6. Employer of Choice

### ***Grievance mechanism***

To foster an open and honest relationship between managers and associates, a grievance mechanism is in place to allow employees to report any concerns to their immediate supervisors, managers, or the HR department. Along with the policies mentioned earlier, the mechanism enables effective management and minimisation of potential grievances, facilitating a diverse and inclusive workplace. The mechanism addresses issues of diversity and inclusion, as well as any other items concerning employment and the working environment.

### ***Feature story: Uplifting Women at FEC***

Celebrating our incredible female employees throughout our businesses around the globe is of paramount importance to the Group.

At FEC UK, we place particular importance on International Women's Day, holding a series of activities and celebrations to support our female coworkers. This year, female colleagues from our UK head office visited two schools, speaking about their experiences in the industry and offering support and inspiration to these future leaders. We also held an internal celebration for the phenomenal female individuals working at FEC UK, offering a platform for them to share their stories and challenges.



Our dedication to celebrating our female employees also extended to National Women's Enterprise week, which our UK office celebrated by holding a series of competitions and activities to support female-led enterprises. "Cool Crutches and Walking Sticks" won our three-day "Women's Launch Lab" incubator programme this year, with the business owner, Ms. Amelia Peckham, receiving a GBP£7,500 grant to further her business. At FEC, we firmly believe empowering women entrepreneurs is essential for building a better future, and eagerly anticipate the incredible accomplishments that these talented and driven women will achieve in the years to come.

### 6.4.2 Cultivating diverse talent

The Group continues relentlessly pursuing gender equality in the workforce, especially in our hotel management and property development businesses. As of March 31st, 2024, 46% of our employees across the group are female; within our hotel operations, this share rises to 50%.

### ***Retirement benefits***

We recognise that retirement is a huge personal milestone. Our employees who are approaching retirement are a source of valuable experience and skilful talent. Our hotel operations maintain a corporate guideline of providing the option to rehire associates nearing retirement age, subject to local regulations.

## 7. Cultivating Community

### 7.1 CREATING POSITIVE SOCIAL IMPACTS

#### 7.1.1 Challenges and opportunities

We are deeply committed to responsible corporate citizenship and actively seek opportunities to give back to the communities in the areas in which we operate. As a leading regional conglomerate, we aim to foster meaningful connections with those closest to us by serving our local communities, helping to build a more sustainable and equitable future for all.

#### 7.1.2 Commitment

FEC is dedicated to creating a positive social impact on and giving back to our local communities. With our emphasis on hospitality and real estate, we believe that our organisation in particular has a responsibility to engage with and establish meaningful, long-term partnerships with our local communities by listening to and acting on their needs. To enable our diverse businesses to effectively contribute to their respective communities, our Community Investment and Donation Policy prioritises the following four key areas:



#### Youth Education and Development

Our continued support for youth education and development aims to equip future leaders with the necessary knowledge and skills to address complex challenges while promoting sustainable development.



#### Community Wellness

By supporting initiatives that address the needs of underprivileged communities, we strive to enhance the wellness and quality of life in the communities we serve.



#### Arts and Culture

We are proud of our heritage and support activities that promote the growth and appreciation of the arts, enhancing the wellbeing of our communities.



#### Environment

Our support extends to a broad spectrum of environmental initiatives and endeavours to enhance public comprehension and consciousness regarding environmental concerns such as air quality, water consumption, and the preservation of natural resources.



## 7. Cultivating Community

### 7.1.3 How we work

We fully support our employees in spreading positive impacts and serving our communities by allowing them the flexibility to give back to society. Our Australia office has in place a Policy of Community Commitment, which aims to support local charities aligning with the values of our company. To encourage our employees to participate in community service, they are entitled to one paid day to volunteer.

#### 7.1.3.1 Enhancing community wellness

##### ***Wu Zhi Qiao Rural Charity Walk***

In January 2024, the Hong Kong Dorsett team sponsored and participated in the Wu Zhi Qiao Rural Charity Walk. This unique charity event focuses on promoting the benefits of rural and low-carbon living: hiking along the old villages of Kuk Po, Mui Tsz Lam, and Lai Chi Wo, participants gained an appreciation for the indigenous countryside and interacted with villagers benefitting from rural revitalisation efforts.

Our team successfully completed the challenging 15-kilometre route, which took us on a journey exploring the rich Hakka heritage of Hong Kong. We will continue to support initiatives such as these, which help our people gain a greater understanding of the local communities we aim to support.

##### ***100km Charity Treadmill Challenge***

At Dorsett, we are committed to supporting community initiatives and promoting physical and emotional wellness among our employees and guests. As part of this commitment, our team in Hong Kong were delighted to take part in the “100KM Treadmill Charity Challenge” hosted by the Kai Tak Sports Initiative this year. Our team of 15 runners achieved a total distance of 100km within 10 hours, encouraging better physical health for our employees and supporting our local community while demonstrating our commitment to acting as a socially responsible company.

##### ***Daily necessities and food donation***

In June, hotels in UK have partnered with the charity Upper Room to provide a GBP£5,000 donation and the equivalent of GBP£300 of clothes and toiletries to support West London’s homeless and vulnerable people.

In Hong Kong, our Lan Kwai Fong Hotel@Kau U Fong has once again partnered with the J-Life Foundation to donate food and daily necessities to our local community. These items included rice, soft drinks, 300 mooncakes, cutlery, and sanitary items to help alleviate the burdens of underprivileged families.



Certificate of appreciation for our sponsorships



Supporting local villagers' business



Mid-Autumn festival gift pack

## 7. Cultivating Community

### ***Sending warmth and care to the elderly***

We hold great respect for the elderly, and work to safeguard their health and happiness through donations and volunteering. To show our care and compassion for Hong Kong's elderly population, Dorsett Wanchai, Dorsett Mongkok, and Cosmo hotel staff visited elderly homes throughout the year, sharing happy moments with the seniors and lifting their spirits.



Visiting Families during Mid-Autumn Festival

### ***Dress Casual Day***

This year, Dorsett Tsuen Wan continued our support for the Community Chest of Hong Kong, an organisation raising funds for over 160 social welfare member agencies across six significant areas and serving over 2.5 million beneficiaries in the city. 26 staff participated in our 2023 "Dress Casual Day", which helped raise funds for the organisation's community service and support for underprivileged populations.



In FY2024, our community investments totalled over  
**HK\$2.9 million**

### **7.1.3.2 Youth education and development**

#### ***Offering internship opportunities***

Our hotel operation businesses across the world provide internships and mentorship programmes to support the development of local youth. In FY2024, Dorsett Singapore continued its collaboration with the Institute of Technical Education and Republic Polytechnic in through our internship and work-study programme. One intern from the programme will be recruited as full-time staff on completion of their internship to continue learning and growing through employment at the hotel. Dorsett Grand Subang in Malaysia also partnered with colleges to provide 28 students with hands-on working experience and exposure in various departments including food and beverage, finance, and human resources in our five-star hotel.

Dorsett Kwun Tong continued to co-organise an apprenticeship programme with the engineering department of the Vocational Training Council. Through the programme, our Hong Kong team continues to develop potential young talent that may join and contribute to our operations.

## 7. Cultivating Community

Two of our hotels in the UK continued to connect with local schools and colleges to invite students for work experience and internships. One of our major partnerships was with Fulham Cross Sixth Form, an education institution facilitating the higher educational pursuits of young people through internship opportunities. Through the collaboration, students received a five-month room division internship in which they practised in our hotels' front offices and served breakfast. Our Front of House teams invested their time to train these students, allowing them to shadow in the front office and gain a complete experience of work at our hotels.

In July, a Year 10 student joined our UK team for a week, learning from our colleagues as part of a work experience initiative. Taking on a wide range of roles, the student worked on our reception desk, supported our sales and marketing team. Our Manchester office also held a paid work placement opportunity this year, offering a place in our delivery team for the Victoria North project to a university student. It has been fantastic to offer these positions to local students, hopefully playing a small part in helping to guide their future career choices.

### **Partnerships with non-profit organisations**

#### **Interview skills workshop with Hong Kong YMCA**

Dorsett Kwun Tong maintains ongoing partnerships with the Young Men's Christian Association (YMCA) to host a Toy Reborn Workshop for children. Our hotel's Caring Team collaborated to transform pre-loved toy pieces into delightful Christmas-themed artworks, enhancing the festive ambiance within our premises. Twelve children participated in this creative endeavour, breathing new life into these toys and contributing to environmental sustainability by reducing waste.



#### **Lecturing at higher education institutions**

This year, the Head of Sustainability of our Hong Kong office again held a series of guest lectures at Hong Kong Polytechnic University for master's students studying human resources management and at the Vocational Training Council ("VTC") for hospitality students, helping to prepare them for the workforce. The Head shared in-depth knowledge on the importance of sustainability for organisations, encouraging these future leaders to strive for a more sustainable future.

## 7. Cultivating Community

### Fairtrade football event

To support local sports activities in Hong Kong, our FEC HK Projects Team and Dorsett Hotels International donated HK\$20,000 to hold a "Fairtrade Football Event" for the local community alongside the Fairtrade Hong Kong Foundation Limited. FEC organised our own team to participate in the event, which was focused on the theme of "Climate Justice" to remind individuals of the uneven distribution of environmental risks and unfair conditions faced by producers in developing regions.



### Scholarships

#### VTC Innovation and Technology Co-creation Centre Powered by Dorsett Hospitality International

This year, our Hong Kong office again sponsored the Innovation Award and Seed Fund at the Vocational Training Council (VTC) Innovation and Technology Co-Create Centre (ITCC) to provide the next generation with the ability to address social and sustainable challenges in the digital era. This sponsorship aims to alleviate the financial burden of students, enabling them to pursue their ideas and passions without financial constraints. The award targets second year students at the Institute of Vocational Education, providing them with the opportunity to develop their career opportunities.

Thanks to Dorsett Hospitality International's sponsorship this year, 10 finalist projects were presented to a panel of investors, corporate representatives, and scholars, with award winners being selected for seed funding to further refine their ideas.



ITCC Innovation Seed Fund Gold Award live demo to Dorsett and VTC Leadership team



Gold Award Team introduced their BIM monitoring system

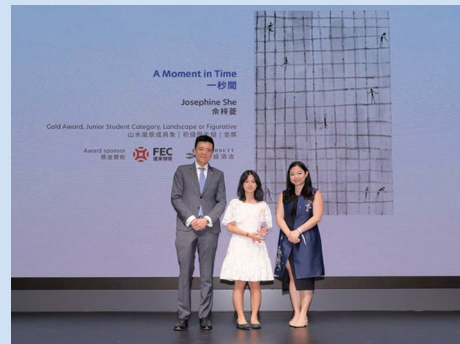
## 7. Cultivating Community

### 7.1.3.3 Promoting arts & culture

We recognise the importance of promoting creativity and preserving the cultural heritage of our local communities. To this end, we have sponsored various community programmes and initiatives across various visual and performing arts during the year.

#### United Overseas Bank Ink Art Sponsorship

In December 2023, FEC donated HK\$86,000 to support the United Overseas Bank (UOB) Ink Art Award, hosted by the UOB Art Academy. The Ink Art Award aims to foster long term appreciation for Chinese Ink Art and a competition platform to challenge artists from all age groups to use ink as the focal medium. Ink painting, one of the earliest artistic practices in the world, embodies Chinese culture, history, and tradition, and FEC is proud to support this facet of our cultural heritage through our donation to the award. The winning works were displayed at the Hong Kong Palace Museum and Art Central, further raising awareness and spreading appreciation of ink painting and local artists.



#### Quarterly art event at DHI UK

This year, our UK hotels hosted the “Nomadic Art” series, a rotating art event showcasing artwork from local British artists in the atrium and bar areas of each hotel. Each artwork collection was displayed for three months at a time, changing quarterly to showcase these fantastic pieces to our guests, colleagues, and the general public. Through these installations, we worked to spread awareness of the importance of the arts to our local community, fostering passion for this critical human activity.





## 7. Cultivating Community

### 7.1.3.4 Affordable housing

As a prominent private residential property developer in the UK, developing affordable housing is a crucial pathway for us to champion social causes. Our Consort Place project offers 80 affordable apartments and 15 socially rented apartments to the local London neighbourhood via its 34-storey West Tower, available to the Tower Hamlets community, completed last year.

Construction of our Collyhurst Phase 1 development has also commenced across Collyhurst Village and South Collyhurst in Manchester. Together, these two sites will deliver 130 new affordable homes alongside 144 homes for open market sale. We are also constructing 128 affordable homes (shared ownership) at Victoria Riverside, with the first phase due to complete in the first quarter of 2025. These homes will help in addressing the housing shortfall in the city as part of the Victoria North masterplan, a joint venture between FEC and the Manchester City Council ("MCC") to develop 15,000 new homes across Northern Manchester over the next 20 years. Last year, we secured planning permission to advance our designs for the city's emerging Red Bank neighbourhood and transform over 30 acres of largely brownfield site into a vibrant neighbourhood of 4,800 new homes.

### 7.1.4 Feature story – Community involvement in London and Manchester

Since 2022, our UK office has implemented a Volunteering Policy to encourage its London and Manchester teams to participate in volunteer work. The policy provides all employees with the opportunity to complete five paid volunteering days per year within the local communities close to our projects. During the year, our teams volunteered over 2,678 hours across 31 different volunteer events across arts & culture, environment, community wellness, and youth education and development.

## 7. Cultivating Community

### Supporting community wellness

#### **Macmillan Bake Sale**

This year, our teams in our Manchester and London offices, as well as at Dorsett Shepherd's Bush, showed support for the Macmillan Cancer Charity through their participation in the "Macmillan Coffee Mornings" initiative. Across a period of two weeks, our employees raised close to £500 for the charity, supporting wellbeing events, online community forums, and financial relief for cancer patients.



#### **EECF Tea Dance**

Our teams also continued their support for the East End Community Foundation (EECF) Tea Dance, a social event aimed at reducing isolation in the elderly. The event also provides an excellent opportunity for the EECF to offer older people resources and information on elderly benefits, including their pension.

Our volunteer team helped out throughout the day, from decorating the venue to serving tea and dancing with the guests. Overall, we offered 56 man-hours of volunteering work for the EECF.

Additionally, this year we extended our support for the EECF by donating 27 laptops to families in need, helping to bridge the digital divide and connect marginalised communities.



#### **International Women's Day**

In honour of International Women's Day, our Manchester team visited the Manchester Communication Academy in Collyhurst, offering a lunchtime drop-in session for students from Years 7 to 11. These sessions facilitated discussions on female representation in the property development and construction sectors, highlighting this often-overlooked issue.

We are incredibly grateful to our partners Solid Ground, If Do, Avison Young & HMG Paints for lending their support to this initiative and inspiring positive change. We capped off the week with a celebratory gathering, proudly showcasing the almost 50% representation of women within FEC UK's workforce. Our action on this important day exhibits FEC's steadfast dedication to gender equality, diversity, and inclusion.

#### **Collyhurst Nursery support**

In March, FEC donated £100 worth of "Love to Shop" vouchers to the Collyhurst Nursery in preparation for their upcoming community event in April. We also donated around 100 eggs to Collyhurst Nursery School and Manchester Communication Primary Academy during Easter.

## 7. Cultivating Community

### Youth and Local Development

#### ***What's My Job Careers Event***

"What's My Job" is an initiative run by the North Manchester Business Network, whereby local businesses visit primary schools in North Manchester to teach pupils about potential future career pathways.

Two members of our UK team supported the project by sharing their jobs and duties in their departments. The children were given clues and were asked to guess each job roles to give them an insight into the variety of opportunities on offer in their future, further supporting and raising their career aspirations.

#### ***National Career Week***

To support National Careers Week 2024, our staff came together with BAM Construction, Cancer Research UK, and Manchester Foundation Trust at Manchester Comms Academy to chat with students about their future career aspirations and invite them to gain knowledge on a variety of diverse industries. During the week, we spoke to around 600 students, helping to give them confidence and information regarding their future paths.

We also supported a careers event at Melland Special Educational Needs (SEN) High School, speaking to students about careers in construction and property.

#### ***Have a Go Zero Carbon Careers Event***

FEC hosted the "Have A Go" Event at the Manchester Youth Zone in January 2024. The event, which showcased the variety of zero-carbon careers and opportunities, invited around 200 school age children from six North Manchester schools to experience hands-on activities to give them an idea of the various career pathways available.

The event saw a total of eight businesses host stalls and interactive workshops to give the children an insight into carbon-related jobs available in areas including construction, real estate, and waste management, with interactive activities for the children including a workshop on sustainable homes and renewable energy, a waste sorting quiz, a planting session, and an eco-card game.



## 7. Cultivating Community

### 7.1.5 Feature story: D20 Roots Traditional Chinese Medicine Farm

In 2022, our Hong Kong office partnered with the Chinese Pharmacy Department of the Technological and Higher Education Institute of Hong Kong (THEi) to create a Chinese Medicine and Culture Research Centre (CMCRC) that includes D20 Roots, a traditional Chinese medicinal herbal garden, for traditional medicine research. The donation includes a cash donation of HK\$1.5 million matched by the government along with construction and land costs, for the three-year project.



Inspired by the rich heritage of Chinese medicine, D20 Roots combines tradition and innovation to facilitate the farming of over 100 species of herbal medicines to be used for studies and research. The space will be divided into seven zones classified by their function and application: herbal tea, medicinal soup, medicinal baths, fresh herbal medicines, aromatic herbs, folkloric herbs, and Lingnan Daodi Chinese Medicines. The project will also function as a vibrant hub fostering cross-collaboration between different disciplines of Chinese medicine. D20 Roots will serve as a centre for educational workshops and partnerships with Hong Kong brands to develop beauty and wellness products based off of the elements of traditional Chinese medicine. One of the first of these collaborations is with a local beverage company, which will utilise D20 Roots' knowledge of traditional herbs and Chinese medicinal culture to craft sparkling tea tonics. Additionally, D20 Roots' 40,000sqft of land also serves as a conservation area for trees, helping to achieve the Group's biodiversity protection goals.

We are pleased to announce that this year marked the official opening of D20Roots. This milestone is the culmination of the dedication of our team at Dorsett Hospitality International (DHI), in collaboration with FEC. The Vocational Training Council (VTC) of Hong Kong has expressed gratitude to FEC and DHI for our support of D20Roots, which will aid the VTC in empowering future generations of students to study and further the knowledge and applications of traditional Chinese medicine. This expansion of the Chinese medicine talent pool will aid the VTC in their work to forge a healthier Hong Kong.

### 7.1.6 Kai Tak Development Park

In order to encourage and maintain community wellness alongside our developments, FEC has constructed an 8,000sqm park adjacent to our Kai Tak development in Hong Kong. This "Kai Tak Sports Park" is open to the public at all of hours of the day, seven days a week, providing a safe, aesthetically pleasing location for our local community to relax, exercise, and socialise.

## 7. Cultivating Community

### 7.2 SUSTAINABLE PROCUREMENT

#### 7.2.1 Challenges and opportunities

The Group is aware of its responsibilities as a regional conglomerate that collaborates with over 3,853 suppliers across our business operation. We are aware of our sphere of influence and are committed to working with our supply chain to facilitate the sharing of best practices, transferring our knowledge on sustainability and responsibility. It is crucial for us to collaborate with our vendors to cultivate a more dynamic industry, facilitating more efficient and sustainable procurement and supply chain management procedures.

#### 7.2.2 Commitment

Our Procurement and Supply Chain Management Policy regulates our procurement procedures. It serves as a strict and fair ethics and conducts guideline for our suppliers and contractors, all of whom we view as crucial allies in our drive for sustainability. As their practices directly impact our projects, the sustainability efforts of our suppliers and contractors are perceived as a representation of our own. Consequently, all of our business units, including corporate functions, adhere to the Policy while selecting vendors, suppliers, and contractors relevant to their operations.

#### 7.2.3 How we work

##### 7.2.3.1 Responsible Sourcing

The Group is committed to responsibly sourcing materials, and has prioritised environmentally and socially conscious practices throughout our businesses and suppliers. In our property development division, we positively influence contractors and sub-contractors by requiring them to align their processes with our social and environmental principles.

This year, we introduced our Dorsett Sustainability Policy and Procurement Guideline, which outlines our expectations for the environmental, wellness, and social considerations that should be taken into account when sourcing or working with suppliers.

Adopting responsible sourcing generates a number of benefits for the Group, our customers, our local communities, and our guests. For example, by choosing durable and sustainable products, we improve our operational efficiency and reduce waste. By sourcing responsibly, we are also catering to changing customer tastes: research by Booking.com showed that 81% of travellers confirmed that sustainable travel is important, with 59% of travellers wishing to leave their holiday locations better than when they arrived. These figures provide strong evidence for the increasing importance of sustainability among our customers; being sustainable thus is not only a positive for the environment, but also enhances our customer experience.

The policy encourages our hotels to source locally, providing a sustainable source of income for the local community and reducing the carbon footprint associated with shipping. We also instruct our hotels to establish stronger sustainability programmes with a focus on waste management and recycling, to reduce their consumption, communicate our expectations more with suppliers, opt for cage-free eggs, and replace all plastic keycards with FSC-certified wooden alternatives, among other sustainable initiatives.

As part of our dedication to responsible sourcing, last year our Hong Kong office partnered with Lever Foundation, a global NGO, to achieve a more ethical supply chain by committing to sourcing only cage-free eggs by 2030.



## 7. Cultivating Community

### ***Going plastic free with Urban Spring***

This year, DHI's hotels and offices in Hong Kong partnered with Urban Spring, a water dispenser company, to offer clean, filtered water. In total, we installed 60 water dispensers in public areas of our hotels and in our offices, helping to support our sustainability efforts by encouraging our staff and guests to use refillable bottles whenever possible. Since their installation, the water dispensers have saved the equivalent of 150,830 plastic bottles.



### **7.2.3.2 Local sourcing**

As part of our sustainable procurement efforts, we engage with local suppliers whenever possible to support local businesses and reduce the environmental impacts of our procurement processes.

#### ***Local sourcing in the UK***

The procurement teams of Dorsett Shepherd's Bush and Dao by Dorsett West London actively search for potential local suppliers to lower our carbon footprint and support local businesses, sending candidates questionnaires to ensure their compliance with FEC's ideals prior to any partnerships. To further facilitate the search for qualified local businesses, our hotels are working with the Hammersmith Trade Association to source local suppliers that align with our green credentials.

### **7.2.3.3 Supplier Management**

To ensure the practices of our suppliers align with our values and standards, regular monitoring and assessments are conducted to gauge their sustainability performance.

The user departments of our Lushan Resort in China assess and score their suppliers' performance and product quality on a scale of 1-100. Suppliers with excellent performance are scored 80 or above, while those scoring 70 are invited for a discussion with the user departments to identify methods for improvement. A supplier with a score of below 60 will be replaced if they fail to resolve their problems after communication. Similarly, in our Singapore property development operations, a monthly Environment, Health, and Safety (EHS) performance report is conducted for all contractors to regularly assess and monitor their performance.

#### ***Considerate Constructors Scheme***

Our UK property development business only engages with contractors who are signatories of the Considerate Constructors Scheme to ensure that construction sites operate responsibly and respectfully. Signatories to the scheme commit to conforming to the Code of Considerate Practice, which illustrates high industry standards in three key sections, respecting the community, caring for the environment, and valuing the workforce, and their construction projects are closely monitored, audited, and assessed for continuous improvement beyond legal requirements. By participating in the scheme, we can ensure our contractors' principles align with our own while supporting raising standards across the construction industry, benefiting local communities, the environment, and the workforce.

#### ***New tender process for FEC UK***

This year, we introduced a new tender process for all current and future partners with FEC UK. This process helps to ensure that our supply chain understands and is committed to the Group's social value aspirations, in line with our four key pillars and sustainability goals. We want to ensure our partners can identify opportunities for how their organisation can show an honest commitment to investing in the local economy and delivering positive outcomes for the local community, in line with our vision.

## 8. Placemaking

### 8.1 EXCEED GUEST EXPECTATIONS

#### 8.1.1 Challenges and opportunities

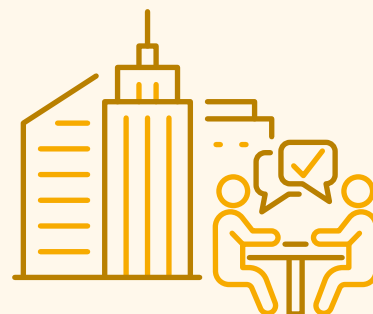
Our unwavering focus on customer satisfaction is a key foundation of FEC, despite the wide range of our business operations. We endeavour to provide quality services while implementing and constantly improving our sustainable practices.

We are committed to periodically conducting comprehensive evaluations of all aspects of our business, including our hygiene standards and policies for safeguarding the wellbeing of our staff and guests. As one of Asia's fastest-growing hotel groups, we seek to capture the opportunities posed by the ongoing return to travel post-pandemic, and the increasing importance of sustainable hospitality.

#### 8.1.2 Commitment

The Group aims to deliver authentic and heartfelt service to our clients, working to ensure their health, happiness, and satisfaction. Our Product Responsibility Policy outlines our guidelines for promoting rigorous product accountability throughout our operations. The core principles of this policy include:

- Create and maintain good relationships with our customers and communities;
- Embed sustainability in all aspects of our operations;
- Constantly improve our business by encouraging, accepting, and addressing comments and feedback from customers;
- Provide professional, responsible, and responsive service to our customers;
- Protect the health and safety of our customers, employees, and suppliers;
- Mitigate risks during the construction and operation stages of our business;
- Comply with all applicable legal requirements relating to the collection, holding, processing, disclosure, and use of personal data; and
- Protect the interests of our customers through enhancing the transparency of our sales activities.



## 8. Placemaking

### 8.1.3 How we work

#### 8.1.3.1 Hygiene, safety and security

##### ***Maintaining good indoor air quality***

Our hotels utilise the Momax Robust Smart IoT UV-C HEPA Air Purifier to maintain optimal ventilation and air quality. We regularly inspect all of our air purifiers to clean and replace their filters, ensuring their proper operation. Some of our hotels, such as Dorsett Chengdu, have appointed third-party annual inspections for their centralised ventilation system, further safeguarding the indoor environment for guests.

##### ***Implementing CCTV monitoring systems***

We have installed CCTV monitoring systems throughout our premises to ensure the safety and security of our hotel guests, employees, and properties. These systems are monitored 24/7 by a dedicated security team who also conduct regular patrols around the hotel perimeters.

Our comprehensive safety measures cover all hotel facilities, including the monitoring of electricity and lift systems, gas and fuel supplies, fire alarm systems, water supplies, and anti-flooding measures.

Our car park operations utilise a “Care Assist” surveillance and security system that integrates all CCTV cameras installed throughout our parking facilities in a centralised system. This ensures that any incidents, crimes, or suspicious activities are monitored and recorded for further review.

Our gaming operations are also centrally monitored by a 24-hour security system, further safeguarding our valued clients.



Momax Air Purifier at Our Hotels

#### 8.1.3.2 Customer privacy

##### ***Privacy policies***

All FEC employees must abide by Our Code of Conduct, which instructs them to maintain the confidentiality of any proprietary information encountered during employment. We require that any personal data collected through our operations is stored in encrypted servers, which are periodically backed up to prevent the loss of customer data and unauthorised or accidental access, disclosure, or alteration of said data.

As a company with operations in Europe, we are subject to the European Union’s General Data Protection Regulation (“GDPR”). As per this regulation, we must inform our customers of the purpose of any data collection. For our operations in the UK, we adhere to the Data Protection Act 2018, which ensures the fair, lawful, and transparent use of our customers’ personal information.

## 8. Placemaking

Client data processing and protection in our hotel operations are subject to strict policies and guidelines. We require all guests to consent to our data collection policies as outlined by our Personal Information Collection Statement, with the option to opt out of their data being used for marketing purposes. Similar personal data policies are also applied to our car park and gaming operations.

### ***Cybersecurity measures***

We have implemented secure digital infrastructure and cybersecurity measures to safeguard our people, assets, reputation, and brand. Our hotels utilise advanced firewalls and end-to-end protection software to enhance cybersecurity and prevent malicious attacks. We conduct regular inspections and updates to ensure our networks and systems function correctly.

Our gaming operations utilise similar cybersecurity policies and procedures. Our Computer, Internet, and Email Usage Policy outlines the procedures for the use of public Wi-Fi networks and for securing IT service domain accounts. During the recruitment process, potential team members are familiarised with our cybersecurity measures and policies. We are steadily introducing two-factor authentication on all our mobile devices to further secure our data, and have established crisis management procedures for all of our primary gaming systems. Our gaming operations were awarded the ISO27001 Information Security Management System ("ISMS") in October 2022, demonstrating our commitment to information security for the protection of our stakeholders.

Our UK offices are currently undertaking various projects to synchronise their backups with external repositories in the cloud to ensure the continuity of our onsite infrastructure and information security management systems. This will also aid in the recovery of systems and security in the event of major incidents or outages.

### ***Employee training***

We implement training programmes to ensure that our staff have sufficient knowledge of our cybersecurity practices. FEC is committed to promoting a strong and resilient security culture throughout our operations, emphasising the importance of individual action and awareness across all levels of our business.

## 8. Placemaking

Our hotel employees undergo regular training on data privacy and security to increase their awareness of cybersecurity threats and effective ways to mitigate their impacts. This year, our UK offices underwent specialised cyber awareness training delivered by a leading cybersecurity organisation. Through the online platform, all employees completed a course of mandatory training modules aimed at increasing their awareness of common online scams and responsible online habits. At Dorsett Kwun Tong, Hong Kong, our front office staff received specific training on personal data protection to enhance their understanding of the importance of personal data protection.

We have established targeted procedures to familiarise our staff with the GDPR in our gaming operations.

### ***Cybersecurity Awareness Month***

In addition to our mandatory training programmes, this September 2023 our staff in the UK celebrated “Cybersecurity Awareness Month”, helping to further spread understanding and appreciation of the importance of preventing cyber threats both at work and in their personal lives. During the month, our employees were given the chance to engage in a series of activities aimed at promoting responsible online behaviour and cyber threat identification and mitigation. The event successfully helped communicate the importance of cybersecurity in a different manner to our usual training, helping to further cement our security values and practices among our employees. We look forward to continuing our support for “Cybersecurity Awareness Month” next year.

### ***Privacy Review***

This year, FEC conducted a group-wide privacy audit, reviewing our privacy policies in order to remain abreast of any developments relating to the privacy and security of our customers, employees, and other stakeholders. The audit, conducted by a leading accounting firm, included system penetration testing and review for the Group as a whole, as well as reviews of our Protection of Personal Data controls and compliance for selected Dorsett hotels in Hong Kong. The results of the audit will aid the Group in further strengthening our privacy and security controls, ensuring the safety and privacy of our stakeholders.



## 8. Placemaking

### 8.1.3.3 Wellness

We prioritise the wellbeing of our hotel guests by providing a safe and welcoming environment and offering a range of special initiatives that promote relaxation and rejuvenation.

#### ***Caring for the physical and mental wellness of our hotel guests***

Our commitment to the physical and mental wellness of our guests is exhibited through our various health and relaxation activities. Dorsett Tsuen Wan, Hong Kong, provides a 24-hour gym room for our guests to stay active during their stay. Dao by Dorsett West London, we offer in-room fitness options, including the hiring of exercise bikes, to encourage guests to maintain their fitness routines.



Our popular Dorsett Wine Hour, which features music, snacks, and wine in the lobbies of the Dorsett Wanchai, Dorsett Mongkok, and Cosmo hotels, has received positive feedback from our guests. This activity provides networking opportunities to meet and connect with other travellers and hotel staff, helping our guests build relationships in a relaxing space.

#### ***Offering plant-based meal alternatives for hotel guests***

Embracing plant-based food is a key aspect of our sustainability strategy, helping to decrease our impact on the planet while offering our guests healthy, diverse dining choices. Our hotels provide vegetarian and plant-based options in their restaurants, promoting the benefits of sustainable eating habits.

Our Lan Kwai Fong Hotel@Kau U Fong in Hong Kong provides around 20 different daily special vegetarian meals, including "Hong Kong style" and gluten-free meals; these options have received positive feedback from our guests. Dorsett Shepherd's Bush and Dao by Dorsett West London also offer vegetarian and plant-based breakfast choices, with over 20 options ranging from fresh fruit to vegetarian alternatives of traditional breakfast foods.

#### ***Festival and special gift initiatives***

We are dedicated to offering our guests special gifts and rewards throughout the year to embrace local traditions and enhance the overall experience of staying with us. The warm and welcoming atmosphere fostered through these initiatives is evident in the positive feedback we receive on Tripadvisor, social media, and email.

At Dorsett Chengdu, we provide complimentary mooncakes to our guests during the Mid-Autumn Festival, displaying our appreciation for local culture. Dorsett Kwun Tong and Dorsett Wuhan also offer gifts to their guests during check-in and check-out; these gifts are a meaningful way to show our guests that we care about their comfort and wellbeing.

## 8. Placemaking

### 8.1.3.4 Experience

#### ***Customer satisfaction***

Customer feedback is vital to our ongoing efforts to improve the quality of our products and services. We employ various methods to gather this feedback across our hotels, including in-room questionnaires and social media engagement. We also employ a tracking system to monitor online reviews from guests across multiple platforms, which allows us to calculate a Global Review Index, an online reputation score benchmark for customer satisfaction. We regularly track this index to ensure we are appropriately addressing feedback from our guests.

In our property management business, we place great importance on gathering customer feedback to identify areas where we can improve. Our Australia team collects feedback through annual surveys, enabling us to gain valuable insights into our customers' needs and preferences. Our business in Manchester has developed a customer charter that aligns with the National House Building Council, a UK customer engagement standard, enabling us to maintain high customer satisfaction standards. In Singapore, we have established a feedback protocol to receive feedback from neighbours and the general public. We strive to reply to feedback within 24 hours to minimise the impact of any issues and to ensure the best possible experience for everyone involved.

We have also established customer feedback channels in our car park and gaming operations. Our car park operations use a 24-hour online support system that covers technical issues, cleaning, and general customer feedback. Our car park operations have also assigned a task manager to document and monitor all customer complaints. We employ similar feedback channels in our gaming operations, with a dedicated smartphone application being used to simplify the feedback process and enhance customer satisfaction.

Our hotel operations prioritise promptly resolving any issues or complaints that may arise before, during, or after our guests' stays. Our front office teams file incident reports upon receiving complaints and work swiftly to investigate and provide a resolution that can turn a potentially negative experience into a positive one prior to the guest's departure. We also recognise the importance of online complaints from review sites and social media, and take them just as seriously as direct complaints. We investigate all complaints thoroughly and make every effort to contact the guest directly to address their concerns. To continually improve our guest services, we formally document all guest communications and any relevant details, including any actions taken to remedy the situation.

Our gaming operations' marketing department handles all complains and is required to promptly forward them to the responsible manager of the branch or headquarters within 24 hours. Once the necessary information has been gathered, the client is promptly notified within 36 hours that their complaint is being addressed, and a response is sent to the client within 14 days at the latest. In FY2024, we received 1,616 product and service-related complaints. For all complaints, we immediately contacted the relevant parties to understand their concerns and rectify them as soon as possible.

## 8. Placemaking

### ***Meeting accessibility needs in property development***

To promote social inclusion and respect in our communities, our property development projects and hotels have incorporated accessibility features into building design. In Hong Kong, we prioritise disability-friendly features such as wheelchair ramps in our hotels, such as in the Dorsett Wanchai. Dorsett Kai Tak, which is set to be completed in late 2024, will have rooms that comply with barrier-free requirements.

### ***Promoting safer gambling measures***

To minimise the risk of harm in our gaming venues, we promote tools that empower our customers to maintain control over their play. We offer our casino customers the legal option to set self-limiting measures for each type of game and operator offered in our casinos, including the number of visits, the amount of funds they are willing to allocate, and the number of logins to their user accounts.

We have set up a responsible gaming programme to promote safe and responsible gaming behaviour among our customers. The programme includes various measures to ensure that gaming activities in our casinos are conducted in a fair and transparent manner, and that players are provided with the necessary information and resources to make informed decisions regarding their gaming behaviour.

We conduct age and identity verification for every visitor to our casinos. Our staff, especially on-site representatives of gaming operations, have undergone training to identify players who may be experiencing gambling-related issues. This training ensures that timely support and intervention is provided to those in need. Assistance is extended to individuals who are adversely affected by gambling problems: for example, our representatives will assist guests in the voluntary self-exclusion application process. We also work with non-profit agencies and government bodies to responsibly address this important issue.

We also promote a healthy and responsible gaming culture among our employees. Our gaming staff follow employment policies which strictly prohibit taking part in gaming activities on our premises. Additionally, we place a strong emphasis on responsible gaming education by providing training to all our gaming staff following recruitment, with a requirement to undertake regular refresher training. Through the implementation of these policies and processes, we have facilitated the creation of a strong responsible gaming culture among our staff.

## 9. Performance Data Summary

### 9.1 ENVIRONMENTAL PERFORMANCE

Metric	Unit	2022	Hotel 2023	2024	Property Development			Carpark			Gaming			Office			Total		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Environmental																			
Air emissions																			
NO <sub>x</sub> emissions	kg	6.60	26.30	65.29	121.50	7.90	-	4.80	6.40	38.17	37.10	60.70	54.61	14.40	18.50	80.17	184.40	119.80	238.23
SO <sub>x</sub> emissions	kg	1.60	3.70	1.04	5.60	5.80	3.80	0.10	0.10	0.72	0.60	0.90	0.88	0.50	0.30	0.10	8.40	10.80	6.54
PM emissions	kg	0.50	1.50	5.76	8.70	0.60	-	0.40	0.50	2.81	2.70	4.50	4.02	1.10	1.40	6.47	13.40	8.50	19.07
Energy consumption																			
Total energy consumption	MWh	44,085.80	71,802.00	93,898.06	20,171.20	14,791.10	7,743.01	465.80	4,885.40	2,999.94	5,026.40	7,955.70	5,251.56	859.80	844.90	1,152.05	70,609.00	100,279.10	111,044.61
Direct energy consumption	MWh	8,290.90	15,857.30	19,807.68	17,199.40	11,875.60	2,528.80	54.20	83.20	477.64	2,041.60	3,783.70	2,139.59	333.50	257.20	302.46	27,919.60	31,857.00	25,256.17
Petrol	MWh	93.10	182.70	336.25	-	-	-	54.20	83.20	407.40	3.50	19.80	18.87	213.70	118.10	271.12	364.50	403.80	1,033.64
Diesel	MWh	841.60	2,143.10	127.56	3,715.60	3,862.70	2,528.80	-	-	70.24	372.80	581.10	554.36	85.60	107.00	-	5,015.60	6,693.90	3,280.95
LPG	MWh	-	-	-	34.20	33.50	-	-	-	-	282.40	282.40	201.68	34.20	32.10	31.34	350.80	348.00	233.02
Fuel oil	MWh	-	-	-	337.00	-	-	-	-	-	202.10	224.60	171.93	-	-	-	539.10	224.60	171.93
Natural gas	MWh	4,233.60	9,324.70	14,405.58	-	-	-	-	-	-	1,180.80	2,675.80	1,192.75	-	-	-	5,414.40	12,000.50	15,598.33
Towngas	MWh	3,122.60	3,448.90	4,623.55	-	-	-	-	-	-	-	-	-	-	-	-	3,122.60	3,448.90	4,623.55
Others	MWh	-	757.90	314.74	13,112.60	7,979.40	-	-	-	-	-	-	-	-	-	-	13,112.60	8,737.30	314.74
Indirect energy consumption	MWh	35,794.90	55,944.70	74,090.37	2,971.80	2,915.50	5,214.21	411.60	4,802.20	2,522.30	2,984.80	4,172.00	3,111.97	526.30	587.70	849.59	42,689.40	68,422.10	85,788.45
Electricity	MWh	35,775.00	55,917.70	67,692.31	2,936.20	2,915.50	5,214.21	411.60	4,802.20	2,522.30	2,832.00	4,172.00	3,080.47	526.30	587.70	849.59	42,481.10	68,395.10	79,358.89
Heating	MWh	18.90	-	6,315.37	35.60	-	-	-	-	-	152.80	-	-	-	-	-	207.30	-	6,315.37
Renewable electricity generated and consumed onsite	MWh	1.00	27.00	82.69	-	-	-	-	-	-	-	-	31.50	-	-	-	1.00	27.00	114.19
Total energy consumption intensity		0.04	0.05	0.04	0.03	0.02	0.01	0.01	0.05	0.03	0.19	0.23	0.11	12.97	12.30	19.11			
		MWh/room nights			MWh/square metres GFA completed			MWh/car park bays			MWh/thousand euros			MWh/thousand square feet					
Greenhouse gas emissions																			
Total GHG emissions	tCO <sub>2</sub> e	25,069.20	37,964.00	43,805.33	5,265.80	4,320.10	5,097.35	272.10	3,122.20	1,657.06	1,801.20	2,608.10	1,968.22	458.40	535.10	357.32	32,866.70	48,549.50	52,885.27
Scope 1 emissions	tCO <sub>2</sub> e	1,772.50	3,513.00	5,276.78	3,652.30	3,036.10	3,761.54	14.90	22.90	129.73	432.20	818.30	646.69	88.00	66.60	82.25	5,959.90	7,456.90	9,897.00
Scope 2 emissions	tCO <sub>2</sub> e	23,149.50	34,303.00	38,315.21	1,611.80	1,275.10	1,331.11	257.20	3,051.80	1,527.33	1,369.00	1,789.80	1,321.52	351.40	350.50	275.07	26,738.90	40,770.20	42,770.24
Scope 3 emissions	tCO <sub>2</sub> e	147.20	148.00	213.34	1.70	8.90	4.70	-	47.50	-	-	-	-	19.00	118.00	154.26	167.90	322.40	372.29
Total GHG intensity		0.02	0.03	0.02	7.50	7.00	4.60	0.00	0.03	0.02	0.07	0.08	0.04	6.90	7.80	5.93			
		tCO <sub>2</sub> e/room nights			tCO <sub>2</sub> e/thousand square metres GFA completed			tCO <sub>2</sub> e/car park bays			tCO <sub>2</sub> e/thousand euros			tCO <sub>2</sub> e/thousand square feet					
Water consumption																			
Total consumption	m <sup>3</sup>	314,147.70	652,634.00	947,132.65	30,650.00	51,331.10	45,380.08	536.00	10,698.90	601.00	10,952.00	20,769.00	9,288.00	2,043.90	2,130.60	2,310.00	358,329.60	737,563.60	1,004,711.73
Total water intensity		0.28	0.50	-	0.04	0.08	-	0.01	0.11	0.01	0.41	0.60	0.19	0.03	0.03	0.04			
		m <sup>3</sup> /room nights			m <sup>3</sup> /square metres GFA completed			m <sup>3</sup> /car park bays			m <sup>3</sup> /thousand euros			m <sup>3</sup> /square feet					
Waste Production																			
Hazardous waste produced																			
Hazardous waste produced	tonnes	0.70	0.70	9.14	215.20	22.40	4.55	-	-	-	-	1.00	0.80	-	-	0.00	215.90	24.10	14.49
Non-hazardous waste produced																			
Non-hazardous waste produced	tonnes	759.10	2,145.10	2,803.56	23,851.00	21,631.00	18,829.40	0.50	1.30	-	152.90	220.00	172.00	8.00	5.60	14.11	24,771.50	24,003.00	21,819.06
Commercial waste	tonnes	759.10	2,145.10	2,803.56	3,385.20	4,763.60	2,649.00	0.50	1.30	-	152.90	220.00	172.00	8.00	5.60	14.11	4,305.70	7,135.60	5,638.67
Construction & demolition waste	tonnes	-	-	-	20,465.80	16,867.40	16,180.40	-	-	-	-	-	-	-	-	-	20,465.80	16,867.40	16,180.40
Non-hazardous waste recycled or reused																			
Non-hazardous waste recycled or reused	tonnes	25.60	1,065.80	1,209.91	17,983.50	5,504.10	7,121.79	-	-	-	16.90	20.00	19.30	2.80	4.10	3.63	18,028.80	6,594.00	8,354.62
Paper	tonnes	18.40	627.70	765.87	1.00	6.00	2.13	-	-	-	7.80	9.00	8.00	2.70	3.90	3.29	29.90	646.60	779.29
Plastics	tonnes	2.90	280.80	15.05	1.00	1.00	1.00	-	-	-	2.30	4.00	2.80	0.10	0.10	0.13	6.30	285.90	18.98
Metal	tonnes	0.10	0.60	3.94	607.00	735.90	-	-	-	-	-	-	-	-	0.10	0.00	607.10	736.60	3.94
Glass	tonnes	4.20	0.30	20.37	-	-	-	-	-	-	5.80	6.00	7.70	-	-	0.01	10.00	6.30	28.07
Food waste	tonnes	-	102.40	122.04	-	-	-	-	-	-	-	-	-	-	-	0.00	-	102.40	122.04
Construction & demolition waste for reuse	tonnes	-	-	-	16,949.50	4,651.80	4,484.66	-	-	-	-	-	-	-	-	-	16,949.50	4,651.80	4,484.66
Mixed recyclables	tonnes	-	54.00	282.64	425.00	109.40	2,634.00	-	-	-	1.00	1.00	0.80	-	-	0.19	426.00	164.40	2,917.63
Hazardous waste intensity																			
Hazardous waste intensity		0.58000	0.50000	4.33269	0.30000	0.04000	0.00411	-	-	-	-	0.03000	0.01620	-	-	0.00003			
		tonne/million room nights			tonne/thousand square metres GFA completed			tonne/car park bays			tonne/million euros			tonne/thousand square feet					
Non-hazardous waste intensity																			
Non-hazardous waste intensity		0.67	1.63	1.33	0.03	0.04	0.02	0.00	0.13	-	5.70	6.30	3.48	0.10	0.10	0.23			
		tonne/thousand room nights			tonne/square metres GFA completed			tonne/thousand car park bays			tonne/million euros			tonne/thousand square feet					

## 9. Performance Data Summary

1. The methodology used to calculate the FY2024 environmental KPIs is in line with FY2023, which includes the use of the latest available emission factors with reference to the Greenhouse Gas Protocol, IEA's Energy Statistics Manual, US EPA's Emission Factors for Greenhouse Gas Inventories, and Environmental Protection Department and the Electrical and Mechanical Services Department's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition) and HKEX's "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs".
2. We have expanded the reporting scope this year to provide a more comprehensive view of the performance of our Group. Please refer to the section title "About this Report" for more information. Hence the data may not be directly comparable with the prior year.
3. Air emissions are generated from petrol and diesel fuel combustion in stationary and mobile sources.
4. The increase in the reported air emissions, natural gas and energy consumption, greenhouse gas emissions, and water consumption are due to the expansion of reporting scope this year.
5. Include car park bays that are owned or managed by the Group only.
6. The total energy consumption includes direct and indirect energy consumption, and the consumption of renewable electricity generated and consumed onsite.
7. Include compressed natural gas, petroleum coke, acetylene and other coal gas.
8. Global Warming Potential (GWP) values are referenced from the IPCC Sixth Assessment Report and the UK Department for Environment Food and Rural Affairs.
9. GHG emission calculations comprise carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.
10. Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.
11. Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased town gas (for Hotel operations in Hong Kong) and heating.
12. Scope 3 emissions include other indirect emissions from methane gas generation at landfill in Hong Kong due to disposal of paper waste, GHG emissions due to electricity used for fresh water and sewage processing in Hong Kong, and GHG emissions from business travel by employees.
13. Calculation of the total GHG intensity covers Scope 1, Scope 2, and Scope 3 emissions.
14. Refer to the production of waste from operational activities, which includes waste that are reused, recycled, landfilled, or processed by other waste management methods.
15. Include construction hazardous waste (e.g. hazardous concrete, bricks, tiles and asbestos), fluorescent tubes, painting, solvents and battery.
16. Include general waste, food waste, painting, cardboard and metal.



## 9. Performance Data Summary

### 9.2 SOCIAL PERFORMANCE

Metric	Unit	Hotel			Carpark			Gaming			Office			Total		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Social																
Employment																
Total Workforce		1,142	1,782	2,441	310	366	343	441	459	414	325	365	413	2,218	2,972	3,611
By gender																
Male	Number	579	951	1,229	237	295	277	203	209	209	172	197	230	1,191	1,652	1,945
Female	Number	563	831	1,212	73	71	66	238	250	205	153	168	183	1,027	1,320	1,666
By region																
Hong Kong	Number	576	573	595	-	-	-	-	-	-	140	143	142	716	716	737
Mainland China	Number	475	460	508	-	-	-	-	-	-	30	27	26	505	487	534
Singapore	Number	38	58	63	-	-	-	-	-	-	11	11	11	49	69	74
UK	Number	53	61	56	26	86	106	-	-	-	65	72	77	144	219	239
Australia	Number	-	190	532	238	232	190	-	-	-	51	75	108	289	497	830
Malaysia	Number	-	440	461	46	48	47	-	-	-	-	-	-	46	488	508
Czech Republic	Number	-	-	55	-	-	-	441	459	414	28	37	37	469	496	506
Germany	Number	-	-	131	-	-	-	-	-	-	-	-	-	-	-	131
Austria	Number	-	-	40	-	-	-	-	-	-	-	-	-	-	-	40
Malta	Number	-	-	-	-	-	-	-	-	-	-	-	12	-	-	12
By age group																
30 or below	Number	173	375	663	67	75	78	126	124	99	47	43	53	413	617	893
31-40	Number	290	444	581	88	92	71	154	157	148	120	130	141	652	823	941
41-50	Number	353	515	619	72	88	84	92	107	97	83	98	116	600	808	916
51 or above	Number	326	448	578	83	111	110	69	71	70	75	94	103	553	724	861
By employee category																
Senior management																
Male	Number	24	40	58	11	8	14	5	6	6	38	32	35	78	86	113
Female	Number	33	37	49	5	3	3	2	2	1	19	22	19	59	64	72
Middle management																
Male	Number	144	218	264	5	10	20	20	20	20	45	45	62	214	293	366
Female	Number	84	145	182	2	5	7	4	5	4	39	39	46	129	194	239
General staff																
Male	Number	411	693	907	221	277	243	178	183	183	89	120	133	899	1,273	1,466
Female	Number	446	649	981	66	63	56	232	243	200	95	107	118	839	1,062	1,355
By employee type																
Full-time	Number	1,140	1,669	2,130	238	197	289	400	406	355	314	355	392	2,092	2,627	3,166
Part-time	Number	2	113	311	72	169	54	41	53	59	11	10	21	126	345	445

## 9. Performance Data Summary

Metric	Unit	Hotel			Carpark			Gaming			Office			Total		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
<b>New employees</b>		<b>234</b>	<b>354</b>	<b>874</b>	<b>93</b>	<b>118</b>	<b>101</b>	<b>99</b>	<b>140</b>	<b>99</b>	<b>127</b>	<b>127</b>	<b>129</b>	<b>553</b>	<b>739</b>	<b>1,203</b>
By gender																
Male	Number	132	197	425	68	89	77	47	48	51	67	65	77	314	399	630
Female	Number	102	157	449	25	29	24	52	92	48	60	62	52	239	340	573
By region																
Hong Kong	Number	115	156	170	-	-	-	-	-	-	60	53	55	175	209	225
Mainland China	Number	71	45	112	-	-	-	-	-	-	9	7	1	80	52	113
Singapore	Number	33	33	33	-	-	-	-	-	-	1	2	1	34	35	34
UK	Number	15	45	34	-	38	31	-	-	-	26	20	17	41	103	82
Australia	Number	-	8	389	83	67	64	-	-	-	23	37	50	106	112	503
Malaysia	Number	-	67	53	10	13	6	-	-	-	-	-	-	10	80	59
Czech Republic	Number	-	-	20	-	-	-	99	140	99	8	8	3	107	148	122
Germany	Number	-	-	38	-	-	-	-	-	-	-	-	-	-	-	38
Austria	Number	-	-	25	-	-	-	-	-	-	-	-	-	-	-	25
Malta	Number	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
By age group																
30 or below	Number	77	123	413	30	42	39	51	52	47	33	26	28	191	243	527
31-40	Number	60	79	210	35	33	22	21	43	24	48	41	36	164	196	292
41-50	Number	48	84	145	14	16	17	17	25	19	24	31	39	103	156	220
51 or above	Number	49	68	106	14	27	23	10	20	9	22	29	26	95	144	164
<b>Employee turnover rate</b>		<b>36.3</b>	<b>24.7</b>	<b>28.8</b>	<b>49.0</b>	<b>42.1</b>	<b>32.1</b>	<b>17.0</b>	<b>24.8</b>	<b>21.5</b>	<b>28.3</b>	<b>26.0</b>	<b>21.5</b>	<b>33.0</b>	<b>27.0</b>	<b>25.6</b>
By gender																
Male	Percentage (%)	34.4	24.5	26.7	38.0	38.0	27.4	20.2	19.1	17.7	25.6	23.4	23.9	31.4	26.1	25.5
Female	Percentage (%)	38.2	24.9	25.5	84.9	59.2	51.5	14.3	29.6	25.4	31.4	29.2	18.6	35.0	28.2	25.8
By region																
Hong Kong	Percentage (%)	34.0	31.1	26.6	-	-	-	-	-	-	38.6	35.7	21.1	34.9	32.0	28.9
Mainland China	Percentage (%)	33.1	18.3	27.2	-	-	-	-	-	-	20.0	18.5	11.5	32.3	18.3	26.0
Singapore	Percentage (%)	113.2	101.7	46.0	-	-	-	-	-	-	9.1	-	27.3	89.8	85.5	40.5
UK	Percentage (%)	34.0	59.0	71.4	-	-	12.3	-	-	-	21.5	12.5	23.4	22.2	20.5	29.3
Australia	Percentage (%)	-	5.3	29.5	58.8	65.1	48.4	-	-	-	27.5	37.3	27.8	53.3	38.0	36.0
Malaysia	Percentage (%)	-	16.6	15.0	26.1	6.3	10.6	-	-	-	-	-	-	26.1	15.6	14.6
Czech Republic	Percentage (%)	-	-	41.8	-	-	-	17.0	24.8	-	10.7	5.4	8.1	16.6	23.4	22.7
Germany	Percentage (%)	-	-	41.2	-	-	-	-	-	-	-	-	-	-	-	41.2
Austria	Percentage (%)	-	-	42.5	-	-	-	-	-	-	-	-	-	-	-	42.5
Malta	Percentage (%)	-	-	-	-	-	-	-	-	-	-	-	16.7	-	-	16.7
By age group																
30 or below	Percentage (%)	82.1	33.3	20.2	62.7	64.0	23.1	21.4	27.4	15.2	46.8	55.8	22.6	56.4	37.4	37.6
31-40	Percentage (%)	31.4	27.5	15.5	53.4	54.3	25.4	11.0	24.8	7.4	30.0	25.4	13.5	29.3	29.6	26.0
41-50	Percentage (%)	23.5	20.8	8.1	43.1	25.0	26.2	18.5	18.7	10.3	20.5	20.4	11.2	24.7	20.9	20.2
51 or above	Percentage (%)	30.1	19.2	9.3	38.6	30.6	16.4	20.3	29.6	1.4	22.7	19.1	10.7	29.1	22.0	18.5

## 9. Performance Data Summary

		Hotel			Carpark			Gaming			Office			Total		
Metric	Unit	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Health & safety																
Work-related fatalities	Number	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work-related fatalities rate	Percentage (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work-related injuries	Number	16	21	27	1	1	-	7	5	8	2	3	-	26	30	35
Work-related injuries rate	Percentage (%)	1.40	0.01	0.01	0.32	0.27	-	1.59	1.09	0.02	0.62	0.82	-	1.17	1.01	0.28
Lost days due to work-related injury	Days	1,186.00	256.00	361.00	90.00	-	-	217.00	111.00	177.50	258.00	248.00	-	1,751	615	538.50
Learning & development																
Average training hours per																
employees	Hours	12.4	19.7	15.9	-	-	0.0	2.7	9.8	11.7	3.3	5.9	7.3	7.4	14.1	11.9
By gender																
Male	Hours	10.7	18.2	13.1	-	-	0.0	2.9	11.9	13.5	3.6	5.9	6.8	6.2	12.7	10.6
Female	Hours	14.0	21.5	-	-	-	0.0	2.4	8.1	10.0	2.9	5.9	8.0	8.7	15.8	13.5
By region																
Hong Kong	Hours	5.0	5.7	6.1	-	-	-	-	-	-	2.6	2.3	6.5	4.6	5.0	6.2
Mainland China	Hours	21.4	20.5	15.4	-	-	-	-	-	-	5.2	8.0	8.3	20.4	19.8	15.0
Singapore	Hours	27.8	18.7	7.4	-	-	-	-	-	-	-	-	-	21.5	15.7	6.3
UK	Hours	0.3	173.3	1.0	-	-	0.0	-	-	-	1.4	2.3	2.8	0.7	49.0	1.1
Australia	Hours	-	13.7	34.5	-	-	0.0	-	-	-	0.3	1.6	2.0	0.1	5.5	22.4
Malaysia	Hours	-	18.5	5.7	-	-	0.0	-	-	-	-	-	-	-	16.7	5.2
Czech Republic	Hours	-	-	14.4	-	-	-	2.7	9.8	11.7	15.5	36.1	36.1	3.4	11.8	13.8
Germany	Hours	-	-	8.4	-	-	-	-	-	-	-	-	-	-	-	8.4
Austria	Hours	-	-	8.9	-	-	-	-	-	-	-	-	-	-	-	8.9
Malta	Hours	-	-	-	-	-	-	-	-	-	-	-	10.5	-	-	10.5
By employee category																
Senior management	Hours	12.5	21.8	42.2	-	-	0.3	3.0	36.0	36.6	2.1	5.2	8.7	6.3	15.0	28.4
Middle management	Hours	12.1	19.3	20.0	-	-	0.1	3.3	39.8	38.7	7.3	7.4	8.6	10.1	17.7	17.8
General staff	Hours	12.4	19.7	11.5	-	-	0.0	2.6	7.6	9.6	1.8	5.6	6.5	6.9	13.3	44.7
Percentage of employee who																
received trainings		81.50	77.60	94.22	-	-	2.33	78.50	94.30	100.00	23.70	40.80	50.85	61.00	66.10	75.30
By gender																
Male	Percentage (%)	77.00	72.20	83.16	-	-	2.17	83.30	97.60	100.00	21.50	37.10	50.00	54.70	58.40	69.51
Female	Percentage (%)	86.10	83.60	87.87	-	-	3.03	74.40	91.60	100.00	26.10	45.20	51.91	68.40	75.80	82.05
By region																
Hong Kong	Percentage (%)	63.70	83.80	75.80	-	-	-	-	-	-	24.30	32.20	47.18	56.00	73.50	70.28
Mainland China	Percentage (%)	107.60	100.90	98.62	-	-	-	-	-	-	13.30	11.10	11.54	102.00	95.90	94.38
Singapore	Percentage (%)	92.10	100.00	100.00	-	-	-	-	-	-	-	-	-	71.40	84.10	85.14
UK	Percentage (%)	34.00	100.00	100.00	-	-	2.83	-	-	-	13.80	27.80	-	18.80	37.00	24.69
Australia	Percentage (%)	-	100.00	94.74	-	-	2.63	-	-	-	3.90	57.30	84.26	0.70	46.90	72.29
Malaysia	Percentage (%)	-	29.30	62.04	-	-	-	-	-	-	-	-	-	-	26.40	56.30
Czech Republic	Percentage (%)	-	-	100.00	-	-	-	78.50	94.30	100.00	100.00	100.00	100.00	79.70	94.80	100.00
Germany	Percentage (%)	-	-	100.00	-	-	-	-	-	-	-	-	-	-	-	100.00
Austria	Percentage (%)	-	-	100.00	-	-	-	-	-	-	-	-	-	-	-	100.00
Malta	Percentage (%)	-	-	-	-	-	-	-	-	-	-	-	100.00	-	-	100.00

## 9. Performance Data Summary

		Hotel			Carpark			Gaming			Office			Total		
Metric	Unit	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
By employee category																
Senior management	Percentage (%)	82.50	72.70	84.11	-	-	17.65	114.30	100.00	100.00	26.30	50.00	51.85	51.10	60.70	69.19
Middle management	Percentage (%)	78.90	73.60	76.91	-	-	66.67	100.00	100.00	2,400.00	32.10	29.80	326.32	67.30	65.10	71.24
General staff	Percentage (%)	82.10	78.90	87.61	-	-	1.00	76.60	93.90	100.00	19.00	42.70	47.81	60.60	66.60	46.93
Percentage of employee receiving regular appraisal	Percentage (%)	96.60	90.90	79.64	19.40	10.70	9.91	84.80	97.80	100.00	69.80	85.80	68.28	79.50	81.40	69.07
Customer Relationship																
Products and service related complaints received																
	Number	582	2,073	1,539	255	7,816	-	-	-	-	116	168	77	953	10,057	1,616
Community Investment																
Donation amount		-	-	-	-	-	-	-	-	-	-	-	-	7,063,000	13,959,742	2,918,143
No. of volunteers		440	867	335	-	-	-	18	16	18	44	58	114	502	941	467
Arts & culture	Number	20	-	22	-	-	-	-	-	-	2	2	4	22	2	26
Environment	Number	137	34	74	-	-	-	-	1	-	10	1	8	147	36	82
Community wellness	Number	279	818	156	-	-	-	18	8	10	15	37	68	312	863	234
Youth education & development	Number	4	11	24	-	-	-	-	5	-	17	10	22	21	26	46
Others	Number	-	4	59	-	-	-	-	2	8	-	8	12	-	14	79
Volunteering hours		3,128	1,091	2,055	-	-	-	75	476	82	208	473	541	3,411	2,040	2,678
Arts & culture	Hours	320	-	72	-	-	-	-	-	-	18	9	20	338	9	92
Environment	Hours	1,334	62	1,179	-	-	-	-	5	-	20	180	202	1,354	247	1,381
Community wellness	Hours	1,466	977	500	-	-	-	75	60	60	92	122	152	1,633	1,159	712
Youth education & development	Hours	8	34	81	-	-	-	-	86	-	78	128	123	86	248	204
Others	Hours	-	18	223	-	-	-	-	325	22	-	34	44	-	377	289
Supply Chain																
Number of suppliers by geographical region																
		-	2,373	1,010	-	884	1,331	-	252	-	-	4,207	1,512	-	7,716	3,853
Hong Kong	Number	-	-	240	-	-	-	-	-	-	-	1,533	33	-	1,533	273
Mainland China	Number	-	318	372	-	-	-	-	-	-	-	1,037	36	-	1,355	408
Singapore	Number	-	62	262	-	-	-	-	-	-	-	401	-	-	463	262
Asia (excluding Hong Kong, Mainland China and Singapore)																
	Number	-	1,685	80	-	16	229	-	-	-	-	-	424	-	1,701	733
United Kingdom	Number	-	55	23	-	78	112	-	7	-	-	761	6	-	901	141
Europe	Number	-	3	5	-	3	3	-	245	-	-	246	763	-	497	771
Australia	Number	-	250	28	-	785	983	-	-	-	-	227	250	-	1,262	1,261
North America	Number	-	-	-	-	2	4	-	-	-	-	1	-	-	3	4
Other region	Number	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-

## 9. Performance Data Summary

17. The social performance table only includes social data within the scope of ESG reporting. The total number of employees within the scope of ESG reporting is 3,611 as of 31 March 2024.
18. The increase in the reported Total Workforce is due to the expansion of reporting scope this year.
19. The data includes full-time and part-time employees.
20. 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.
21. Senior management refers to C-suites, general managers of regional offices and hotels, members of executive committees, department heads of FEC head office and Dorsett Group and directors. For gaming operations, it refers to casino managers and assistant casino managers.
22. Middle management refers to managers of departments, regional offices and hotels other than senior management. For gaming operations, it refers to floor managers, pit bosses and heads of department.
23. General staff refers to colleagues other than senior management and middle management.
24. Employee turnover rate refers to the total percentage of employees who left the company in the year. It is calculated as "Total number of employees who left the company during the Reporting Period divided by total number of employees as of the end of Reporting Period and then multiplied by 100%".
25. The rate of work-related fatalities is calculated as "Total number of fatalities as a result of work-related injury divided by the numbers of employees (per 100 employees)".
26. The rate of work-related injuries is calculated as "Total number of recordable work-related injuries divided number of employees (per 100 employees)".
27. The average training hours per employee is calculated as "Total number of training hours provided to employees during the Reporting Period divided by total number of employees as of the Reporting Period".
28. 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%.
29. The percentage of employees trained is calculated as "Total number of trained employees divided by the total number of employees as of the end of Reporting Period and then multiplied by 100%".
30. Exchange rate of 1 Chinese Yuan Renminbi = 1.08 Hong Kong Dollar; 1 Singapore Dollar = 5.80 Hong Kong Dollar; 1 British Pound = 9.88 Hong Kong Dollar; 1 Australian Dollar = 5.10 Hong Kong Dollar; 1 US Dollar = 7.83 Hong Kong Dollar; 1 Euro = 8.46 Hong Kong Dollar; 1 Malaysian Ringgit = 1.66 Hong Kong Dollar; 1 Czech Koruna = 0.33 Hong Kong Dollar used

## 10. HKEX Content Index

Mandatory Disclosure Requirements		Sections/Remarks
Governance Structure	<p>A statement from the board containing the following elements:</p> <ul style="list-style-type: none"> <li>(i) a disclosure of the board's oversight of ESG issues;</li> <li>(ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and</li> <li>(iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.</li> </ul>	<p>1.3 Chairman and Chief Executive Officer's Statement</p> <p>3.2 Sustainability Governance</p>
Reporting Principles – Materiality	<p>The ESG report should disclose:</p> <ul style="list-style-type: none"> <li>(i) the process to identify and the criteria for the selection of material ESG factors;</li> <li>(ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.</li> </ul>	<p>1.5.4 Reporting Principles</p> <p>3.3 Materiality</p> <p>3.4 Stakeholder Engagement</p>
Reporting Principles – Quantitative	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.	<p>1.5.4 Reporting Principles</p> <p>9. Performance Data Summary</p>
Reporting Principles – Consistency	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	<p>1.5.4 Reporting Principles</p> <p>9. Performance Data Summary</p>
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report.	1.5.2 Reporting Boundary



## 10. HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
<b>A. Environmental</b>		
<b>Aspect A1: Emissions</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 5. Managing Our Environmental Footprint
KPI A1.1	The types of emissions and respective emissions data.	9. Performance Data Summary
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.2 Energy and GHG Emissions 9. Performance Data Summary
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.1 Minimising Business Waste 9. Performance Data Summary
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.1 Minimising Business Waste 9. Performance Data Summary
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	5.2 Energy and GHG Emissions
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	5.1 Minimising Business Waste
<b>Aspect A2: Use of resources</b>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	3.1 Sustainability Strategy 5. Managing Our Environmental Footprint
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	9. Performance Data Summary
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	5.3 Reducing Water Consumption 9. Performance Data Summary
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	5.2 Energy and GHG Emissions
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	5.3 Reducing Water Consumption
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not material to our core business.

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
<b>Aspect A3: The Environment and Natural Resources</b>		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	3.1 Sustainability Strategy 5. Managing Our Environmental Footprint
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	5. Managing Our Environmental Footprint
<b>Aspect A4: Climate Change</b>		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	3.1 Sustainability Strategy 5.2 Energy and GHG Emissions
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	5.2 Energy and GHG Emissions
<b>B. Social</b>		
<b>Aspect B1: Employment</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 6. Employer of Choice
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	6.1 Promote Health, Safety, And Wellbeing 9. Performance Data Summary
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	9. Performance Data Summary
<b>Aspect B2: Health and Safety</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 6.1 Promote Health, Safety, And Wellbeing
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	6.1 Promote Health, Safety, And Wellbeing 9. Performance Data Summary
KPI B2.2	Lost days due to work injury.	9. Performance Data Summary
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	6.1 Promote Health, Safety, And Wellbeing

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
<b>Aspect B3: Development and Training</b>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	3.1 Sustainability Strategy 6.3 Fostering Talent and Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	9. Performance Data Summary
KPI B3.2	The average training hours completed per employee by gender and employee category.	9. Performance Data Summary
<b>Aspect B4: Labour Standards</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	3.2.5 Regulatory Compliance We uphold the principle of human rights and ensure it constitutes the basis of our businesses and operations. We have a Prevention of Child and Forced Labour Policy in place to prevent any forms of child or forced labour.
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Our Prevention of Child and Forced Labour Policy clearly states the Group's prohibitions of any forms of child or forced labour.
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	During FY2024, we have not been made aware of any cases relating to child or forced labour in our operations.
<b>Aspect B5: Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	3.1 Sustainability Strategy 7.2 Sustainable Procurement
KPI B5.1	Number of suppliers by geographical region.	9. Performance Data Summary
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	7.2 Sustainable Procurement
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	7.2 Sustainable Procurement
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	7.2 Sustainable Procurement

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
<b>Aspect 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.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 8. Placemaking
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There were no recalls in FY2024 that have had a significant impact on our operations.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	8. Placemaking
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	The Group is committed to protecting intellectual property rights and copyright and complying with all relevant regulatory requirements. Our Employee Handbook sets out the Group's position and provides clear guidelines to ensure intellectual property rights and copyright rules are observed.
KPI B6.4	Description of quality assurance process and recall procedures.	8. Placemaking
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	8. Placemaking

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Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
<b>Aspect 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.	3.2 Sustainability Governance
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	3.2.5 Regulatory compliance
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	3.2.4 Whistle-blowing measures
KPI B7.3	Description of anti-corruption training provided to directors and staff.	3.2.3 Communication and training
<b>Aspect B8: Community Investment</b>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	7.1 Creating Positive Social Impacts
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	7.1 Creating Positive Social Impacts
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	7.1 Creating Positive Social Impacts 9. Performance Data Summary







16th Floor, Far East Consortium Building,  
121 Des Voeux Road Central, Hong Kong

Website: [www.fecil.com.hk](http://www.fecil.com.hk)

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