



FEC 遠東發展

遠東發展有限公司

Far East Consortium International Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 035

**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT 2020**

SOLID GROUND
For Diversified Development





Contents

2	Message from the Chairman
3	Our Global Business
4	About this Report
7	Highlights in FY2020
11	Our Approach to Sustainability
21	Business Ethics
24	Environment
32	Employees and Wider Workforce
40	Customers
45	Community
48	Suppliers
49	Key Figures
58	ESG Reporting Guide Content Index



Message from the Chairman

With numerous unprecedented events happening all over the world in 2020, stakeholders across the globe are gradually putting the environmental and social factors of various companies under the spotlight to assess the viability and sustainability of businesses in the long run. To strengthen our position in the sustainability aspect, Far East Consortium International Limited ("FEC" or the "Company", together with its subsidiaries, the "Group" or "We") conducted a gap analysis to identify areas for further enhancement and to attain the industries' best practices in the financial year of the Company from 1 April 2019 to 31 March 2020 (the "Year" or "FY2020").

We understand that sustainability governance is the foundation for our sustainability strategy and therefore we focused on reviewing our sustainability governance structure and risk management practices in the gap analysis. Following the review results, we decided to refine the governance structure of our Environmental, Social and Governance ("ESG") Steering Committee and expand the existing enterprise risk management to ensure all material sustainability risks are considered. To complement our sustainability governance structure, a sustainability policy was set out to provide guidelines for all business units, and quarterly sustainability newsletters were circulated to all employees to raise their awareness of sustainability. We hope to uplift our sustainability performance as well as enhance sustainability awareness among our employees through the above initiatives.

We acknowledge the importance of sustainability in contributing to a better world for future generations. Our progressive sustainability approach puts the needs and well-being of people at its centre. We leverage our expertise in helping local communities to flourish in different business units across the globe. For instance, during COVID-19, together with Hengan International Group Company Limited, we have proactively sourced and donated 1,000,000 face masks to primary and secondary schools, hospitals as well as disadvantaged groups in Hong Kong and Mainland China. Moreover, the Group has also actively sourced and distributed gloves across regions. For our Hotel operations, we looked after over 1,000 healthcare personnel and front-liners and partnered with Ecolab to clean and disinfect our air conditioning systems, to support the fight against the pandemic and protect the health and safety of our guests and employees.

The achievements in this year would not have been possible without the contribution of our employees, customers, partners, and communities. In the upcoming years, we all have to work together to address important issues that impact us in both local and global context. We will explore different ways to transform our sustainability approaches to sustain economic growth and social development, and become more resilient. We will continue to drive improvements across our sustainability practices in different areas and further embed sustainability within our core business strategies.

This report details our sustainability practices and approaches, achievements as well as our future plans. We hope these will give you an idea of where we are at sustainability.

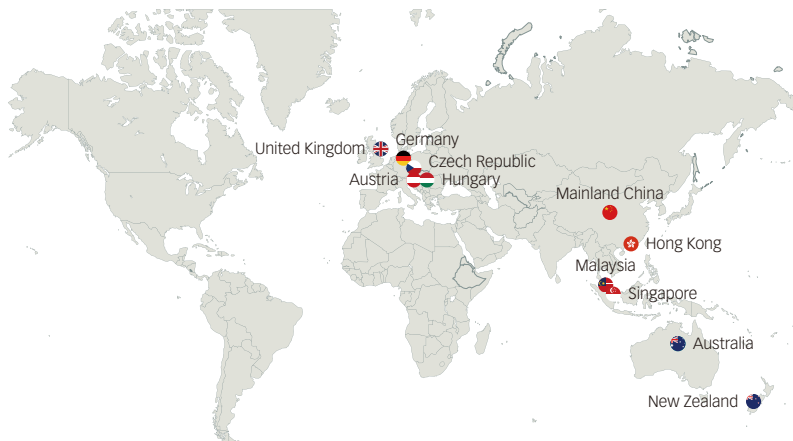
David CHIU

Chairman and Chief Executive Officer

October 2020

Our Global Business

Headquartered in Hong Kong, FEC is a leading regional conglomerate with property development, hotel operations and management, car park operations and facilities management and Gaming operations around the globe. With our geographically diversified portfolio, we have a unique opportunity to contribute to sustainability where we operate and bring lasting benefits to local communities.



Property Development	<p>64.9% of total revenue</p>	Revenue HK\$4,835 million	Operating locations:
Hotel Operations and Management ("Hotel")	<p>18.1% of total revenue</p>	Revenue HK\$1,346 million	Operating locations:
Car Park Operations and Facilities Management ("Car Park")	<p>10.2% of total revenue</p>	Revenue HK\$760 million	Operating locations:
Gaming Operations ("Gaming")	<p>3.6% of total revenue</p>	Revenue HK\$271 million	Operating locations:
Others¹	<p>3.2% of total revenue</p>	Revenue HK\$239 million	Operating locations:

¹ Included Property Investment, Securities and Financial Product and Provision of Mortgage Services.



About this Report

This is the fourth ESG Report published by the Company. This report has been reviewed and approved by the board of directors (the “Board”) of the Company on 15 September 2020. This report is prepared in both Chinese and English and can be downloaded from the websites of the Company (www.fecil.com.hk) and The Stock Exchange of Hong Kong Limited (“SEHK”).

REPORTING BOUNDARY AND PERIOD

This report covers the Group’s sustainability performance for FY2020. Compared to the previous reports issued, we expanded the reporting scope this year to include a new business segment, the Gaming operations. To provide more comprehensive and meaningful ESG information to our stakeholders, we review the scope of reporting according to the materiality principle on a regular basis and it is on our agenda to extend the scope of reporting in the future.

Corporate and Regional Offices (“Office”)	Hong Kong Mainland China UK Australia Singapore Czech Republic		
Property Development²	Hong Kong	Astoria Crest The Garrison Shatin Heights	selling stage selling stage under construction
	Mainland China	King’s Manor Royal Riverside The Royal Crest II Underground Carpark (District 8) Underground Carpark (District 16)	selling stage selling stage selling stage selling stage selling stage
	UK	Hornsey Town Hall MeadowSide Walkabout Aspen at Consort Place New Cross Central Northern Gateway Victoria Riverside	under construction under construction under construction planning and design planning and design planning and design planning and design
	Australia	The Towers at Elizabeth Quay West Side Place Stage 1 West Side Place Stage 2 Perth Hub Perth City Link	selling stage under construction under construction planning and design planning and design
	Singapore	Artra ³ Hyll on Holland ⁴	under construction planning and design

² Included projects with over 50% shareholdings and excluded joint venture projects, leasing projects, raw land and projects where selling stage were completed before FY2020. Environmental and social data only included projects under construction with over 50% shareholdings.

³ FEC holds 70% of shareholdings.

⁴ FEC holds 80% of shareholdings.

About this Report

Hotel Operations and Management⁵	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 Grand Chengdu Lushan Resort Dorsett Shanghai Dorsett Wuhan
	UK	Dorsett City London Dorsett Shepherds Bush
	Singapore	Dorsett Singapore
	Car Park Operations and Facilities Management	Australia
	UK	All car park sites
	Malaysia	All car park sites
Gaming Operations	Czech Republic	Ceska Kubice Casino – Ceska Kubice Route 59 Casino – Znojmo Route 55 Casino – Dolni Dvoriste Hotel Savannah – Znojmo



⁵ Included completed hotel properties with over 50% of shareholdings.



About this Report

REPORTING STANDARDS AND PRINCIPLES

This report has been 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 Listing Rules⁶ of the SEHK.

During the preparation of this report, the Group adheres to four fundamental reporting principles set out in the ESG Guide:

Reporting principles	The Group’s application
Materiality	Material environmental and social issues were identified through an analysis of the online survey responses submitted by both internal and external stakeholders of the Group. Material issues have been prioritised and disclosed in this report.
Quantitative	The Group records and discloses KPIs in quantitative terms as appropriate for evaluation of the effectiveness of ESG policies and measures.
Balance	This report discloses information in an objective manner, aiming to provide stakeholders with an unbiased picture of the Group’s overall ESG performance.
Consistency	As far as practicable and unless stated otherwise, the Group applies consistent measurement methodology to allow for a meaningful comparison of ESG performance over time. Any changes in methods or KPIs used will be disclosed.

FEEDBACK MECHANISM

We welcome feedback from our stakeholders. Your opinions could help us in defining and strengthening the Group’s future sustainability strategies. Please contact us by visiting our website at www.fecil.com.hk and share your thoughts with us.

⁶ The Rules Governing the Listing of Securities on the SEHK.

Highlights in FY2020

OUR RESPONSE TO COVID-19

The Group always strives to improve the health and safety of its employees, customers and communities with close attention. Since early 2020, the outbreak of COVID-19 has adversely affected the businesses and operations of the Group to varying degrees. For the sake of combating the spread of COVID-19, we took prompt actions at all our operations with the following measures implemented:



Facilities

- Installed multiple disinfectants and anti-epidemic sprayers within hotel areas.
- Partnered with Ecolab to equip with their Disinfectant Cleaner 2.0 for all our hotel properties in Hong Kong to clean and disinfect the air conditioning system.
- Cleaned and wiped down car parks and equipment regularly to maintain hygiene and minimise risks of infection at our car parks.



Procedures

- Required all staff under our hotels to wear surgical masks and to have daily body temperature scan.
- Required all arriving guests to conduct body temperature check and fill out the health condition and travel history survey.
- Increased frequency of cleaning and disinfection of our facilities to once every hour.
- Provided flexible working hours and/or work from home arrangements for staff in all regions.



Support

- Provided COVID-19 awareness trainings for our hotels' staff.
- Provided alcohol-based hand sanitisers and refills for all guests and staff.
- Provided all employees at Hong Kong corporate office, Dorsett Tsuen Wan and Silka Tsuen Wan and their family members with surgical masks.
- Sourced and donated 1,000,000 surgical masks to primary and secondary schools, hospitals as well as disadvantaged groups in Hong Kong and Mainland China, and distributed gloves in different regions.
- Looked after over 1,000 healthcare personnel and front-liners in our hotels globally, including Hong Kong, Mainland China, Malaysia, Singapore and the UK.

GREEN BUILDING

Property Development serves as our core business and it is our responsibility to minimise its negative impacts on the environment throughout the development lifecycle. Incorporating green building design features to our projects allows us to reduce the negative impacts on the environment, natural resources and climate, and to enhance occupants' comfort.

As part of our sustainability practices, we aim to promote the green buildings concept across our Property Development business. Below are examples that our buildings have green elements incorporated.



Highlights in FY2020

Australia

West Side Place, Melbourne

West Side Place is a mixed-use residential development located in the central business district of Melbourne. The project is comprised of approximately 3,000 apartments spreading over 4 towers. With a target of getting a 5-Star under the Green Star – Design & As Built certification for this 2-stage project, a dedicated Green Star Custom Manual was designed for each stage and provided to contractors to follow. Green building design is incorporated into the entire development cycle of the project in the following key aspects:

- **Management:** developing a comprehensive Building Operations and Maintenance Manual for facility management teams, monitoring resources consumption trends through smart metering as well as optimising the potential of the building service design through commissioning and tuning works, etc.
- **Indoor Environment Quality:** enhancing lighting comfort, visual comfort and indoor air quality, reducing exposure to pollutants and using low volatile organic compounds ("VOC") mattresses for hotel beds.
- **Materials:** using materials that are developed or manufactured through best practice throughout the project, such as timber, steel and polyvinyl chloride ("PVC").
- **Energy:** adopting energy-efficient building design (such as passive design features within the building envelope and energy-efficient glazing for windows) and energy-efficient appliances and equipment.
- **Sustainable transport:** providing bicycle parking, associated facilities and infrastructure to support the uptake of low-emission vehicles, reducing car parking provisions, and introducing a car-sharing scheme.
- **Water:** utilising water-efficient sanitary fixtures and fittings and drip irrigation with a moisture sensor, and reusing rainwater.
- **Ecology:** adopting green roofs and native landscaping design to enhance the ecological value of the site.
- **Climate Change:** developing a climate adaption plan which has been included in the building design and construction process in accordance with a recognised standard and solutions to address the impacts of climate change.



Singapore

- Artra – BCA Greenmark Gold Award.
- Hyll on Holland – BCA Greenmark Gold Award (Target).

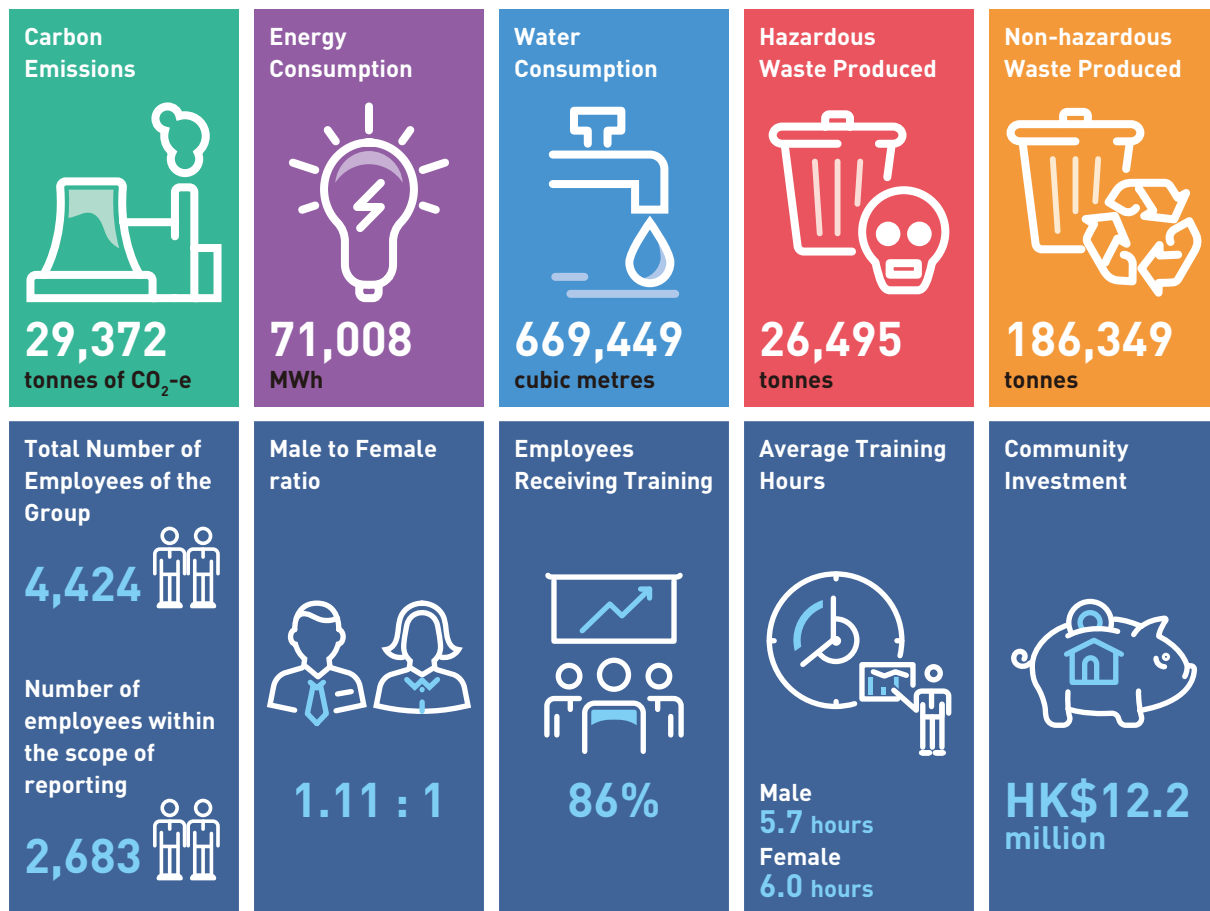
Shanghai

We adopt national design requirements. Standard renovation or installation, such as the cabinet, flooring, toilets, is carried out by our contractors. This can reduce energy, wastage and pollutions as compared to the renovations done by individual customers.

Hong Kong

Going beyond compliance, we incorporated green building features into our projects, aiming to obtain BEAM Plus certification. For instance, one of our projects, Astoria Crest, has obtained a Provisional Gold rating under Beam Plus New Buildings V1.2.

SUSTAINABILITY AT A GLANCE



The Group

- Conducted a gap analysis of sustainability governance practices.
- The Board discussed and confirmed key actions to strengthen sustainability governance.
- Distributed sustainability newsletter on a quarterly basis to raise employee awareness.



Highlights in FY2020



Property Development

- Incorporated solar power technologies into Hornsey Town Hall and Walkabout development projects in the UK.
- Launched the wellbeing programme to provide enhanced health and wellbeing services for our employees in the UK.
- Launched the employee assistance programme which provides free 24-hour support to employees in the UK.



Hotel

- Replaced most of our disposable bottled soaps with refillable soap dispensers.
- Offered guests the option to reuse their linen and opt-out of housekeeping services with our Eco-value+ Programme.
- Encouraged low carbon tourism through "Ride with Us" room package and offered bicycles for rent at Dorsett Singapore.
- Dorsett Wanchai, Cosmo Hotel and Dorsett Mongkok in Hong Kong were awarded EarthCheck Silver-certified.
- Encouraged all our employees to join the Associate Engagement Survey ("AES") and achieved 90.16% and 99.62% of engagement score and participation rate respectively.
- Rolled out talent review process, a standardised and refreshed approach to review employees' performance and facilitate succession planning.
- Conducted modern slavery and human trafficking training in UK hotels.



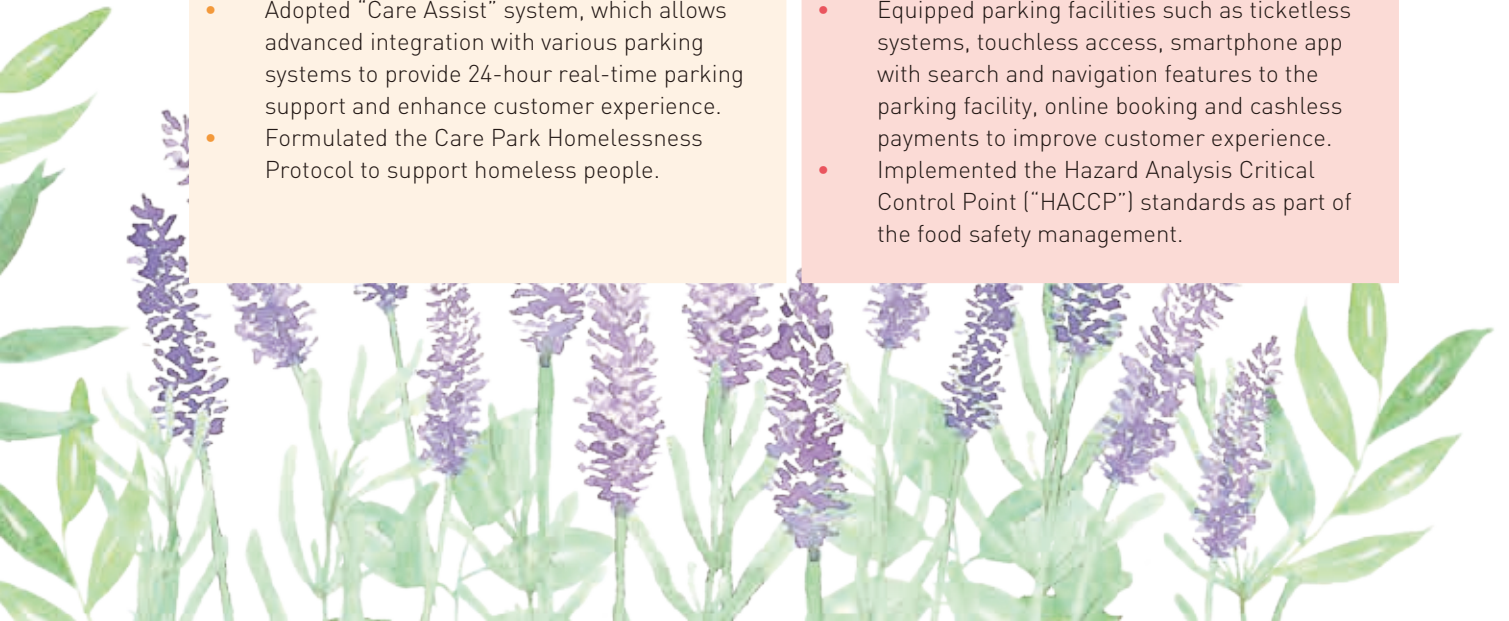
Car Park

- Adopted "Care Assist" system, which allows advanced integration with various parking systems to provide 24-hour real-time parking support and enhance customer experience.
- Formulated the Care Park Homelessness Protocol to support homeless people.



Gaming

- Equipped parking facilities such as ticketless systems, touchless access, smartphone app with search and navigation features to the parking facility, online booking and cashless payments to improve customer experience.
- Implemented the Hazard Analysis Critical Control Point ("HACCP") standards as part of the food safety management.



Our Approach to Sustainability

SUSTAINABILITY GOVERNANCE

The Group understands that sound sustainability governance is fundamental to setting the sustainability direction and strategies for its employees and business partners. The Board is ultimately responsible for the oversight of the Group’s ESG policies, initiatives and performance. While the Board oversees and formulates ESG strategies, the ESG Steering Committee, under the delegation of the Board, is responsible for facilitating ESG execution, such as the implementation of ESG policies, ESG performance evaluation, stakeholder engagement as well as ESG performance disclosure. Led by Ms. Wing Kwan Winnie CHIU, Executive Director of the Company, the ESG Steering Committee reports to the Board on ESG issues whenever appropriate.

Sustainability Governance Review and Enhancement

During FY2020, we conducted a gap analysis to identify the differences in sustainability governance between the Group and its industry peers. The objective of the gap analysis is to provide a proposal on the improvement of sustainability directions. Results of the analysis were reported to the Board and key steps were agreed upon.

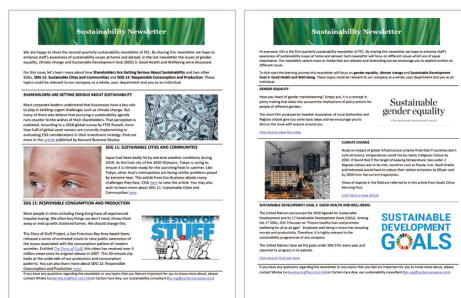
We are refining the governance structure of our ESG Steering Committee and setting up the terms of reference for the committee in order to clearly define the reporting lines, functions, authority, resourcing, responsibilities and membership. We will set up supporting structures across different business units and operation levels to incorporate sustainability concepts into daily operations. The existing enterprise risk management (“ERM”) will also be refined to ensure all material sustainability risks are included. This will allow us to better identify risks that have a significant impact on the Group and respond to the risks.

Raising employee awareness on sustainability

During FY2020, we have started to develop and circulate a quarterly sustainability newsletter and to all our employees in order to increase their awareness of sustainability.

Topics covered:

- Gender equality;
- Climate change;
- Shareholders are getting serious about sustainability;
- Sustainable Development Goal 3: Good Health and Well-being;
- Sustainable Development Goal 11: Sustainable Cities and Communities; and
- Sustainable Development Goal 12: Responsible Consumption and Production.





SUSTAINABILITY RISK MANAGEMENT

A sound ERM allows corporations to identify and act upon risks that impact on their operations. Effective risk management and internal control systems are set in place for the Group to monitor its risks. In order to reduce the Group’s exposure to identified risks, the Board is responsible for maintaining sound and effective risk management and internal control systems with the help of the Audit Committee. The Audit Committee regularly reviews and monitors risks that could negatively impact the Group’s businesses. During FY2020, the Group has conducted an annual review of the risk management and internal control systems. Some social factors have been incorporated into the risk identification and assessment process. The material ESG risks for the Group and its business segments are as below.




Our Approach to Sustainability

For more details of risk management and internal control systems, please refer to page 107 to 110 of the Company's FY2020 Annual Report.

Business operations	ESG risks	Our responses
<p>General Corporate Governance</p> 	<p>Talent</p> <p>If the Group is unable to recruit and retain top talent based on the labour market characteristics and needs for different business lines, this can affect its resources to meet its business objectives.</p>	<p>We recruit staff using various channels, such as online recruitment and recruitment agencies. Additionally, we research on market salary range and benchmark against industry peers as appropriate. Appraisal is also conducted annually. The appraisal results serve as a foundation for bonus and salary reviews. Benefit scheme is provided to staff dependent on qualifications and experiences. Informal exit interviews are conducted to gather and follow up on the feedback from leavers.</p>
<p>Property Development</p> 	<p>Talent</p> <p>If the Group is unable to recruit, retain and shift top talent, this can impede the Group's ability to effectively run the operations and meet the needs of the Group as its business model evolves or changes.</p> <p>Quality management</p> <p>Ineffective quality management may result in failure to detect substandard materials and workmanship, or progress delay and cost overruns due to rectification of quality issues.</p>	<p>Same approach as general corporate governance.</p> <p>In order to ensure high-quality products and services are delivered to our customers, quality assessment is performed at various stages. The standard guidelines and specifications are established in the contract document. Contractors are required to submit materials they used for approval to ensure that materials meet the contract standard. Quality control meetings are also held to review the quality control and construction and design detail at the early stage to improve workmanship and design issues. Besides, performance evaluations of contractors will be conducted immediately after the completion of the project. Contractors with unsatisfactory results will be excluded from the tender invitations in future projects.</p>





Our Approach to Sustainability

Business operations	ESG risks	Our responses
<p>Hotel Operations and Management</p> 	<p>Talent</p> <p>Failure to recruit, retain and shift top talent may impede the Group's ability to effectively run the operations and meet the needs of the Group as its business model evolves or changes.</p> <p>Training and development</p> <p>Insufficient training and development programme may increase the risk of unsatisfactory service delivery by hotel staff, which may lead to lower guests' satisfaction and affect the Group's reputation.</p>	<p>We hold career forums in universities and institutions and participate in recruitment days to expand our recruitment channels. We established employee referral programmes and engaged head-hunt agencies to recruit skilled employees in the market. A periodic market salary survey is performed to benchmark the current remuneration levels.</p> <p>Periodic employee satisfaction surveys are conducted to understand the needs of the target staff group. Appraisals are also conducted annually. The appraisal results serve as a foundation for bonus and salary reviews.</p> <p>A training and development roadmap is developed for all hotel staff. Every department has its own departmental trainer, who is responsible for planning, designing, and delivering appropriate training to departmental staff based on the standard operating procedures and the operational needs of the department. Corporate Human Resources ("HR") department provides 'Train-the-Trainer' training to develop departmental trainers. Corporate HR department also reviews and consolidates the results of monthly training reports submitted by the HR department of Hotel operations for further analysis.</p>



Our Approach to Sustainability






Business operations	ESG risks	Our responses
<p>Carpark Operations and Facilities Management</p> 	<p>Physical security</p> <p>Inadequate security measures may increase the risk of crimes within the premises.</p> <p>Talent</p> <p>If the Group is unable to recruit and retain top talent within its operations, this can impede the Group's ability to effectively run the operations and meet the needs of the Group as its business model evolves or changes.</p>	<p>The car park management system, 'Care Assist', is developed by the Group with surveillance function. Care Assist connects all CCTVs installed at the car parks for surveillance and security purposes. Any possible incidents, crime or suspicious activities can be monitored and recorded for further investigation.</p> <p>Same approach as general corporate governance.</p>
<p>Gaming Operations</p> 	<p>Anti-money laundering</p> <p>Failure to provide adequate support and implement adequate preventive measures may affect the effectiveness of detecting money laundering activities.</p> <p>Information security</p> <p>Failure to protect hardware and important data may increase the risk of theft, infringement, unauthorized access, misappropriation, leakage or destruction of confidential and important data.</p>	<p>To prevent money laundering activities in our Gaming operations, full registration is required for every customer, where customers must sign the registration form to declare their identity and the source of their funds is legal and traceable. If a certain exchange limit is attained, the casino management will request the customer to provide the source of funds. Additionally, all management is required to take part in the training on anti-money laundering requirements annually.</p> <p>Anti-virus systems and firewalls are in place in each branch to monitor and protect against any cyber-attack, viruses, malware and spyware. Virtual machine back-up is implemented on a daily basis, where the back-up data is saved in local storage. The back-up tapes are regularly delivered and saved in the bank.</p>

SUSTAINABILITY POLICY

During FY2020, the Group has formulated and implemented the sustainability policy to guide its operations and incorporate sustainability aspects into daily operations. The policy is circulated to different business units and departments to ensure that their actions are in line with the Group's sustainability strategy. It covers emissions management, employee's health and safety, development and training, prevention of child or forced labour, procurement and supply chain, product responsibility and community investment. The sustainability policy is reviewed regularly by the ESG Steering Committee to ensure that the policy remains relevant to its operations. The practice will allow us to continuously improve our sustainability performance.



STAKEHOLDER ENGAGEMENT

Ongoing dialogue with stakeholders is essential to the success of the Group's business. Through continuous communication with stakeholders, the Group will be able to understand more their priorities and expectations. Taking consideration into stakeholders' opinions allows the Group to meet the needs of the society where it operates. During FY2020, the Group regularly engaged its key stakeholders via several communication channels to gauge their opinions and feedback and strive to improve constantly.

Stakeholder groups	Why engage?	Forms of engagement
Employees 	In order to promote a respectful culture and provide a healthy working environment, we need to understand our employees' concerns.	Annual performance review, staff survey, regular team building activities and staff newsletter (including quarterly sustainability newsletter).
Customers 	It is crucial to understand the needs of our customers, in order to meet their demands and expectations.	Social media, customer service and annual customer satisfaction survey.
Shareholders and Investors 	Addressing shareholders' and investors' concerns assists us in creating long term financial returns as well as values for society.	Annual general meeting, interim reports, annual reports, roadshow, result briefing and investor events such as Investor Happy Hour.
Suppliers and Business Partners 	Working closely with our business partners at each stage allows us to monitor their quality and performance. This ensures high-quality products and services are delivered.	Supplier screening and assessments, online surveys and regular project meetings.
Government and Regulators 	Laws and regulations can have a significant impact on our operations. Therefore, we have to establish close communications with government agencies to ensure we abide by all related rules and regulations.	Statutory filing and announcement.





Our Approach to Sustainability

Stakeholder groups	Why engage?	Forms of engagement
Media 	Media is the primary way where the public hears about us. We need to ensure our media partners are accurately informed of our performance.	Press conferences and releases, media briefings, feedback and response to inquiries and media interviews.
Community Groups 	Through active communication with local communities, we will be able to understand their needs and create lasting benefits for our society.	Flagship community programmes, community events and employee volunteerism.

RESPONSE TO STAKEHOLDERS

Through regular communication and annual stakeholder engagement survey, we explore the concerns and expectations of our stakeholders. The key issues raised were related to reporting, performance enhancement and environmental management. Their feedback and our responses are listed below.

Area	Stakeholders' feedback	Our response
Reporting 	Provide a fair, accurate, transparent, and comprehensive report.	During FY2020, the Group expanded the reporting scope to Gaming operations. We will continue to review the scope of reporting on a regular basis based on the materiality principle. Looking ahead, we are planning to further expand the reporting scope.
	Prepare the report in line with international reporting standards and seek assurance.	On top of the compliance with the ESG Guide of the SEHK, we refer to the Global Reporting Initiative ("GRI") Standards when identifying relevant sustainability issues. We will consider referencing GRI Standards for reporting in the future.
Performance Enhancement 	Benchmark FEC's sustainability performance against industry peers.	In FY2020, the Group conducted a gap analysis to evaluate the Group's performance in the areas of sustainability governance and risk management against its industry peers. Results of the analysis have been reported to the Board and key steps to strengthen the performance in the aforementioned aspects have been agreed upon.



Our Approach to Sustainability





Area	Stakeholders' feedback	Our response
<p>Environmental Management</p> 	<p>Take an active role in engaging different stakeholders in order to understand their needs, exchange ideas and make changes.</p>	<p>We engaged key stakeholders via multiple channels to gather their feedback. For instance, we carried out a public consultation for our Northern Gateway development project in Manchester, where 423 stakeholders attend drop-in sessions. Their feedback was considered during the refinement of the development framework to ensure the issues raised could be addressed. Other forms of engagement are presented in the report.</p>
	<p>Take actions to address stakeholders' concerns and global challenges.</p>	<p>We are refining the governance structure of our ESG Steering Committee to strengthen our sustainability governance, which allows the Group to develop more actionable ESG strategies to address ESG issues.</p>
	<p>Promote green building development, with a focus on energy efficiency.</p>	<p>We incorporated green building design features in our projects, including West Side Place in Australia, Artra and Hyll on Holland in Singapore and Astoria Crest in Hong Kong.</p>
	<p>Adopt solar hot water and electricity generation as a standard on all projects.</p>	<p>The Group is exploring the feasibility of adopting solar energy use and energy-efficient technologies. In the UK, Hornsey Town Hall and Walkabout projects have already sourced solar power. Solar systems are also installed in selected car parks we operate.</p>
	<p>Reduce plastic usage and waste, and use bio-degradable plastic items (especially in Hotel operations).</p>	<p>We liaise with suppliers of chemical cleaning detergent to reuse their containers, we also replaced disposable bottled soap with refillable soap dispensers to reduce the amount of plastic waste in most of our hotels.</p>



Our Approach to Sustainability

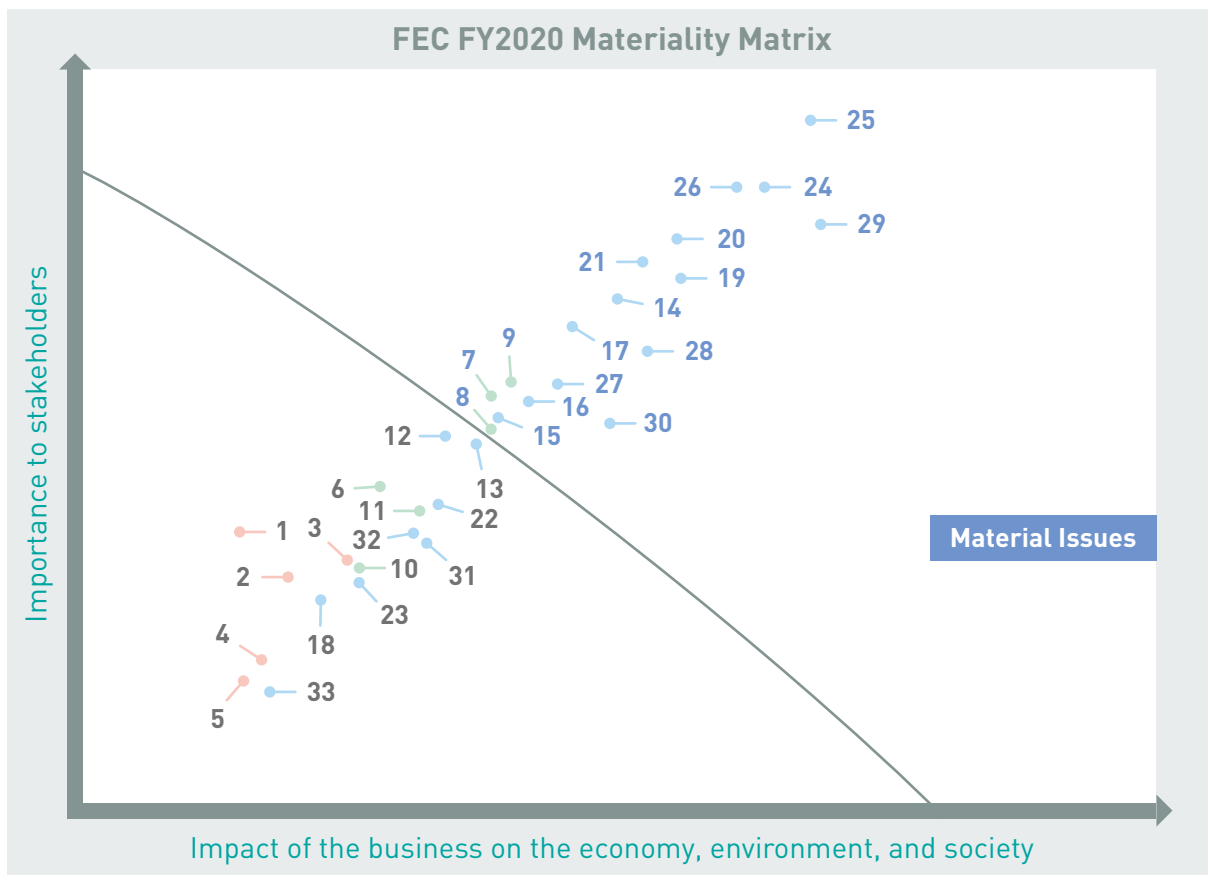
MATERIALITY ASSESSMENT

The Group acknowledges the importance of material issues that may have a significant impact on its stakeholders and operations. During FY2020, in order to gain a better understanding of stakeholders' opinions and meet their needs, the Group conducted a stakeholder engagement survey to gauge the relative importance of ESG issues.

Steps	Actions
<p>1. Identifying relevant issues</p> <p>1. </p>	<p>We conducted a review of existing and previous engagement results and made reference to global sustainability issues as well as local and international reporting standards, such as the GRI Standards. Based on the review, 33 sustainability issues were identified.</p>
<p>2. Collecting stakeholders' feedback</p> <p>2. </p>	<p>We collected feedback and assessed the materiality of each relevant issue through an online survey for our internal and external stakeholders of four business segments. For FY2020, the survey extended to engage stakeholders of the Gaming Operations. 411 valid responses were received and analysed.</p>
<p>3. Identifying material topics</p> <p>3. </p>	<p>The materiality of each relevant issue was assessed by taking into account its importance to the stakeholders and FEC's impacts (positive or negative) on the economy, society and environment. Based on the survey results, a materiality matrix was developed. Out of 33 issues, 17 were prioritised as material issues.</p>
<p>4. Validation</p> <p>4. </p>	<p>The materiality matrix and the material ESG issues for FY2020 was presented to the Board for validation. 17 topics were validated as material issues for us to address and report on.</p>



Our Approach to Sustainability





Our Approach to Sustainability

The materiality of 33 sustainability issues was mapped at the matrix, with material issues found at the top right quadrant and less material issues listed at the bottom left. A total of 17 issues was prioritised as material for the Group.

Sustainability issues (in a descending order of materiality importance)		Material issues
25	Customer privacy and data protection	✓
29	Anti-corruption	✓
24	Customer health and safety	✓
26	Customer experience and satisfaction	✓
20	Respect for human rights	✓
19	Prevention of child labour or forced labour	✓
21	Security practices that respect human rights	✓
14	A safe and healthy working environment	✓
28	Protection of intellectual property rights	✓
17	Non-discrimination	✓
27	Responsible marketing communications	✓
30	Prevention of anti-competitive practices	✓
9	Water	✓
16	Diversity and equal opportunity	✓
7	Waste	✓
15	Training and development	✓
8	Energy	✓
13	Employer-employee relations	
12	Employment management system	
22	Supplier environmental assessment	
11	Protection of biodiversity	
6	Greenhouse gases and other air emissions	
31	Community engagement, impact assessment and investment	
32	Respect for indigenous rights	
3	Direct economic contributions to the local community	
10	Materials	
23	Supplier social assessment	
1	Economic performance	
2	Financial risks and opportunities associated with sustainability issues	
18	Respect for the rights of association and collective bargaining	
4	Indirect economic impact on the local community	
33	Participation in public policy	
5	Economic impact of procurement practices on the local community	

Aspects:

Economic

Environmental

Social

Looking ahead, the Group will continue to explore sustainability issues that are important to the Group and its stakeholders and to maintain constant communication with our stakeholders in order to understand and meet their needs.

Business Ethics

The Group recognises business ethics as a key principle in its business operations. Maintaining high operating standards allows the Group to earn the trust of its customers and stakeholders.

COMPLIANCE MANAGEMENT AND PERFORMANCE

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

Our business is governed by applicable laws and regulations in 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, the Occupational Safety and Health Ordinance of Hong Kong, the Consumer Goods Safety Ordinance of Hong Kong, Building Ordinance of Hong Kong, Trade Marks Ordinance of Hong Kong and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore, Prevention of Bribery Ordinance of Hong Kong, as well as similar laws and regulations applicable to operations in other regions. During FY2020, there was no case of material non-compliance with the above-mentioned laws and regulations, and there was no concluded legal case regarding corrupt practices brought against our employees or us. The Group will continue to identify laws and regulations that have significant impacts on the Group's business operations in different regions.

ANTI-CORRUPTION

The Group adopts zero-tolerance towards any forms of corruption, including bribery, extortion, money laundering, fraud and theft. Our Code of Business Conduct ("Our Code") and Employee Handbook stipulate the requirements in relation to conflicts of interest and political contributions. All directors and employees are required to comply with related local laws and regulations. In FY2020, we included an anti-corruption policy in our Employee Handbook which clearly states that all employees are prohibited from soliciting, accepting, or offering any bribes in conducting the Group's business or affairs at the locations where the Group operates. Additionally, all our business partners are required to follow Our Code by agreeing to the relevant provisions included in the contract.



At our Gaming operations, we provided anti-money laundering training to relevant employees according to the internal procedures and principles. The training courses incorporated legal standards, internal regulations, procedures and requirements in fulfilling obligations under the Anti-money Laundering Act of the Czech Republic, client identification and control, and the suggested ways to deal with suspicious transactions.

To promote business integrity, we encourage employees to report on any suspected misconduct or malpractice within the Group. Our Code states clear guidelines on the reporting of illegal or unethical behaviour and practices. To protect whistle-blowers from harassment or retaliation, their identity will be kept confidential and the Group will take all reasonable steps to ensure the employee suffers no detriment. In FY2020, the Group did not record any whistle-blowing cases. In the future, we will be considering holding anti-corruption training for the Board members.

Business Ethics

PREVENTION OF ANTI-COMPETITIVE PRACTICES

The Group understands that a competitive market leads to better prices, products and choices for everyone. Our Code requires all employees to abide by our Code, which stipulates our guidelines on anti-competitive practices, including insider trading, competition and fair dealing. Employees who have access rights to confidential information are prohibited to use or share that information for trading purposes except for the conduct of the Group's business. Our Code restricts employees from price-fixing, bid-rigging, allocation of markets or customers, or similar illegal anti-competitive activities. All inspections and testing of documents must be handled in accordance with all applicable specifications and requirements to avoid anti-competitive behaviour.

RESPECT FOR HUMAN RIGHTS

Prevention of child labour and forced labour

We uphold the principle of human rights and ensure it constitutes the basis of our businesses and operations. Our Prevention of Child and Forced Labour Policy clearly states the prohibitions of any forms of child labour or forced labour. Our HR department will check the identification documents of all candidates to prevent child labour and to make sure all employees meet the legal minimum age requirements for employment.

The Group also ensures that all employees work on a voluntary basis and they can resign according to the requirements of their respective employment contracts. Bonded or forced labour, corporal punishment or coercion of any type related to work are prohibited.

Tackling Human Trafficking and Child Abuse

Our Hotel operations in the UK attended a human trafficking meeting in May 2019 for the project called "Makesafe". The project was organised by the City of London Police to tackle human trafficking or child abuse in the UK where hotels can have a part to play and support the police. A detective constable of this project briefed and trained all our staff about this project. In case of suspicion, we would report to the "Makesafe" team to come and investigate.

In FY2020, our hotels in London held training regarding modern slavery and human trafficking in the hotel industry. Case studies were presented to deepen the understanding of employees. Employees are required to follow the procedures of the incident management process if they encountered any suspicious cases. The process will be enacted when there is an indicator of possible modern slavery. The Duty Manager will then follow up with the staff member who first reported the situation and the crisis team will inform the head office and other relevant contacts. Additionally, we implemented the Supplier Code of Conduct which defines the minimum standard and basic principles of cooperation with our suppliers and business partners.



Security practices that respect human rights

In general, the security personnel was directly hired by the hotels. Each hotel has its own internal policies and procedures of the hotel's security to ensure appropriate conduct of security personnel towards third parties, including our guests, to carry out their daily work duty. It also provides guidance on how to deal with different real-life scenarios, such as handling fighting, drunk guests, mentally ill guests and riot. Training is provided to ensure our security personnel complies with the procedures and equips them with appropriate actions to be taken under different situations.

Respecting human rights at the workplace

The Group embraces individuality and offers equal opportunities in all aspects of employment and advancement. We strive to provide a workplace where employees feel respected. Further information regarding respecting human rights at the workplace can be found in the "Employees and Wider Workforce" chapter.

PROTECTION OF INTELLECTUAL PROPERTY RIGHTS

To safeguard the intellectual property rights, the Group has stipulated the relevant standards in its Employee Handbook. All employees are required to maintain the confidentiality of proprietary information provided by our customers or suppliers in any form of transaction with the Group, such as trade secrets, patents, trademarks, copyrights, engineering and manufacturing ideas and designs. It is our standard practice to undertake effective means of preventing acts of infringement by entering into non-disclosure or confidentiality agreements with business partners prior to the provision of any confidential information as appropriate.

Additionally, our Property Development operations in the UK have signed agreements with respect to marketing materials with its suppliers. The agreements allow all parties to be aware of the ways the intellectual property will be used and the ultimate rights of using and distributing the materials.

Environment^{7, 8}

The Group values the state of the natural environment. We have Emissions Management Policy as well as Environment and Natural Resource Management Policy in place to manage our emissions and use of resources to minimise our impacts on the environment and natural resources. By continuously improving the Group's environmental management practices, it helps to raise its employees' awareness of environmentally responsible behaviour and promote environmental protection along its value chain, hence, reducing the Group's environmental impacts across its operations. Each business unit is responsible for implementing its sustainability practices according to the aforementioned policies.

CARBON AND AIR EMISSIONS

Increasing greenhouse gas ("GHG") emissions poses a critical challenge to our environment due to its warming effect on the earth's temperature. Our Emissions Management Policy states that the Group strives to minimise emissions with all reasonable actions and encourage emissions reduction behaviour. It is on our agenda to set a GHG reduction target to drive performance enhancement.

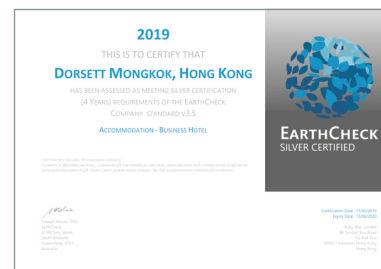
Low carbon tourism

In our Dorsett Singapore, our "Ride with Us" room package includes a Dorsett limited edition metro card with stored value where guests can use for travelling around Singapore. In addition, we placed bicycles in our hotel, allowing guests to rent bicycles for free. These initiatives not only encourage guests to use bicycles to travel around Singapore in the most environmentally friendly way, but also promote a low carbon lifestyle, minimising their carbon footprints in the city.

EarthCheck certified hotels

Our Dorsett Wanchai, Cosmo Hotel and Dorsett Mongkok in Hong Kong were awarded EarthCheck Silver-certified in FY2020. EarthCheck Certified is the world's leading environmental certification and benchmarking programme for the travel and tourism industry. EarthCheck Certified uses a science-based approach to help travel and tourism organisations to increase efficiencies, enhance guest experience and minimise negative environmental impacts.

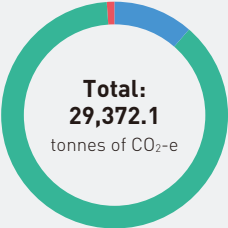
In the coming years, we will strive to attain the Gold level certification and have more hotels get EarthCheck Certified.

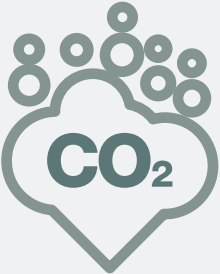


⁷ For Property Development, the Group outsourced its construction works to contractors and data was provided by contractors. For Car Park, data includes car park bays that are owned or managed by the Group only. For office, data includes head office, regional offices and Car Park office.

⁸ Due to rounding, environmental KPIs may not add up precisely to the total provided.

The Group conducted a carbon assessment with reference to international and national guidelines⁹. During FY2020, purchased electricity was the largest emission source, contributing 87% of the total GHG emissions. Stationary sources combustion was the second largest source, which accounts for 9% of the total GHG emissions.

GHG Emissions	Office	Hotel	Car Park	Gaming	Total	Unit	
 <p>Total: 29,372.1 tonnes of CO₂-e</p>	Scope 1 emissions ¹⁰	117.9	2,682.4	149.9	454.2	3,404.4	tonnes of CO ₂ -e
	Scope 2 emissions ¹¹	453.8	21,414.2	1,109.7	2,677.0	25,654.7	tonnes of CO ₂ -e
	Scope 3 emissions ¹²	87.8	223.6	0.0	1.6	313.0	tonnes of CO ₂ -e
	Total GHG emissions	659.5	24,320.2	1,259.6	3,132.8	29,372.1	tonnes of CO₂-e

GHG Intensity				
	Office	Hotel	Car Park	Gaming
	(by floor area)	(by guest room night)	(by number of car park bays)	(by revenue)
	10.38 tonnes of CO ₂ -e/ thousand square feet	0.02 tonnes of CO ₂ -e/ room night	0.02 tonnes of CO ₂ -e/ car park bay	0.08 tonnes of CO ₂ -e/ thousand euros

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

Besides, for our Hotel operations, we try to source local food supplies in order to reduce the carbon footprint and air emissions caused by food transportation.

⁹ Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong, Guidelines for Accounting and Reporting Greenhouse Gas Emissions – China Public Building Operator Units (Enterprises) (Trial) released by the National Development and Reform Commission of the People’s Republic of China and the GHG Protocol Corporate Standard.

¹⁰ Scope 1 includes direct emissions from the combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

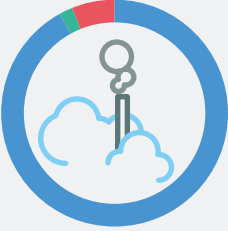
¹¹ Scope 2 includes energy indirect emissions from the generation of purchased electricity, purchased town gas (for Hotel operations in Hong Kong) and heating.

¹² Scope 3 - other indirect emissions - includes methane gas generation at landfills in Hong Kong due to the 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.



Environment

The key air pollutants from our operations included nitrogen oxides, sulphur oxides and respirable suspended particles. During FY2020, the largest source of air pollutants was nitrogen oxides, due to the use of diesel generators in hotels.

Air Pollutants	Office	Hotel	Car Park	Gaming	Total	Unit	
	Nitrogen oxides (NO _x)	81.1	5,893.3	31.2	361.4	6,367.0	kg
	Sulphur oxides (SO _x)	1.9	318.5	1.0	2.1	323.5	kg
	Respirable suspended particles (RSP)	5.2	91.1	1.7	10.7	108.7	kg

ENERGY

Energy consumption is the major source of GHG emissions and the Group actively reduces energy consumption for all its business units. Various measures have been implemented throughout the operations to reduce energy consumption and improve energy efficiency.


On the Property Development front, at our UK operations, Hornsey Town Hall and Walkabout project sourced solar power through the installation of photovoltaics.

For our Hotel operations, timer controls are set with a schedule on the primary air handling unit system, ceiling light of guest floor corridor and external signage and lighting. To further enhance the energy efficiency, lighting control sensors were installed in areas, such as the staircase, to automatically adjust the lighting. We close some of the floors during low occupancy. Moreover, our Dorsett Tsuen Wan and Silka Tsuen Wan suspend certain lift operations to reduce energy consumption with reference to the occupancy rate. Old and energy-consuming equipment were also replaced with more efficient models, for example, we replaced traditional chillers with oil-free chillers. Depending on daily operational needs, chillers are rotated to be in operation to minimise energy usage.

In addition, for our Car Park operations, we installed energy efficient-lightings, such as LED light or energy-saving light bulbs, motion sensor lighting, as well as solar systems in selected car parks. Energy conservation signage is also placed to remind employees about energy consumption. Whereas in our Gaming operations, all buildings have implemented a management system for heat and cooling regulation in order to reduce energy consumption. An energy audit is being conducted for all buildings every four years. Furthermore, we prioritise products with higher energy efficiency with reference to their labels and certification when selecting electronic products for our offices. LED lighting was also installed whenever applicable.

During FY2020, the key energy consumed included purchased electricity, accounting for 68% of total energy consumption. Other energy consumed include natural gas, diesel and town gas, representing 12%, 7% and 6% of the total energy consumption respectively.

Energy Use	Property					Total	Unit
	Office	Development	Hotel	Car Park	Gaming		
Compressed natural gas	-	-	1.1	-	-	1.1	MWh
Diesel	201.1	3,281.1	699.1	-	614.6	4,795.9	MWh
Natural gas	-	-	7,340.2	-	1,158.3	8,498.5	MWh
Petrol	293.3	-	162.7	606.6	2.1	1,064.7	MWh
Town gas	-	-	4,005.4	-	-	4,005.4	MWh
LPG	-	31.8	-	-	371.9	403.7	MWh
Petroleum coke	-	1,475.0	-	-	-	1,475.0	MWh
Acetylene	-	0.3	-	-	-	0.3	MWh
Electricity	681.5	2,935.3	38,667.5	1,588.1	4,645.8	48,518.2	MWh
Heating	-	1,325.2	-	-	917.9	2,243.1	MWh
Renewable energy	-	-	3.1	-	-	3.1	MWh
Total energy consumption	1,175.9	9,048.7	50,879.1	2,194.7	7,710.6	71,007.8	MWh

Energy Intensity					
	Office	Property Development	Hotel	Car Park	Gaming
	(by floor area)	(by gross floor area completed)	(by guest room night)	(by number of car park bays)	(by revenue)
	18.51	0.01	0.04	0.03	0.20
	MWh/ thousand square feet	MWh/ square metre	MWh/ room night	MWh/ car park bay	MWh/ thousand euros

WATER

Clean water remains a scarce resource in many parts of the world and we are committed to treasuring the water resources we have. As stated in the Environment and Natural Resource Management Policy, the Group is set to use resources in a sustainable manner to reduce water consumption, increase water use efficiency and reduce discharge of pollution into water.

The Group produces mainly domestic and construction wastewater. While domestic effluents are discharged into municipal wastewater sewage treatment systems, we request our contractors to comply with the local standards and regulations when discharging construction wastewater. For example, at construction sites in Hong Kong, wastewater treatment systems, such as desilting tanks systems and aqua-sed, are in place to handle wastewater well prior to discharge.

Moreover, at our Hong Kong Property Development operations, we encourage our contractors to use recycled water whenever applicable and to achieve at least 95% water-efficient sanitary fixtures. Whereas in our Perth Hub project in Australia, we make use of rumble grids instead of water to remove mud, dirt and debris from vehicles in order to minimise water usage.

The Group has implemented a variety of initiatives and measures in order to reduce water consumption and wastewater across all business units. In our hotels, we offer guests the option to reuse their linen with our Eco-value+ Programme. We also capture condensate water from the air-conditioning system and redistribute the water for reuse. A greywater recycling system is installed in order to reuse recycled water for flushing. Springwater is reused for outdoor cleaning, washing and gardening in Lushan Resort. Additionally, we encourage guests to use water wisely by placing signage in guest rooms. Priority is given to water-efficient devices, such as tap aerators, showerheads and dual flush systems.

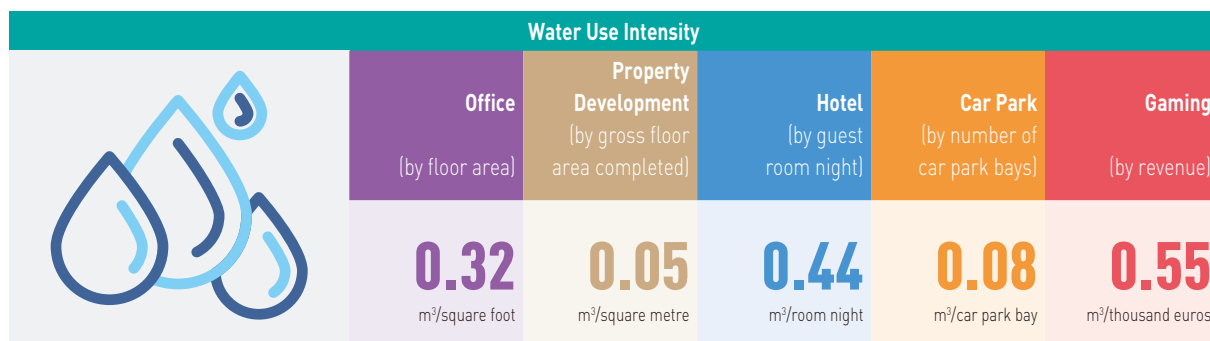
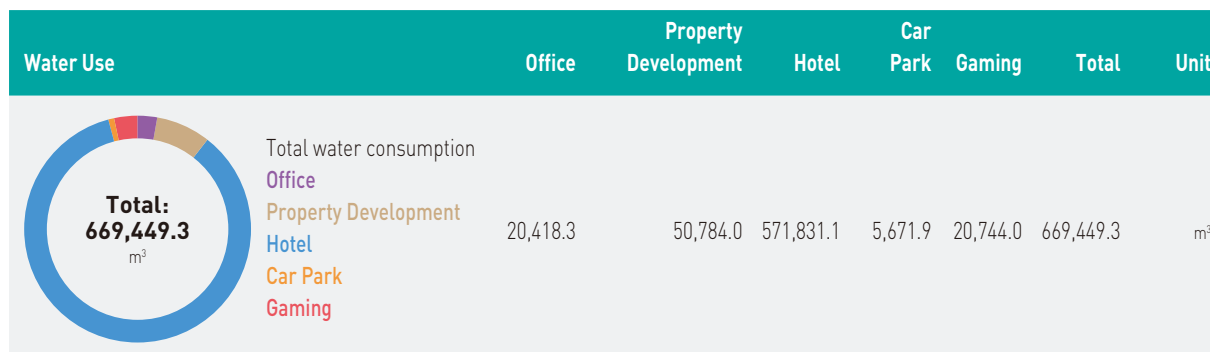
Eco-Value+ Programme

At Dorsett Wanchai, an EarthCheck Silver-certified hotel, we implemented the Eco-Value+ Programme which is an option for guests to opt-out of full housekeeping service in exchange for a free one-time minibar worth HK\$600. Since full housekeeping service consumes a considerable amount of water and electricity, by skipping full housekeeping service, our guests can join us in reducing the environmental footprint. As a result of the success in the pilot of Dorsett Wanchai, both Dorsett City London and Dorsett Shepherds Bush launched the Eco-Value+ Programme in August 2019.



For our Car Park operations, we installed water-saving devices such as low-flow water faucets and placed water conservation signage where applicable to raise employees' awareness of water conservation. We also installed water-saving flushers and touchless taps in offices, hotels and casinos for our Gaming operations. During offices' procurement, we prioritise products with higher water efficiency by referencing the product labels and certification. We also installed water-efficient devices, such as water taps, showerheads and dual flushing system in washroom to reduce water consumption.

During FY2020, the Group mainly sourced water from municipal supplies and has no issue in sourcing water fit for purpose.



WASTE

It is our obligation to minimise waste throughout our operations across different business units. Waste is mainly generated along our value chain, involving our employees, contractors and customers. We ensure that proper and effective waste management and reduction are carried out according to local waste regulations. We have implemented a set of waste management practices across business units to encourage waste reduction and recycling, as well as to provide clear guidance to our employees and contractors.

Property Development

For West Side Place Stage 1 and 2 projects in Australia, we require our contractors to reuse or recycle a minimum of 90% of all construction waste generated on-site. Contractors are required to implement a waste management plan, retain waste records and submit quarterly reports to the building owner. We also ensure that any transporters and receivers of hazardous and prescribed waste are licensed by the Environment Protection Authority or Department of Environment Regulation in Australia. Subcontractors are encouraged to minimise packaging and reuse offcuts where possible to reduce waste. Additionally, we adopted a lean construction methodology and try to ensure that materials are ordered to accurate estimates to reduce material waste.

Our UK operations require all contractors to sign up for the Considerate Constructor Scheme. One of the policies from this scheme requires construction companies to minimise waste generation and handle waste materials in a responsible manner, such as reusing and recycling materials where practicable. For more information regarding the scheme, please refer to the "Suppliers" section.



Environment

In Hong Kong, all contractors are required to submit regular environmental monitoring reports with the amount of waste generated. Contractors are also encouraged to recycle construction materials to minimise waste. The Chinese government has implemented the Waste Sorting Rules in all major cities in Mainland China. The new regulation in Shanghai that took effect from 1 July 2019 establishes rules for sorting household waste. To respond to the new rules, our Shanghai operations built “waste collection stops” in all our projects and provided specific bins for each waste category, including hazardous waste, household food waste, residual waste and recyclable waste to promote environmentally friendly disposals.



Hotel

Single-use Items



In most of our hotels, disposable bottled soap is replaced with a refillable soap dispenser to reduce the amount of plastic bottled waste. Silicon coaster is also replaced for a paper coaster in all guest bathrooms.

Plastic Bottles



We placed recycle bins in prominent areas in most of our hotels to collect plastic bottles from guests. At Dorsett Tsuen Wan and Silka Tsuen Wan in Hong Kong, we liaised with suppliers of chemical cleaning detergent to reuse their containers to further reduce plastic waste.

Towels and Linen



For our hotels in London, linens are rent from vendors who donate disused linen to charities. Additionally, our Dorsett Singapore recycles condemned bath towels, face and hand towels and bathmat and donates them to charities after thorough cleansing and disinfection.



Car Park

Proper waste management is implemented to have waste separated at source and recycled. All waste is handled and disposed of in accordance with local laws and regulations. We adopted the ticketless parking system to reduce waste at the source.



Gaming

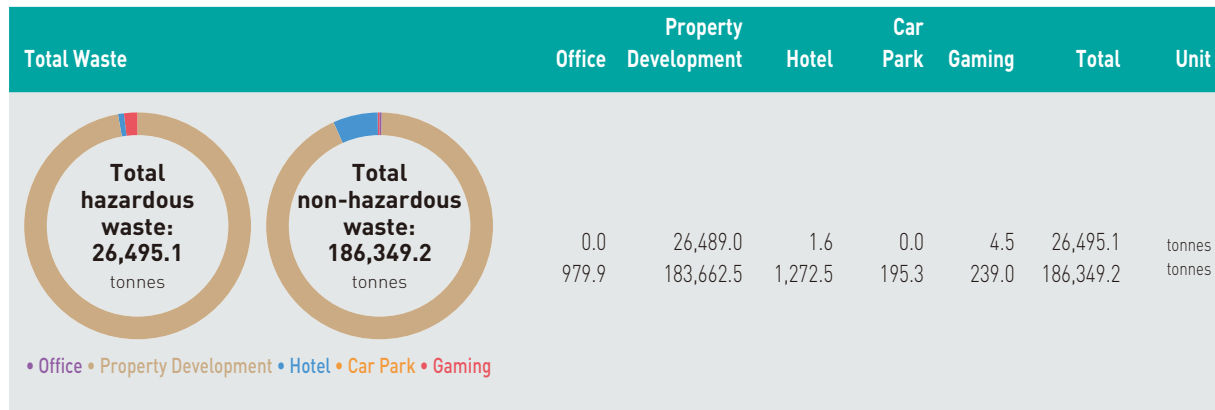
We placed separate containers for each type of waste for recycling in our Gaming operations. All the hazardous waste is registered and delivered to a certified company. Inspection is performed annually according to local laws and regulations. Printing is also monitored across the whole network in order to reduce paper consumption. Additionally, soap dispensers are installed in hotels and casinos to reduce soap and plastic consumption.



Offices

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

In FY2020, Property Development operations produced the most non-hazardous waste, which was mainly construction and demolition waste from construction sites operated by contractors. Other non-hazardous waste included general waste generated by hotels. For hazardous waste, mainly contaminated soil¹³ was generated by Property Development.



Waste Intensity	Office (by floor area)	Property Development (by gross floor area completed)	Hotel (by guest room night)	Car Park (by number of car park bays)	Gaming (by revenue)
<p>Hazardous Waste Intensity</p>	0.00 tonne/ thousand square feet	28.10 tonnes/ thousand square metres	1.26 tonnes/ million room nights	0.00 tonne/ car park bay	0.12 tonnes/ million euros
<p>Non-hazardous Waste Intensity</p>	15.43 tonnes/ thousand square feet	0.19 tonnes/ square metre	0.99 tonnes/ thousand room nights	2.60 tonnes/ thousand car park bays	6.35 tonnes/ million euros

¹³ Category A and C contaminated soil by West Side Place Stage 2 in Australia.



Employees and Wider Workforce

TALENT ATTRACTION AND DEVELOPMENT

The Group strives to attract and retain talents by establishing a sound employment system. Meanwhile, we encourage employees to have lifelong learning and continuous development by offering training and development programmes.

Employment system

The Group is devoted to fostering a supportive and quality working environment that treats employees fairly and equally. Our sound employment system and competitive remuneration package allow us to attract and retain both local and international talents. Our Employee Handbook clearly states the provisions on remuneration, recruitment, promotion, training and development, dismissal, working hours, rest days and other benefits and welfare, allowing employees to understand the respective employment terms and policies.

Total Number of Employees of the Group

4,424



Total Number of Employees within the Scope of Reporting

2,683



Hong Kong

766



Mainland China

755



Singapore

81



Malaysia

45



UK

212



Czech Republic

505



Australia

319





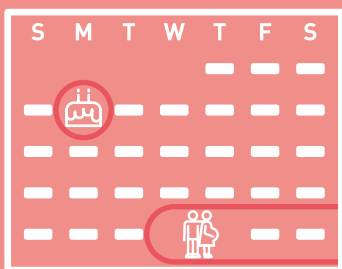
Employees and Wider Workforce

Employee benefits

The Group offers competitive and fair remuneration and benefits packages to its employees. Each business unit and region may have different offerings. Some of the benefits and well-being initiatives provided are shown below:

Leaves

In addition to public holidays, maternity leave, paternity leave, birthday leave, marriage leave, and compassionate leave are provided to our employees in eligible positions.



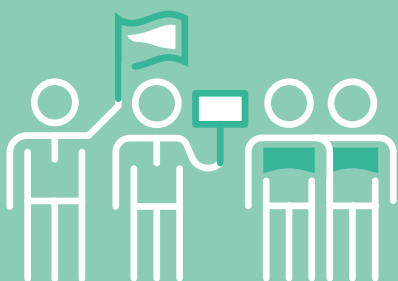
Employee Assistance

We offer financial support to our employees of Hotel operations and their families who are facing unexpected misfortune or emergency needs, in order to help them overcome the toughest time.



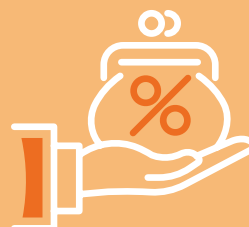
Employee Activities

We organise a variety of events and activities, such as field trips and outings, team building events, sports activities, annual dinners, gatherings and voluntary services.



Staff Discounts and Family Rates

We offer employees of Hotel operations a range of special offers at hotels owned and managed by Dorsett Hospitality International Limited ("Dorsett"), such as offering them the family members discounted rates for accommodation as well as dining services. In addition, our employees in Hong Kong are entitled to a number of discounts, including dental services for family members, fitness clubs and healthy uniform shoes.



Interviewing and Recruitment Workshop

This 1-day workshop aims to equip participants with the skills to conduct the recruitment process effectively and teach them how to gather vital information for hiring the best-fit candidate through simulation exercises. Two workshops were conducted for 16 participants in April and August 2019 respectively in both Hong Kong Hotel operations and corporate office.





Employees and Wider Workforce

TRAINING AND DEVELOPMENT

We believe the investment in employee training and development can build and retain professional talents, and contribute to the success of the Group. Under its Training and Development Policy, the Group acknowledges that through trainings, employees will be able to unleash their full potential in both personal and career development. The HR department also works with department heads in identifying areas that require training support.

Our UK operations have formulated its own Training and Development Policy. According to the policy, employees can apply for funding and study leave for courses related to the enhancement of skills for the job, professional or academic qualifications and management or supervisory focus.

Talent development

The Group understands the importance of employee training and development. We provide a wide range of training and development opportunities to employees in various forms, such as on-the-job, in-house and external training. Training includes programmes for skill enhancement, professional or academic qualification, and specific management or supervisory focus. Below is the summary of some of our major training and development opportunities that we provide for our employees.

Talent Development Roadmap



Talent Development Roadmap has been launched to outline a range of programmes across a wide spectrum available for our employees with different needs at different levels. We have essential (such as corporate vision and core values), customer care related (such as telephone etiquette), people management (such as supervisory skills and performance management) and leadership (such as leadership development) programmes.

eLearning (LinkedIn Learning)



Since July 2019, LinkedIn Learning has been launched to provide training opportunities to our employees at corporate office, regional offices and Hotel operations. 35 participants attended the training with a total of 435 LinkedIn Learning hours from July 2019 to March 2020.

Departmental Training System and Train-the-Trainer ("TTT") Workshop



Departmental Training System has been developed and launched in our Hotel operations since 2016 to create a learning culture. Departmental Trainers will be selected from every department in the hotel and they are responsible for conducting departmental on-the-job training in their respective departments. They will attend a 2-day Train-the-Trainer Workshop to sharpen their necessary knowledge and skillsets in conducting an effective training session. Two workshops were conducted for a total of 14 participants in May and September 2019 respectively in Hong Kong.

Management Development Programme ("MDP")



Our Hotel operations have commissioned the Hong Kong Vocational Training Council ("VTC") on MDP's design and delivery. As part of our talent development strategies, the programme aims to provide our managerial employees with consistent learning standards and essential management skills in order to be effective leaders in our Hotel operations. During FY2020, 13 participants, from corporate office and Hotel operations in Hong Kong, attended the MDP.

Employees and Wider Workforce

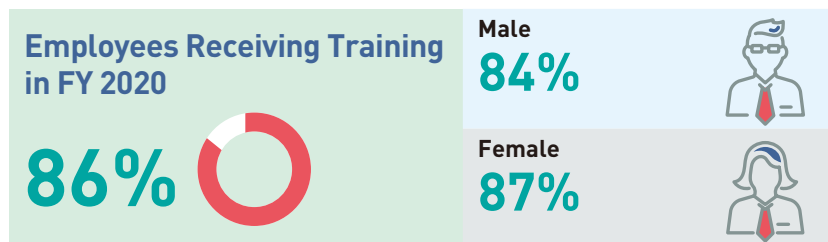
Talent review

We encourage frequent and meaningful conversations between management and employees, which offer both parties opportunities to discuss progress improvement and issues affecting our employees. The Group has a performance management and development process in place for its employees. Based on various performance indicators and annual objectives, employees' performance will be evaluated regularly. Performance review allows both supervisors and employees to track the performance and make improvements based on the feedback. Each business unit conducts its own employee performance review.

Talent review process for our Hotel operations

The talent review process first rolled out in FY2019. The talent review process is a performance appraisal process where it helps us standardise the review process based on employees' engagement, ability and career aspiration, in order to identify employees with good performance. It also provides managers with insights when preparing personal development plans for employees to further enhance development planning. In addition, the talent review process enables us to facilitate succession planning through the identification of employees with the potential to succeed in critical roles.

We are currently in stage 2 of the process, where all general managers and managerial employees participated. In the coming year, we will proceed to the final stage, where we assess all employees in this process in order to achieve a comprehensive talent review process.



EMPLOYEE ENGAGEMENT

Employees can raise ideas or complaints to their direct managers, department heads or HR department if they have concerns regarding their jobs or workplace.

We engage our employees all over the world in the Hotel operations through the Associate Engagement Survey ("AES") to solicit feedback from them every year. Their views and feedback help us to make continuous improvements. The measurement dimensions will be on our corporate culture, leadership, work-life balance, personal development, teamwork and total rewards. Similar to FY2019, our theme of AES in FY2020 was "It's about YOU... Get Involved · Stay Engaged". Our overall engagement score and participation rate reached a record high at 90.16% and 99.62% respectively. After the announcement of the AES results, each hotel adopted the IdeaPowerHouse, which selected some millennials to form focus groups, where they will discuss, brainstorm and suggest improvement action plans to the management. Individual management teams will then consider and integrate their proposed ideas into finalised action plans.



Employees and Wider Workforce

Highlights of initiatives since the launch of AES

<p>Health and Wellbeing</p> 	<ul style="list-style-type: none"> Organised wellness activities, such as the formation of a football team, cycling, running, snooker, bowling, Zumba and monthly foodstuff day.
<p>Training and Development</p> 	<ul style="list-style-type: none"> Organised language and makeup classes. Provided training activities, such as Standard Operating Procedures, Train-the-Trainers, Management Development Programme and Leadership Competency Training to offer opportunities for internal promotions.
<p>Staff Recognition and Engagement</p> 	<ul style="list-style-type: none"> Installed suggestion box at staff canteen. Organised housekeeping service skills competition.
<p>Welfare and Leisure Activities</p> 	<ul style="list-style-type: none"> Redecorated staff canteen and dormitory, and improved meal allowance for afternoon shift. Received birthday present and personalised birthday card from management. Organised family day. Built a mini garden and invited employees to take care of the plants. Office party in April, August & December 2019. Charity event – Lifewire Run 2019 in November 2019.

DIVERSITY AND INCLUSION

We advocate for equal opportunities and diversity in workplace and believe that a diverse workplace can bring meaningful contributions to our operations. Hence, employees are considered justly in all aspects of employment, regardless of their differences, such as ethnicity, gender, language, age, sexual orientation, religion or socio-economic status. We recruit candidates that are best qualified for the job, depending on their capabilities, experiences, the potential for future development and other traits that match the job. Our policies related to equal opportunities and diversity are communicated to our employees through our Employee Handbook. To better promote the concept of inclusion and diversity, our operations in the UK have formulated the Inclusion and Diversity Policy. This policy applies to all employees and organisations that have a contractual relationship with us.

Any forms of discrimination or harassment are strictly prohibited. It is clearly stated in Our Code and Employee Handbook that discrimination and harassment are intolerant in our operations. All employees are required to sign an acknowledgement form of Our Code every year to ensure they understand their obligations. Employees can speak or report to their respective immediate supervisor or HR department about any issues regarding inclusion, diversity or equality.



Employees and Wider Workforce

Anti-discrimination initiatives in our Hotel operations

In FY2020, we provided anti-discrimination training to all staff in Hong Kong Hotel operations to raise the awareness of discrimination and promote inclusion and diversity.

During the training, we helped employees to familiarise themselves with the definition of discrimination, harassment and vilification, as well as local laws and regulations regarding discrimination. To further advance our efforts in ending discrimination, anti-discrimination training has been extended from our Hong Kong corporate office to new associate orientation programme in Hong Kong Hotel operations.

Friendly employment practices for elderly and middle-aged

Elderly and middle-aged employees and retirees are equipped with a wealth of work-related skills, knowledge and experience. Due to the ageing population, fostering employment of elderly and middle-aged is one of the ways to unleash potential labour supply. In our Hotel operations, retired associates who reach age 65 will be considered for re-employment. Our Lan Kwai Fong Hotel @ Kau U Fong, Dorsett Kwun Tong and Silka Seaview Hotel recruited retirees for non-manual work, such as housekeeping, security and engineering department.

HEALTH, SAFETY AND WELLBEING

Employees' health and safety are fundamental to all our operations. It is stated in both Our Code and Employee Health and Safety Policy that the Group strives to provide a safe and healthy working environment for all employees.

Employees' health and safety

We require all employees to follow environmental, safety and health rules and practices as well as to report accidents, injuries and unsafe equipment, practices or conditions. Investigation and follow up actions will be taken immediately after the reporting has taken place. The Group undertakes any necessary preventive measures and provides safety training for its employees to raise their safety awareness. Health and safety seminars, fire safety training, internal fire drill, first aid course, and COVID-19 awareness training were organised in the Group's regional offices and hotels. For instance, our Guangdong operations undertake safety training and fire drill every year.

Our UK operations have formulated the Occupational Health and Safety ("OHS") Policy. The guidelines regarding different safety issues for all our key operations in the UK are detailed in the policy for employees to follow. Health and safety audits will also be carried out annually. We have also implemented a health and safety management system in partnership with the Health and Safety Partnership who provides health and safety legal advice and support. Additionally, we require each manager to ensure that all health and safety risks are assessed and identified. Managers will have to develop operational standards and procedures relating to their areas of control and communicate all appropriate information to all levels and monitor the effectiveness of their systems for managing employees' health and safety.

For our Hotel operations, a health and safety committee has been established at our hotels, such as Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan and Dorsett City London. Monthly meetings are held to discuss all health and safety measures with recommended actions for rectifications and improvements. Besides, our Car Park operations also comply with OHSAS 18001.

In FY2020, there was no case of work-related fatalities. Hotel, Car Park and Gaming operations recorded 38, 2 and 6 cases of work-related injuries respectively. A total of 628 lost days due to work-related injuries were recorded.



Employees and Wider Workforce

Employees' wellness

The Group aims to provide a working environment that contributes to both the physical and mental well-being of its employees. During FY2020, our hotels had a number of initiatives in place, including free yoga sessions, Chinese herb tea and soup packs, fruit donation, birthday parties, annual dinner, staff gathering and more. For our Melbourne operations, we offer not only free flu shots once a year to employees, but also two group gym sessions once a week at a local gym and healthy snacks for all our employees. Also, at our Shanghai operations, we purchased a new water filter machine to provide better water quality for our employees.



UK: 2020 Wellbeing Programme

The UK team planned a series of wellbeing initiatives designed to raise employees' awareness of their health and wellbeing. A wellbeing calendar was also designed to link wellbeing initiatives to key events, such as World Mental Health Day, National Cycle, etc., during the year. Several key initiatives have been established.



At the beginning of 2020, our UK operations partnered with Vitality Wellbeing Partnership Ltd to provide health and wellbeing services for our employees. During the pilot scheme, our Manchester team participated in health check assessments, including blood pressure testing, cholesterol testing, BMI measurements and lifestyle discussions. Instant results and aftercare advice were provided promptly to ensure that employees understand better regarding their health situation. It is on our agenda to roll out the health checks to all UK employees and offer the opportunity for employees to have a check every six months.

To further support our employees, we launched the Employee Assistance Programme ("EAP"), which provides free, confidential and professional 24-hour support to all our employees. This service connects employees to experienced counsellors in health across a range of medical and wellbeing services. Besides health advice, the EAP also provides access to expert legal and financial advice to help employees when they need it.

Furthermore, we will be appointing and training Mental Health First Aiders at each of our UK offices, in order to guide employees in distress to the relevant help they need.

Workers' health and safety

Being a responsible employer, we aspire to create a safe and healthy construction environment where workers feel safe to carry out their works. All our contractors are required to strictly follow our safety standards and relevant regulatory requirements. Those who fail to follow will be penalised or blacklisted. Below is a summary of initiatives in our Property Development operations.

<p>OHS Management System</p> 	<ul style="list-style-type: none"> To coordinate and monitor the implementation of safety measures, a formal site safety committee is formed in each of our Hong Kong and Australia projects. The committee comprises site safety managers, operation workers from main contractors and representatives from subcontractors and is required to conduct regular review and seek improvement of on-site safety. All of our Hong Kong contractors are required to develop an Occupational Health and Safety Management System in accordance with OHSAS 18001. Based on the requirements of ISO45001, AS4804, ISO14001 and ISO14004, an OHS management plan has been developed for our West Side Place Stage 2, a Melbourne project in Australia.
<p>Risk Management of OHS Hazards</p> 	<ul style="list-style-type: none"> In Hong Kong, our contractors are required to conduct risk assessments to examine the safety of site operations regularly before the commencement of work. If any non-conformance in site safety management is noticed, our Hong Kong contractors are required to stop its ongoing site work immediately. Site work can only be resumed when the site environment is proven to be safe. In Australia, pre-commencement meetings will be held with subcontractors to present and discuss the site management and safety process. We also have monthly internal auditing of the safety library for our Australian operations.
<p>Awareness and Training</p> 	<ul style="list-style-type: none"> Our main contractors in Hong Kong are required to provide induction training on health, safety and environmental risks and controls for their workers and subcontractors. Our UK contractors are required to sign up to and assess against an industry-wide scheme, Considerate Constructors Scheme, which covers management competency and secure workers' safety. More details can be found in the "Suppliers" section. In Australia, we provide white card training for workers at construction sites. They will also undergo a contractor induction to raise their safety awareness at construction sites.
<p>Supplier Performance Review</p> 	<ul style="list-style-type: none"> In Hong Kong, our project managers conduct regular site visits to inspect and assess the safety performance of each of our contractors. In Australia, we compile and review all safety documentation from subcontractors to ensure overall compliance.

For our Property Development operations, there was no case of work-related fatalities and 18 cases of work-related injuries among workers with 25 lost days recorded by our contractors in FY2020.



Customers

The Group strives to deliver the highest quality of products and services to our customers. Therefore, we are devoted to protecting customers' data privacy and security, safeguarding customers' health and safety and to fulfilling customer satisfaction.

DATA PRIVACY AND SECURITY

Data privacy and data security are of paramount importance across our global operations due to the growing prevalence of cyberattacks and ever-evolving technology. We are committed to safeguarding our customers' privacy. As stipulated in Our Code, employees are required to maintain the confidentiality of proprietary information entrusted to them by the Group or its customers or suppliers. All personal data collected are stored in encrypted servers with periodic backup to prevent loss of customers' data, unauthorised or accidental access, and disclosure or alteration.

For our Property Development operations, privacy policies are in place and updated in accordance with any changes in laws and regulations. We inform customers of the purpose of personal data collection. For instance, data collected in our UK operations is at the consent of the customer and adhere to the General Data Protection Regulation ("GDPR") of the European Union.

For our Hotel operations, we have established a set of specific policies and guidelines on handling and safeguarding personal data privacy for our staff to follow. Our front office staff will receive regular training on data privacy and security to enhance their awareness of the proper handling of personal data. Training has been delivered to some of our employees to increase their vigilance of the increasing cybersecurity risks and enrich their knowledge of risk mitigation. For instance, Dorsett Singapore held a cybersecurity awareness training for employees to raise their awareness of phishing.

In addition, next-generation firewall and endpoint protection software were implemented at all Hotel operations to enhance cybersecurity and prevent malicious attacks. We regularly check and update the network and firewall system. The firewall system is installed and monitored by our IT staff with a pop-up message once our system is under attack. Attacked phishing emails will be blocked by endpoint protection software to protect the system. We also require our staff to update their password regularly to defend cybersecurity. Back up of all data is performed regularly in case of a system crash or hard drive failure.

A Personal Information Collection Statement is stated in the registration card upon check-in. Our front desk staff will fully explain our Privacy Policy to guests. The policy is available on our Hotel brand's website. Guests have the right to reject their personal data from being used in direct marketing, access any personal data we hold or withdraw any consent provided. Similar to Hotel's practices, Car Park and Gaming operations also inform customers of the purpose of personal data collection.

CUSTOMER HEALTH AND SAFETY

It remains our top priority to ensure the health and safety of our customers during their stay on our premises. As stipulated in the Product Responsibility Policy, the Group strives to protect and promote the health and safety of our customers while providing responsible services to them.

Property Development

As a property developer, we are responsible for mitigating all health and safety risks to customers throughout the process of planning and design, construction and operation by working closely with our business partners.

Stages	Measures
<p>Planning and Design</p> 	<p>Manchester</p> <ul style="list-style-type: none"> • With reference to the Green Guide, our architect will specify products or performance criteria for products that promote environment-friendly materials and construction methodologies. • Projects will be designed as “Secure by Design”, a government initiative that advocates for strong security to be built into internet-connected products by design, and will incorporate the security recommendations made by the local police force. <p>Australia</p> <ul style="list-style-type: none"> • Safety in Design (“SiD”) risk assessment performed during the design development phase to ensure safety risks can be mitigated. The SiD process identifies risks and mitigation strategies through the planning, delivery and operation of the project. <p>Hong Kong</p> <ul style="list-style-type: none"> • We design projects in accordance with the WELL Building Standard, such as incorporating urban window design to improve indoor air quality and ventilation.
<p>Construction</p> 	<p>Australia</p> <ul style="list-style-type: none"> • All subcontractors are subject to declaring any potentially hazardous materials used on the job and their origin to determine the compliance of these materials with Australian standards and the project requirements. • Fibrous materials procured outside of Australia are all accompanied by an ‘Asbestos Free’ statement or testing as required. • According to our Sustainability Services Specification, low VOC and formaldehyde requirements have been set for the project for paints, adhesives and sealants, flooring wall and ceiling coverings to reduce end-users’ exposure to pollutants. <p>Hong Kong</p> <ul style="list-style-type: none"> • Regular inspections or audits during construction works are conducted to ensure building quality. • We require our contractors to develop a Quality Management System in accordance with ISO 9001 to ensure building quality. • We purchased building materials with low VOC content.
<p>Completion and Operation</p> 	<p>Shanghai</p> <ul style="list-style-type: none"> • We renovated our office in Shanghai to promote air circulation and engaged third parties to perform indoor air quality inspections before delivering the keys to the customers.



Customers

Hotel

	Measures
Health and Safety Committee 	<ul style="list-style-type: none"> A health and safety committee is established at most of our hotels. Regular meetings and risk assessments are conducted to discuss and assess current health and safety measures to identify areas for improvements and conduct follow-up actions when necessary.
Crisis and Emergency Management 	<ul style="list-style-type: none"> A dedicated crisis management team is established to respond to emergencies ranging from natural disasters to human disturbances such as terrorist attacks. The team comprises general managers from each hotel and department representatives of the corporate office. The Emergency and Crisis Management Guide provides guidance on pre-crisis and crisis situations, with information in relation to emergency response and procedures on identification, communication and reporting. We have set up fire services and security systems. Fire drills are arranged for employees regularly to raise their awareness of safety. Hotels such as Dorsett Singapore provided training to employees on workplace safety and emergency handlings such as fire, threat and terrorism.
Facilities and Management 	<ul style="list-style-type: none"> All our Hotel operations have regular maintenance of facilities, plant and equipment, and the surrounding of the hotel to ensure they are in good working condition. Hotels such as Dorsett Wanchai regularly implement disinfection and pipe cleaning termly to improve and manage indoor environmental quality, such as WELL standard, indoor air quality standard and sanitation.
Food Safety 	<ul style="list-style-type: none"> Restaurants are required to follow internal guidelines on food hygiene. Dedicated hygiene personnel are responsible for monitoring and inspection.
Promotion of Customer Wellbeing 	<ul style="list-style-type: none"> Dorsett Wanchai provides a healthy meeting package as part of its endeavour. Companies who conduct a 2-day meeting at the hotel can choose the package that comes with a 30-min yoga session for free during a coffee break. Lan Kwai Fong Hotel offers hotel packages with a 60-minute tailored personal training session at its private open space.
Security 	<ul style="list-style-type: none"> We have installed CCTV monitoring system that covers the whole hotel with 24-hour security guards on duty and conducts patrol to ensure hotel propriety and guest security. Our hotels such as Dorsett Singapore and hotels in London provide security training to staff to ensure the security of all our guests during their stay.

Our Car Park operations have its 24-hour “Care Assist” management system that connects to all CCTVs installed at car parks for surveillance and security purposes. Any possible incidents, crimes or suspicious activities can be monitored and recorded for further investigation.

For our Gaming operations, all buildings and equipment are regularly checked according to the laws and regulations or producer’s recommendations to ensure the safety of its customers. We also adopted the HACCP standards with our food and beverage manager at each site to monitor the quality of food.



CUSTOMER SATISFACTION

Customer satisfaction is important to our business operations. Their feedback is crucial for our understanding on the needs of our customers, enabling us to continue to improve our quality of products and services. According to the Product Responsibility Policy, the Group is obligated to establish and maintain good relationships with its customers and to keep improving its businesses by addressing feedback from customers.

In our Property Development business in the UK, with the launch of the FEC UK website, our UK customers can get in touch with us and provide feedback through email. Additionally, we continue to collect comments from social media posts across Instagram, LinkedIn and Twitter. Our UK operations put up extensive high-quality images of each development along with informative brochures, fact sheets and floorplans to provide customers with more detailed information. Progress newsletters are also distributed during the construction period to keep customers informed. Moreover, the marketing suite with indicative showrooms shows customers the quality of specification they can expect. If the customer is unable to visit in person, video tours are available. A sales coordinator will help with the purchase every step on the way from reservation to exchange of contracts. There are also specialists available to advise on renting and furnishing. Once a customer has legally completed on their new home, we will have a dedicated in-house customer service team on hand to help if needed, who will guide them through the move-in process and deal with any issues which may arise. We are also planning to implement a customer relationship management system which will allow us to maintain a close relationship with our customers. All these allow our customers to have the best experience when buying homes with us.

Whereas in our Manchester operations, we have a customer care manager in place. A customer charter has also been developed in line with the National House Building Council (“NHBC”) standards in the UK to deal with customer-related issues. Customer feedback will be collected upon first move-ins and improvements will be made where needed. In our Property Development business in Mainland China, we have established a customer hotline and have a set of standard operating procedures in handling customers’ complaints and inquiries. Complaints will be followed up promptly in order to solve customers’ problems. For our Australian operations, we perform customer engagement surveys on an annual basis in order to obtain their feedback to further refine our customer experience.

In our Hotel operations, we believe that guests who have a positive experience staying with us is more likely to become repeating and loyal guests. By delivering superior customer service and experience, we would be able to outperform our competitors. We solicit guests’ feedback through various channels, such as social media platform, online travel agencies, in-room guest questionnaires, in-room smartphones, a live chat room on Dorsett homepage, dedicated email and Dorsett Wine Hour, and immediately take follow up actions when necessary. Guests’ feedback is also being read out every morning at the operation meeting to ensure the right action is carried out to rectify any problems.



Customers

We also aim to offer our guests with a memorable experience when they stay with us. Therefore, specifically in Dorsett Wanchai, we make courtesy calls and collect guest comments and preferences during their stay, prepare welcome drinks or fruits for online travel agency guests, and celebrate guests' birthday by sending a cake and card to the room. In addition, regarding handling guests' complaints, all associates are required to receive training on customer services and follow the policy in handling direct guest complaints with a timely response. Complaints made via in-room smartphone will be sent to the Housekeeping, Front Office, Financial Controller and General Manager of the hotel, and responses will be made within an hour. For written complaints, we guarantee to provide a response within 48 hours.

For our Car Park operations, online customer support, including a 24-hour response team for our customer services, technical support, and cleaning and maintenance, is available in order to enhance customer experience. We have listed each of our car park's email address and telephone number for our customers to contact us. Customers can also leave us a message on our website and we will respond as soon as we can.

For our Gaming operations, responsible gaming practices are implemented and audited regularly. We also use ticketless systems, touchless access, Smartphone App, search and navigation features to the parking facility, online booking and cashless payments, to simplify the process and ameliorate customers' experience, thereby enhancing customers' satisfaction.

RESPONSIBLE MARKETING COMMUNICATIONS

We understand that unbiased marketing communication is where we gain the trust of our customers. Therefore, all of our advertisements are produced with accuracy at their forefront. The Group has the Product Responsibility Policy in place which states its responsibility in protecting its customers' interests through enhancing the transparency and fairness of its sales activities by complying with all applicable advertising laws and regulations.

Our Mainland China and Australia Property Development operations also contract out our advertising media to professional advertising agencies in order to get their professional inputs on our advertisement strategies and product, and to ensure that we uphold the advertising industry's standards. All deliverables must be approved by the Group before publishing.

While at our Hong Kong operations, the content of our sales brochures and marketing materials complies with the Residential Properties (First-hand Sales) Ordinance in Hong Kong. We also require our property agencies in Hong Kong to attend training sessions before conducting sales activities in order to ensure they fully understand our properties' information and our marketing communications requirements.

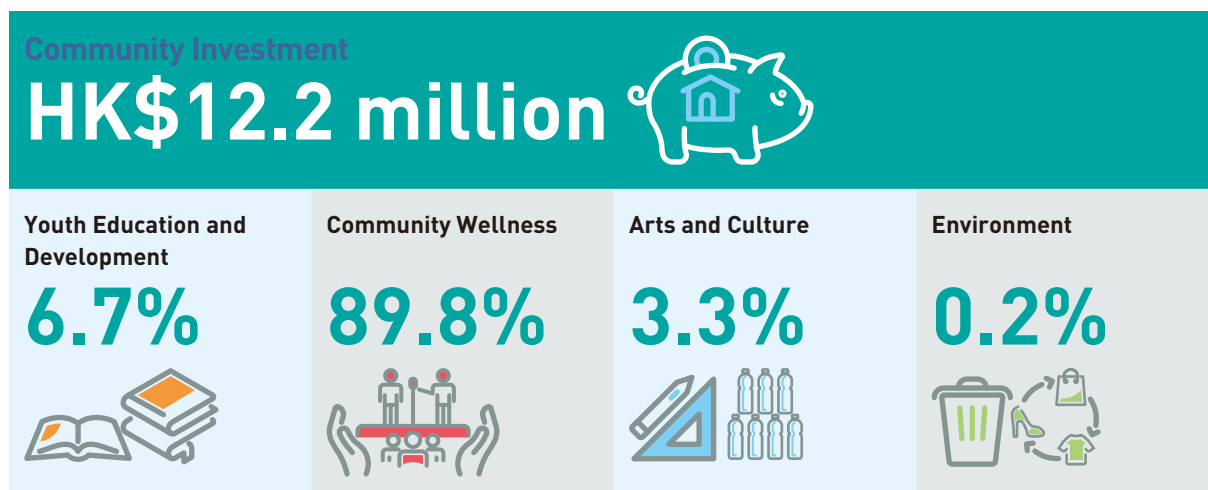
Besides, in our London operations, we consult our in-house lawyer as well as external solicitors to ensure that all marketing material complies with local laws and regulations. Appropriate disclaimers are displayed across all marketing material when required. For our Manchester operations, all advertising and marketing collaterals follow the Consumer Code for Home Builders by NHBC in the UK and any relevant misdescription acts.

For our marketing team in Gaming operations, we constantly evaluate the content of our advertisement to ensure we follow the restrictions.

Community

While local communities provide resources, infrastructure and markets that our businesses rely on, they are also positively and negatively affected by the business. It is our responsibility to benefit the communities in which we operate while achieving business objectives. In order to fulfill our responsibility, we leverage our strengths and expertise to contribute towards a better society through voluntary work, community services and projects, and donations. According to our Community Investment Policy, we specifically focus on four areas, including youth education and development, community wellness, arts and culture and the environment that are tailored to local needs and interests. The policy allows us to establish a common and coherent approach among all our business units.

Manchester Property Development Business: Community Liaison Manager	<p>During FY2020, we have created a new role, Community Liaison Manager, at our Manchester operations. It focuses on social investment, establishing positive partnership links within the community, increasing the value of work we deliver and supporting community growth across the Northern Gateway. All new projects that are at the planning stage undergo a community consultation process to ensure communities gain from our projects.</p> <p>Moving forward, we will establish a variety of projects across the neighbourhoods. Key initiatives for the future will include employment and training support programmes via local partners, environmental projects improving health and wellbeing, and strengthening communities to become more resilient.</p>
--	---



YOUTH EDUCATION AND DEVELOPMENT

Young people are the pillars of our future society and the key to sustainability. By investing in them, we are equipping future leaders with the knowledge and skills necessary to tackle future challenges and drive sustainable development.

Youth learning

Some of our hotels in Hong Kong joined the placement programme from Hong Kong Institute of Vocational Education, St. Christopher's Home and Hong Kong Community College, providing placement opportunities for students to gain more working experiences. Besides, we made donations to Vocational Training Council, Ju Ching Chu Secondary Schools and Wu Yee Sun College, the Chinese University of Hong Kong. We also set up the Dorsett Young Entrepreneur Scholarship to provide financial support to the students of Wu Yee Sun College, the Chinese University of Hong Kong who demonstrated their entrepreneurial insights in setting their own businesses. Dorsett has provided approximately HK\$4 million of scholarships over the last seven years, with over 1,200 award recipients from secondary schools, vocational institutes and universities.



Community

Additionally, we established the Hotel Care Team and arranged regular meetings to assist in organising activities for the local community. During FY2020, we organised the Hong Kong Family Welfare Society Lunch and Kid Play Day in September 2019 at Dorsett Tsuen Wan Kid Zone.

In Dorsett Shepherds Bush hotel, we invited 20 youths with learning disabilities to have a tour around our Hotel operational areas and bedrooms. As part of their tour, they participated in a bed-making competition and ended with a Q&A session with our associates, supervisors and managers from different departments in the hotel.



Sports activities

Our Gaming operations partnered with a local youth football sports club in FY2020. We provided a coach for youth training and contributed to the activities and the organisation of a national youth tournament.

COMMUNITY WELLNESS

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

Support for emergency events

With several unprecedented events that happened during FY2020, we believe that it is our responsibility to support both community recovery and development. Our office in Mainland China made donations to anti-epidemic funds in order to contribute to the fight against the outbreak of COVID-19 which caused global disruption. Besides, in late 2019, bushfire across Australia has had devastating effects on both the environment and humans, with an estimated 18 million hectares of land being burnt. In order to minimise the impacts of the bushfire, our staff in Melbourne went to the Sacred Heart Corporate Volunteering Mission to prepare meals for homeless people resulted from the bushfire. We also made donations for the bushfire appeal.

Support for local community

There is quite a number of elderlies in Hong Kong living alone without much interaction with friends and families. Therefore, during FY2020, our staff from some of our hotels in Hong Kong volunteered in visiting elderlies and threw them a buffet party.

For our London operations, we partner with East End Community Foundation ("EECF") and work alongside EECF throughout the construction of the development to help to bring residents together and work towards a shared goal: to drive philanthropy that responds to the needs of the community. EECF is dedicated to alleviating poverty in London's most deprived boroughs. With a connection to the East End, EECF focuses on funding requests that prioritise increasing employability, raising educational achievement, community cohesion and health and wellbeing.



For our London operations, we partner with East End Community Foundation ("EECF") and work alongside EECF throughout the construction of the development to help to bring residents together and work towards a shared goal: to drive philanthropy that responds to the needs of the community. EECF is dedicated to alleviating poverty in London's most deprived boroughs. With a connection to the East End, EECF focuses on funding requests that prioritise increasing employability, raising educational achievement, community cohesion and health and wellbeing.

Every year, Docklands Sailing and Watersports Centre ("DSWC") holds the Charity Dragon Boat Race. The DSWC is a local charity that raises funds for local young people to stay healthy and active through watersports. In FY2020, our London operations attended the dragon boat race and donated the room stay vouchers from our London hotels as prize.

Homelessness is a growing national problem in Australia. The increase in homelessness is apparent in our car parks. Therefore, in 2019, we have developed a Care Park Homelessness Protocol in order to ensure that homeless people are treated appropriately with relevant support services. Our car parks have formed partnerships with Launch Housing, St Vinnies and our corporate clients to provide rough sleepers using our car parks a better housing environment. Through this partnership, we have reduced the number of rough sleepers at our car parks by 40%.

Christmas is where family members get together and celebrate the festivity of the holiday. Unfortunately, some children may not have parents nor home to celebrate during the holiday. Therefore, our Gaming operations partnered with a children's home, providing gifts to children without parents and home, bringing them warmth during the holiday.

ARTS AND CULTURE

Arts and culture are integral to our heritage, history and identity. By supporting arts and culture in local communities, we improve our quality of life and encourage creative thinking. In our Hong Kong Hotel operations, we made donations to the Design Trust, Hong Kong Academy for Performing Arts.

Besides the donation, our Manchester operations created an angel sculpture with local schools. The schools were asked to collect plastic bottles so we could up-cycle them into the angel. With most schools collecting over 500 bottles, we had collected several thousand in total donated from the schools which took part. Additionally, we invited Liam Hopkins, a Manchester-based designer-maker, to deliver a talk with students from 6 local schools, discussing the feelings of being an artist as well as some of his big sculptures, leading on to sustainability and what the angel is made of. Students were then asked to colour in the Angel design. When Liam constructed the giant sculpture in Angel Meadow Park, the children were invited to come along and place some of the bottles.



ENVIRONMENT

To protect the environment for present and future generations, it is corporations' duty to spread awareness on environmental issues through its initiatives. In FY2020, to educate citizens with environmentally responsible behaviour, Dorsett Tsuen Wan and Silka Tsuen Wan participated in the Salvation Army Recycling Programme and held a Used Clothes Recycling Campaign from April to June 2019. Recycling banks were placed at hotel lobbies and staff, guests and people living nearby were invited to donate items including, clothing, footwear, handbags, accessories, toys, stationery and books. At the end of the programme, we received a total of approximately 5,060 kg of donated clothing and goods.

Suppliers

With our diversified business operations, we are required to work closely with a wide range of suppliers. We understand that supplier quality would directly affect our products and services. Therefore, the Group has a Procurement and Supply Chain Management Policy in place to establish the framework and parameters for managing our procurement activities in areas of corporate governance and ethics, labour and workspace management, occupational health and safety, supply chain management, and environment. By doing so, we aim to ensure suppliers uphold the highest standards and manage environmental and social risks along the supply chain. For example, all hotels in Hong Kong assess suppliers regularly through vendor performance evaluation to ensure suppliers maintain satisfactory standards and quality.

On the Property Development front, we contracted out different construction projects to contractors and subcontractors. Therefore, it is our responsibility to encourage our contractors to uphold the same social and environmental principles we established. For instance, in our Australian operation, sustainable materials are sourced based on the Green Star Custom Tool. Specifically, our Perth office set out a Principle Project Requirements for contractors to follow, covering the requirements on periodic cleaning and rubbish removal, as well as providing protective clothing to maintain clean and safe site conditions.

Contractor Assessment in the UK – Considerate Constructors Scheme

All our contractors in the UK Property Development operations are signed up to and assessed against the Considerate Constructors Scheme, an industry-wide scheme, which covers three categories, the general public, the workforce and the environment. The purpose of this scheme is to raise standards in the construction industry by respecting the community, protecting the environment, securing everyone's safety and valuing the workforce. Constructors registered with this scheme have to abide by the Code of Considerate Practice, which is designed to encourage best practice beyond statutory requirements. Virtual monitoring is also conducted by the scheme to ensure contractors comply with the requirements. By selecting contractors under this scheme, we ensure that our contractors uphold the same principles as we do.

In our Hong Kong Dorsett corporate office, we have formulated a pre-qualification registration for new suppliers that requests information on the competency and quality assurance aspects. Suppliers are required to make declaration on any conflicts of interest. In addition, suppliers need to disclose information of subcontractors to ensure the overall quality and reputation can be assessed in the selection process.

Key Figures

KEY PERFORMANCE INDICATORS^{1,2}

Environmental performance

Air pollutants ³	Office		Hotel		Car Park		Gaming	Total		Unit
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2020	FY2019	
Nitrogen oxides (NO _x)	81.1	146.1	5,893.3	1,842.8	31.2	data not available	361.4	6,367.0	1,988.9	kg
Sulphur oxides (SO _x)	1.9	1.9	318.5	12.2	1.0	available	2.1	323.5	14.1	kg
Respirable suspended particles (RSP)	5.2	7.9	91.1	90.5	1.7		10.7	108.7	98.4	kg

GHG emissions	Office		Hotel		Car Park		Gaming	Total		Unit
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2020	FY2019	
Scope 1 emissions ⁴	117.9	89.8	2,682.4	2,970.6	149.9	139.7	454.2	3,404.4	3,200.1	tonnes of CO ₂ -e
Scope 2 emissions ⁵	453.8	659.5	21,414.2	26,627.4	1,109.7	3,749.8	2,677.0	25,654.7	31,036.7	tonnes of CO ₂ -e
Scope 3 emissions ⁶	87.8	215.2	223.6	305.2	0.0	0.0	1.6	313.0	520.4	tonnes of CO ₂ -e
Total GHG emissions	659.5	964.5	24,320.2	29,903.2	1,259.6	3,889.5	3,132.8	29,372.1	34,757.2	tonnes of CO₂-e

GHG intensity	Office by floor area		Hotel by guest night		Car Park by number of car park bays		Gaming by revenue
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020
Quantity	10.38	9.09	0.02	0.02	0.02	0.05	0.08
Unit	tonnes of CO ₂ -e/ thousand square feet		tonnes of CO ₂ -e/ room night		tonnes of CO ₂ -e/ car park bay		tonnes of CO ₂ -e/ thousand euros

¹ For Property Development, the Group outsourced its construction works to contractors and data were provided by contractors. For Car Park, data include car park bays that are owned or managed by the Group only. For Office, data include head office, regional offices and Car Park office.

² Due to rounding, the environmental and social KPIs may not add up precisely to the total provided.

³ During FY2019, Car Park did not generate significant air emissions in its operations.

⁴ Scope 1 includes direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.

⁵ Scope 2 includes energy indirect emissions from the generation of purchased electricity, purchased town gas (for Hotel operations in Hong Kong) and heating.

⁶ Scope 3 includes other indirect emissions from methane gas generation at landfill in Hong Kong due to disposal of paper waste, GHG emissions due to electricity used for fresh water and sewage processing in Hong Kong, and GHG emissions from business travel by employees.



Key Figures

Total hazardous waste	Property										Unit	
	Office		Development		Hotel		Car Park		Gaming	Total		
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019		
Fluorescent tubes	0.0	0.0	0.0	0.0	0.9	1.2	0.0	0.0	0.0	0.9	1.2	tonnes
Paints	0.0	0.0	0.0	0.0	0.7	0.2	0.0	0.0	0.0	0.7	0.2	tonnes
Solvents	0.0	0.0	0.0	0.0	0.003	0.002	0.0	0.0	0.0	0.003	0.002	tonnes
Electrical waste	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	4.5	0.0	tonnes
Asbestos	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	tonnes
Others	0.0	0.0	26,489.0 ⁷	0.0	0.0	0.3 ⁸	0.0	0.0	0.0	26,489.0	0.3	tonnes
Total hazardous waste	0.0	0.0	26,489.0	1.0	1.6	1.7	0.0	0.0	4.5	26,495.1	2.7	tonnes

Hazardous waste intensity	Office		Property development		Hotel		Car Park		Gaming
	by floor area		by gross floor area completed		by guest night		by number of car park bays		by revenue
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020
Quantity	0.00	0.00	28.10	0.01	1.26	1.21	0.00	N/A	0.12
Unit	tonne/ thousand square feet		tonnes/ thousand square metres		tonnes/ million room nights		tonne/ car park bay		tonnes/ million euros

Total non-hazardous waste	Property										Unit	
	Office		Development		Hotel		Car Park		Gaming	Total		
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019		
General waste	972.7	149.2	843.0	1,037.1	987.4	1,125.9	3.3	183.5	142.1	2,948.5	2,495.7	tonnes
Organic waste	0.0	0.0	31.0	24.0	0.0	0.0	0.0	0.0	0.0	31.0	24.0	tonnes
Food waste	0.0	0.0	3.8	0.0	87.1	96.0	0.0	0.0	72.6	163.5	96.0	tonnes
Paper	4.7	0.0	2.9	0.0	9.3	6.4	192.0	0.0	15.8	224.7	6.4	tonnes
Plastics	2.5	0.0	197.9	0.0	5.0	3.5	0.0	0.0	1.3	206.7	3.5	tonnes
Glass	0.0	0.0	0.4	0.0	3.8	0.0	0.0	0.0	7.2	11.4	0.0	tonnes
Metal	0.0	0.0	1,024.9	0.0	3.0	1.0	0.0	0.0	0.0	1,027.9	1.0	tonnes
Construction and demolition waste	0.0	0.0	181,558.6 ⁹	18,645.4	0.0	0.0	0.0	0.0	0.0	181,558.6	18,645.4	tonnes
Others	0.0	0.0	0.0	0.0	176.9 ¹⁰	198.8 ¹¹	0.0	0.0	0.0	176.9	198.8	tonnes
Total non-hazardous waste	979.9	149.2	183,662.5	19,706.5	1,272.5	1,431.6	195.3	183.5	239.0	186,349.2	21,470.8	tonnes

⁷ The other hazardous waste from Property Development in FY2020 includes contaminated soil, inert waste, odorous fill, hazibags, etc. The large increase in hazardous waste in FY2020 was mainly from the West Side Place Stage 2 project in Australia because its construction activities only began in FY2020.

⁸ The other hazardous waste from Hotel in FY2019 includes a mixture of solvents, dry cleaning chemicals and paints.

⁹ The construction and demolition waste generated by Property Development increased significantly due to the change in construction phases and hence waste generation pattern.

¹⁰ The other non-hazardous waste for Hotel in FY2020 includes packaging cartons, mixed recycling and non-hazardous paint.

¹¹ The other non-hazardous waste for Hotel in FY2019 includes mixed recycling, biodegradable kitchen and canteen waste, and non-hazardous paint.

Key Figures

Non-hazardous waste intensity	Office by floor area		Property Development by gross floor area completed		Hotel by guest night		Car Park by number of car park bays		Gaming by revenue FY2020
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	

Quantity	15.43	1.41	0.19	0.05	0.99	1.00	2.60	2.30	6.35
Unit	tonnes/ thousand square feet		tonnes/ square metre		tonnes/ thousand room nights		tonnes/ thousand car park bays		tonnes/ million euros

Energy use	Office		Property Development		Hotel		Car Park		Gaming	Total		Unit
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019		FY2020	FY2019	

Compressed natural gas	0.0	0.0	0.0	1.1	0.3	0.0	0.0	0.0	0.0	1.1	0.3	MWh
Diesel	201.1	0.0	3,281.1	699.1	9.1	0.0	0.0	614.6	4,795.9	9.1	9.1	MWh
Natural gas	0.0	0.0	0.0	7,340.2	10,192.2	0.0	0.0	1,158.3	8,498.5	10,192.2	10,192.2	MWh
Petrol	293.3	334.9	0.0	162.7	141.1	606.6	565.1	2.1	1,064.7	1,041.1	1,041.1	MWh
Towngas	0.0	0.0	0.0	4,005.4	5,170.1	0.0	0.0	0.0	4,005.4	5,170.1	5,170.1	MWh
LPG	0.0	0.0	31.8	0.0	0.0	0.0	0.0	371.9	403.7	0.0	0.0	MWh
Petroleum coke	0.0	0.0	1,475.0	0.0	0.0	0.0	0.0	0.0	1,475.0	0.0	0.0	MWh
Acetylene	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.0	MWh
Electricity	681.5	798.1	2,935.3	38,667.4	47,237.9	1,588.1	4,981.3	4,645.8	48,518.1	53,017.3	53,017.3	MWh
Heating	0.0	0.0	1,325.2	0.0	12.2	0.0	0.0	917.9	2,243.1	12.2	12.2	MWh
Renewable energy	0.0	0.0	0.0	3.1	0.0	0.0	0.0	0.0	3.1	0.0	0.0	MWh
Total energy consumption	1,175.9	1,133.0	9,048.7	50,879.0	62,762.9	2,194.7	5,546.4	7,710.6	71,007.8	69,442.3	69,442.3	MWh

Energy intensity	Office by floor area		Property Development by gross floor area completed		Hotel by guest night		Car Park by number of car park bays		Gaming by revenue FY2020
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	

Quantity	18.51	10.68	0.01	0.04	0.04	0.03	0.07	0.20
Unit	MWh/ thousand square feet		MWh/ square metre	MWh/ room night		MWh/ car park bay		MWh/ thousand euros

Water consumption	Office		Property development		Hotel		Car Park		Gaming	Total		Unit
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019		FY2020	FY2019	

Total water consumption	20,418.3	35,070.3	50,784.0 ¹²	700,648.0	571,831.1	677,078.3	5,671.9	5,686.0	20,744.0	669,449.3	1,418,483.0	m ³
-------------------------	----------	----------	------------------------	-----------	-----------	-----------	---------	---------	----------	-----------	-------------	----------------

Water intensity	Office by floor area		Property Development by gross floor area completed		Hotel by guest night		Car Park by number of car park bays		Gaming by revenue FY2020
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	

Quantity	0.32	0.33	0.05	1.8	0.44	0.47	0.08	0.07	0.55
Unit	m ³ / square foot		m ³ / square metre		m ³ / room night		m ³ / car park bay		m ³ / thousand euros

¹² The water consumption by Property Development decreased significantly due to the change in construction phases and hence water consumption pattern.



Key Figures

Social performance^{13,14}

Indicators	Office		Hotel		Car Park		Gaming		Total									
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2020	FY2020	FY2019								
Employment	Number	%	Number	%	Number	%	Number	%	Number	%								
Total workforce	313	11.7%	259	11.4%	1,548	57.7%	1,653	72.8%	347	12.9%	360	15.8%	475	17.7%	2,683	N/A	2,272	N/A
By gender																		
Male	169	54.0%	137	52.9%	747	48.3%	804	48.6%	272	78.4%	271	75.3%	225	47.4%	1,413	52.7%	1,212	53.3%
Female	144	46.0%	122	47.1%	801	51.7%	849	51.4%	75	21.6%	89	24.7%	250	52.6%	1,270	47.3%	1,060	46.7%
By region																		
Hong Kong	132	42.2%	137	52.9%	634	41.0%	694	42.0%	N/A	N/A	N/A	N/A	N/A	N/A	766	28.6%	831	36.6%
Mainland China	46	14.7%	49	18.9%	709	45.8%	772	46.7%	N/A	N/A	N/A	N/A	N/A	N/A	755	28.1%	821	36.1%
Singapore	12	3.8%	11	4.3%	69	4.4%	69	4.2%	N/A	N/A	N/A	N/A	N/A	N/A	81	3.0%	80	3.5%
UK	50	16.0%	34	13.1%	136	8.8%	118	7.1%	26	7.5%	17	4.7%	N/A	N/A	212	7.9%	169	7.4%
Australia	43	13.7%	28	10.8%	N/A	N/A	N/A	N/A	276	79.5%	298	82.8%	N/A	N/A	319	11.9%	326	14.4%
Malaysia	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	45	13.0%	45	12.5%	N/A	N/A	45	1.7%	45	2.0%
Czech Republic	30	9.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	475	100%	505	18.8%	N/A	N/A
By age group																		
30 or below	51	16.3%	45	17.4%	342	22.1%	420	25.4%	94	27.1%	118	32.8%	162	34.1%	649	24.2%	583	25.7%
31-40	117	37.4%	95	36.7%	392	25.3%	433	26.2%	94	27.1%	89	24.7%	153	32.2%	756	28.2%	617	27.2%
41-50	77	24.6%	63	24.3%	467	30.2%	472	28.6%	77	22.2%	72	20.0%	99	20.9%	720	26.8%	607	26.7%
51 or above	68	21.7%	56	21.6%	347	22.4%	328	19.8%	82	23.6%	81	22.5%	61	12.8%	558	20.8%	465	20.4%
By employee category																		
Senior management	50	16.0%	49	18.9%	71	4.6%	76	4.6%	9	2.6%	20	5.5%	5	1.1%	135	5.0%	145	6.4%
Middle management	103	32.9%	67	25.9%	286	18.5%	301	18.2%	28	8.1%	59	16.4%	26	5.4%	443	16.5%	427	18.8%
General staff	160	51.1%	143	55.2%	1,191	76.9%	1,276	77.2%	310	89.3%	281	78.1%	444	93.5%	2,105	78.5%	1,700	74.8%
By employment type																		
Full-time	307	98.1%	255	98.5%	1,542	99.6%	1,650	99.8%	188	54.2%	168	46.7%	440	92.6%	2,477	92.3%	2,073	91.2%
Part-time	6	1.9%	4	1.5%	6	0.4%	3	0.2%	159	45.8%	192	53.3%	35	7.4%	206	7.7%	199	8.8%

¹³ Social performance only includes social data within the scope of reporting. The total number of employees of the Group is 4,424 while the total number of employees within the scope of reporting is 2,683.

¹⁴ 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.

Key Figures

Indicators	Office		Hotel		Car Park		Gaming		Total									
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019								
Employment	Number	%	Number	%	Number	%	Number	%	Number	%								
New employees	123	39.3%	83	32.0%	267	17.2%	459	27.8%	112	32.3%	135	37.5%	111	23.4%	613	22.8%	677	29.8%
By gender																		
Male	61	36.1%	38	27.7%	119	15.9%	190	23.6%	84	30.9%	98	36.2%	48	21.3%	312	22.1%	326	26.9%
Female	62	43.1%	45	36.9%	148	18.5%	269	31.7%	28	37.3%	37	41.6%	63	25.2%	301	23.7%	351	33.1%
By region																		
Hong Kong	69	52.3%	44	32.1%	131	20.7%	248	35.7%	N/A	N/A	N/A	N/A	N/A	N/A	200	26.1%	292	35.1%
Mainland China	1	2.2%	0	0.0%	101	14.2%	137	17.7%	N/A	N/A	N/A	N/A	N/A	N/A	102	13.5%	137	16.7%
Singapore	1	8.3%	2	18.2%	26	37.7%	46	66.7%	N/A	N/A	N/A	N/A	N/A	N/A	27	33.3%	48	60.0%
UK	22	44.0%	32	94.1%	9	6.6%	28	23.7%	0	0%	0	0%	N/A	N/A	31	14.6%	60	35.5%
Australia	21	48.8%	5	17.9%	N/A	N/A	N/A	N/A	90	32.6%	105	35.2%	N/A	N/A	111	34.8%	110	33.7%
Malaysia	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22	48.9%	30	66.7%	N/A	N/A	22	48.9%	30	66.7%
Czech Republic	9	30.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	111	23.4%	120	23.8%	N/A	N/A
By age group																		
30 or below	35	68.6%	28	62.2%	98	28.7%	199	47.4%	37	39.4%	62	52.5%	63	38.9%	233	35.9%	289	49.6%
31-40	39	33.3%	33	34.7%	61	15.6%	106	24.5%	26	27.7%	32	36.0%	26	17.0%	152	20.1%	171	27.7%
41-50	31	40.3%	14	22.2%	69	14.8%	90	19.1%	26	33.8%	27	37.5%	17	17.2%	143	19.9%	131	21.6%
51 or above	18	26.5%	8	14.3%	39	11.2%	64	19.5%	23	28.0%	14	17.3%	5	8.2%	85	15.2%	86	18.5%
Employee turnover	94	30.0%	80	30.9%	408	26.4%	542	32.8%	112	32.3%	82	22.8%	99	20.8%	713	26.6%	704	31.0%
By gender																		
Male	47	27.8%	42	30.7%	182	24.4%	257	32.0%	75	27.6%	62	22.9%	39	17.3%	343	24.3%	361	29.8%
Female	47	32.6%	38	31.1%	226	28.2%	285	33.6%	37	49.3%	20	22.5%	60	24.0%	370	29.1%	343	32.4%
By region																		
Hong Kong	67	50.8%	42	30.7%	198	31.2%	281	40.5%	N/A	N/A	N/A	N/A	N/A	N/A	265	34.6%	323	38.9%
Mainland China	4	8.7%	10	20.4%	146	20.6%	161	20.9%	N/A	N/A	N/A	N/A	N/A	N/A	150	19.9%	171	20.8%
Singapore	0	0.0%	2	18.2%	48	69.6%	49	71.0%	N/A	N/A	N/A	N/A	N/A	N/A	48	59.3%	51	63.8%
UK	12	24.0%	23	67.6%	16	11.8%	51	43.2%	0	0.0%	1	5.9%	N/A	N/A	28	13.2%	75	44.4%
Australia	7	16.3%	3	10.7%	N/A	N/A	N/A	N/A	90	32.6%	58	19.5%	N/A	N/A	97	30.4%	61	18.7%
Malaysia	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22	48.9%	23	51.1%	N/A	N/A	22	48.9%	23	51.1%
Czech Republic	4	13.3%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	99	20.8%	103	20.4%	N/A	N/A



Key Figures

Indicators	Office		Hotel		Car Park		Gaming		Total									
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019								
Employment	Number	%	Number	%	Number	%	Number	%	Number	%								
By age group																		
30 or below	17	33.3%	21	46.7%	153	44.7%	224	53.3%	37	39.4%	31	26.3%	52	32.1%	259	39.9%	276	47.3%
31-40	36	30.8%	32	33.7%	80	20.4%	136	31.4%	24	25.5%	22	24.7%	26	17.0%	166	22.0%	190	30.8%
41-50	30	39.0%	17	27.0%	78	16.7%	107	22.7%	29	37.7%	11	15.3%	16	16.2%	153	21.3%	135	22.2%
51 or above	11	16.2%	10	17.9%	97	28.0%	75	22.9%	22	26.8%	18	22.2%	5	8.2%	135	24.2%	103	22.2%
Male to Female Ratio	1.17:1	1.12:1	1.12:1	0.93:1	0.93:1	0.95:1	0.95:1	3.63:1	3.63:1	3.04:1	3.04:1	1.11:1	0.90:1	1.11:1	1.14:1	1.14:1	1.14:1	1.14:1
Health and Safety	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Number and rate of work-related fatalities (per 100 employees)	0	0%	0	0%	0	0%	0	0%	0	0.0%	0	0%	0	0%	0	0%	0	0%
Number and rate of work-related injuries (per 100 employees)	0	0%	0	0%	38	2.5%	47	2.8%	2	0.6%	1	0.3%	6	1.3%	46	1.7%	48	2.1%
Number of lost days due to work-related injury	0		0		420		616		61		26		147		628		642	

Key Figures

Indicators	Office		Hotel		Car Park		Gaming		Total							
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019						
Learning and Development ¹⁵	Hours	%	Hours	%	Hours	%	Hours	%	Hours	%						
Average training hours and percentage of trained employees¹⁶	4.3	43.5%	6.7	51.7%	7.5	98.7%	5.4	83.9%	7.2	85.3%	1.5	72.0%	5.8	85.6%	13.2	76.6%
By gender																
Male	5.2	42.0%	6.5	47.4%	7.2	96.4%	5.2	83.1%	8.7	83.4%	1.7	76.4%	5.7	84.1%	13.8	74.8%
Female	3.3	45.1%	6.8	56.6%	7.8	100.9%	6.1	86.7%	2.5	91.0%	1.4	68.0%	6.0	87.2%	12.6	78.7%
By region																
Hong Kong	2.9	47.0%	6.9	48.2%	8.0	105.0%	N/A	N/A	N/A	N/A	N/A	N/A	7.1	95.0%	6.7	70.8%
Mainland China	1.5	45.7%	6.7	87.8%	4.3	99.7%	N/A	N/A	N/A	N/A	N/A	N/A	4.1	96.4%	16.8	92.0%
Singapore	0	0%	0	0%	26.3	91.3%	N/A	N/A	N/A	N/A	N/A	N/A	22.4	77.8%	12.5	50.0%
UK	10.4	34.0%	9.5	38.2%	12.9	67.6%	3.3	50.0%	22.1	29.4%	N/A	N/A	11.1	57.5%	43.2	26.0%
Australia	1.1	16.3%	4.5	42.9%	N/A	N/A	6.2	100%	6.8	100%	N/A	N/A	5.5	88.7%	6.6	95.1%
Malaysia	N/A	N/A	N/A	N/A	N/A	N/A	2.0	4.4%	3.9	8.9%	N/A	N/A	2.0	4.4%	3.9	8.9%
Czech Republic	11.3	96.7%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.5	72.0%	2.1	73.5%	N/A	N/A
By employee category																
Senior management	6.7	44.0%	9.5	49.0%	5.4	81.7%	11.4	77.8%	17.6	95.0%	4.7	100%	6.2	68.1%	13.9	65.5%
Middle management	3.6	43.7%	9.4	62.7%	7.7	90.6%	8.1	92.9%	6.7	86.4%	3.2	100%	6.5	80.4%	18.1	75.4%
General staff	4.1	43.1%	4.4	47.6%	7.6	101.7%	5.0	83.2%	6.5	84.3%	1.4	70.0%	5.7	87.8%	11.9	77.9%
Percentage of employees receiving regular appraisal	75.4%	43.6%	97.0%	81.7%	100%	100%	96.7%	100%	95.4%	79.8%						

¹⁵ 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%.

¹⁶ Breakdown of trained employees in FY2020 by gender: Male (52.2%) and Female (47.8%); Breakdown of trained employees by employee category: Senior management (16.2%), Middle management (33.1%) and General staff (50.7%).



Key Figures

Indicators	Office		Hotel		Car Park		Gaming		Total	
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019
Customer Communications	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Products and service related complaints received	0	0	1,190	1,357	104	0	0	0	1,294	1,357
By region										
Hong Kong	0	0	56	67	N/A	N/A	N/A	N/A	56	67
Mainland China	0	0	388	194	N/A	N/A	N/A	N/A	388	194
Singapore	0	0	601	888	N/A	N/A	N/A	N/A	601	888
UK	0	0	145	208	9	0	N/A	N/A	154	208
Australia	0	0	N/A	N/A	60	0	N/A	N/A	60	0
Malaysia	N/A	N/A	N/A	N/A	35	0	N/A	N/A	35	0
Czech Republic	0	N/A	N/A	N/A	N/A	N/A	0	0	0	N/A

Key Figures

Indicators	Office		Hotel		Car Park		Gaming		Total								
	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019	FY2020	FY2019							
Community Investment	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$	HK\$							
Donation amount	\$11,740,000	\$8,500,000	\$400,000	\$300,000	\$0	\$0	\$60,000	\$12,200,000	\$8,800,000								
By focus areas																	
Arts and culture	\$300,000	\$300,000	\$100,000	\$100,000	\$0	\$0	\$10,000	\$410,000	\$400,000								
Environment	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0								
Community wellness	\$10,720,000	\$7,000,000	\$200,000	\$100,000	\$0	\$0	\$30,000	\$10,950,000	\$7,100,000								
Youth education and development	\$700,000	\$1,200,000	\$100,000	\$100,000	\$0	\$0	\$20,000	\$820,000	\$1,300,000								
By region																	
Hong Kong	\$10,320,000	\$7,720,000	\$200,000	\$100,000	N/A	N/A	N/A	\$10,520,000	\$7,820,000								
Mainland China	\$200,000	\$130,000	\$0	\$0	N/A	N/A	N/A	\$200,000	\$130,000								
Singapore	\$0	\$0	\$0	\$0	N/A	N/A	N/A	\$0	\$0								
UK	\$300,000	\$320,000	\$200,000	\$200,000	\$0	\$0	N/A	\$500,000	\$520,000								
Australia	\$900,000	\$330,000	N/A	N/A	\$0	\$0	N/A	\$900,000	\$330,000								
Malaysia	N/A	N/A	N/A	N/A	\$0	\$0	N/A	\$0	\$0								
Czech Republic	\$20,000	N/A	N/A	N/A	N/A	N/A	\$60,000	\$80,000	N/A								
Number of volunteers and volunteer hours	60	313	40	204	373	3,993	409	3,760	0	0	0	18	305	451	4,611	449	3,964
By focus areas																	
Arts and culture	5	36	2	20	25	172	4	30	0	0	0	2	20	32	228	6	50
Environment	3	25	0	0	0	0	2	4	0	0	0	0	0	3	25	2	4
Community wellness	48	236	36	180	319	1,969	364	1,994	0	0	0	15	235	382	2,440	400	2,174
Youth education and development	4	16	2	4	29	1,852	39	1,732	0	0	0	1	50	34	1,918	41	1,736
By region																	
Hong Kong	2	30	0	0	312	3,657	313	2,957	N/A	N/A	N/A	N/A	N/A	314	3,687	313	2,957
Mainland China	1	8	0	0	12	48	15	504	N/A	N/A	N/A	N/A	N/A	13	56	15	504
Singapore	0	0	0	0	6	4	20	5	N/A	N/A	N/A	N/A	N/A	6	4	20	5
UK	32	75	19	36	43	284	61	294	0	0	0	N/A	N/A	75	359	80	330
Australia	20	140	21	168	N/A	N/A	N/A	N/A	0	0	0	N/A	N/A	20	140	21	168
Malaysia	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	N/A	N/A	0	0	0	0
Czech Republic	5	60	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	18	305	23	365	N/A	N/A



ESG Reporting Guide Content Index

Material Aspect	Content	Page Index/Remarks
A. Environmental		
A1 Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	21, 24
A1.1	The types of emissions and respective emissions data.	26, 49
A1.2	Greenhouse gas emissions in total and intensity.	25, 49
A1.3	Total hazardous waste produced and intensity.	31, 50
A1.4	Total non-hazardous waste produced and intensity.	31, 50-51
A1.5	Description of measures to mitigate emissions and results achieved.	24-31, 49
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	29-31, 50-51
A2 Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	24, 26, 28
A2.1	Direct and/or indirect energy consumption by type in total and intensity.	27, 51
A2.2	Water consumption in total and intensity.	29, 51
A2.3	Description of energy use efficiency initiatives and results achieved.	26, 51
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	28-29, 51
A2.5	Total packaging material used for finished products.	The use of packaging material for finished products is not material to our core business.
A3 The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	24
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	24-31

ESG Reporting Guide Content Index

Material Aspect	Content	Page Index/Remarks
B. Social		
B1 Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	21, 32-33, 36-37
B1.1	Total workforce by gender, employment type, age group and geographical region.	32, 52
B1.2	Employee turnover rate by gender, age group and geographical region.	53-54
B2 Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	21, 37
B2.1	Number and rate of work-related fatalities.	37, 39, 54
B2.2	Lost days due to work injury.	37, 39, 54
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	37-39
B3 Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	34-35
B3.1	The percentage of employees trained by gender and employee category.	35, 55
B3.2	The average training hours completed per employee by gender and employee category.	55
B4 Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	22
B4.1	Description of measures to review employment practices to avoid child and forced labour.	22
B4.2	Description of steps taken to eliminate such practices when discovered.	There were no such cases discovered in our operations



ESG Reporting Guide Content Index

Material Aspect	Content	Page Index/Remarks
B5 Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	48
B6 Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	21, 23, 40-44; Labelling matters were not considered material to our operations.
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There are no recalls that have significant impact on our operations.
B6.2	Number of products and service related complaints received and how they are dealt with.	43-44, 56
B6.3	Description of practices relating to observing and protecting intellectual property rights.	23
B6.4	Description of quality assurance process and recall procedures.	40-44; There are no recalls that have significant impact on our operations.
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	40
B7 Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	21
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting year and the outcomes of the cases.	21
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	21
B8 Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	45
B8.1	Focus areas of contribution.	45-47
B8.2	Resources contributed to the focus area.	45, 57



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

Website : www.fecil.com.hk

Follow us on WeChat

