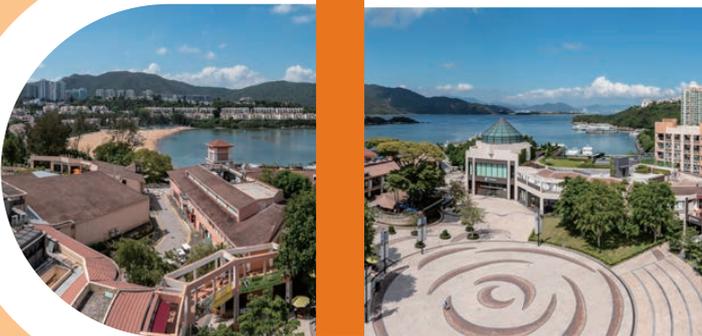


ALL-IN ALL FOR LOVE

ESG REPORT 2020/2021

WE STICK TOGETHER,
FIGHT TOGETHER, AND
SMILE TOGETHER!



HKRI

香港興業國際集團有限公司
HKR International Limited

STOCK CODE : 00480



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MESSAGE FROM MANAGEMENT

**Go flexible
and go green,
all-in to tackle
challenges and
forge new ground**



The year under review was a very challenging one for everyone. The global COVID-19 pandemic continued to affect every part of our lives. HKR International Limited's business operations and sustainability initiatives were inevitably impacted. But thanks to our fundamental strength, our dedication to shouldering corporate social responsibility, and the hard work of my team, we remained resilient and never stopped striving for perfection, and creating a harmonious and rewarding lifestyle in the communities we built. Following our move to support the United Nations' Sustainable Development Goals last year, we established our 2030 sustainability targets for emissions, energy consumption, waste, water and green building certification during the year to set a clear agenda to a more sustainable path. Against the backdrop of the COVID-19 pandemic, we adopted a "go flexible, go green" approach to overcome the subsequent challenges and continue our sustainability initiatives. We believe that our collective efforts can make a difference, so we launched a new environmental, social and governance ("ESG") theme, HKRI All-In, during the year to call for support from all our colleagues and stakeholders to protect our planet and promote sustainable social development.

Among the various ESG issues, the environment was particularly badly hit by the pandemic. Consumers changed their behaviour, leading to the extensive use of plastics and packaging materials.

Therefore, we stepped up our efforts to promote effective waste management. Our hospitality operations launched The Sustainability Programme, which can help reduce our annual consumption of plastic by nearly 2,800 kg, and our "All-Clean" Beverage Carton Clean Recycling programme launched in our corporate offices and CDW Building in Hong Kong collected and recycled over 600 kg of Tetra Pak cartons during the year. The "go green" concept no doubt also extended to our property development projects. Our aim is to reduce construction waste and maximise the use of recyclable and reusable materials, while pursuing higher green building standards by adopting the latest green technology. Furthermore, we implemented strict environmentally friendly practices to achieve green operations and reduce our environmental impact. We also enacted a green policy for the newly opened Lantau Yacht Club ("LYC"), and a more comprehensive policy for the Group is currently under development. Both of them promote waste and pollution reduction, recycling, and avoiding single-use plastic.

Along with caring for the environment, we focused on our employees, our greatest asset, at this difficult time. We aim to create a healthy and safe working environment for all of them. To safeguard our colleagues' health and safety during the pandemic, we adopted flexible work arrangements and implemented periodic intensive disinfection in the workplace,

while providing regular reminders on healthy living. We also enhanced our occupational safety and health practices by launching a corporate level *Occupational Safety and Health ("OSH") Policy* and renewing the Discovery Bay operation manual with a series of supplementary guidelines to provide more in-depth OSH guidance for our various business units.

Customer safety is equally important. I would like to express my heartfelt thanks to our teams, who continuously enhanced our anti-epidemic efforts to provide a safe environment and reliable services to our customers. It is encouraging that our efforts were recognised. Our investment properties in Hong Kong qualified under the "Anti-Epidemic Hygiene Measures Certification Scheme" by the Hong Kong Quality Assurance Agency and the Hong Kong Tourism Board, and The Sukhothai Shanghai was Sharecare Health Security VERIFIED™ by *Forbes Travel Guide*.

Amid the epidemic, our dedication to giving back to society never stopped. We continued to explore different ways to support the needy, such as donations and shifting community events to online platforms. We put the same emphasis on our mainland communities, reaching out to more schools in need under our HKRI Love & Design CSR programme to support education development in mainland China, and nurturing young design talent through the PR²DE Creative Camp 2.0 Design Competition.

The COVID-19 pandemic is a hefty wake-up call for the importance of sustainability. To play our part, we will further embody the spirit of sustainable development in our governance and operations, identify further suitable initiatives for green operations, and promote environmental awareness in our workplace. Working hand in hand with our business partners, customers, investors and other stakeholders, we are confident that we can tackle the challenges ahead, adhere to sustainable development and create a brighter future.

CHA Mou Zing Victor
Executive Chairman

ABOUT THE REPORT

Reporting Scope and Standard

This ESG Report ("Report") is produced by HKR International Limited ("HKRI" or "the Company") to communicate the sustainability management approach and performance of HKRI and its subsidiaries ("the Group") in four key areas: environment, human capital, community and value chain. The Report covers the period from 1 April 2020 to 31 March 2021 ("the year").

HKRI holds diversified business interests in Hong Kong, mainland China and Asia. Our reporting scope covers the businesses, joint ventures and subsidiaries operated by HKRI in Hong Kong, mainland China and Thailand as reported during the year. We emphasised our core operations, which make a significant contribution to the Group in terms of asset size, profitability and staff strength. The reporting scope is as follows:

This Report discloses the Group's ESG performance. Details of our corporate governance and financial performance can be found in our [Annual Report 2020/2021](#). To aid readers in navigating the contents of the Report, a Content Index is available for reference on [pages 66 to 67](#).

This Report was prepared in accordance with the *ESG Reporting Guide* ("the ESG Guide"), Appendix 27 of the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited*, issued by Hong Kong Exchanges and Clearing Limited ("HKEx"). In response to the latest revisions effective for financial year commencing on or after 1 July 2020, we enhanced our reporting framework to address newly introduced reporting requirements and disclosed our full process of ESG governance and materiality assessment.

Your feedback is valuable for our continuous improvement. Please email your queries, comments or suggestions to info@hkri.com.

Reporting Principles

The following principles were adopted in the preparation of this Report:

- Materiality:** All information deemed ESG important is covered in this Report. A materiality assessment exercise was conducted to determine material ESG issues with results approved by the ESG Committee.
- Quantitative:** Quantitative information is provided with narrative and comparative figures, where possible. The relevant standards, methodologies and assumptions used to prepare the quantitative information are disclosed, as appropriate.
- Consistency:** The ESG data are prepared and presented using consistent methodologies, unless otherwise specified, to allow for meaningful comparisons.
- Balance:** The information is presented without selections, omissions or other forms of manipulation that could potentially affect the objectiveness of the Report.

^a The Report covers the Group's property development and investment projects in Hong Kong, mainland China and Thailand.

^b Discovery Bay is based in Hong Kong.

^c The reporting scope covers our operations in Hong Kong, mainland China and Thailand.

^d The operation is based in Hong Kong.

OPERATIONS OF THE GROUP



ABOUT HKRI

Living up to the vision and aspirations of the late Dr CHA Chi-ming, the founder and chairman of the Group, the Group seized opportunities to diversify its business interests in real estate development and investment, property management, luxury hotels and serviced apartments investment and management, healthcare services, and other investments in Hong Kong, mainland China and across Asia. Throughout the years, we have taken a holistic

approach to our business, which supports sustainable development in the places in which we operate. These actions underline the creative mindset, original thinking and long-term approach that enables our employees to reach beyond the conventional and seek new perspectives. We strive to create vibrant destinations and services, and stimulate continued growth to produce sustainable value for our shareholders, our business partners, and the people with whom we work.

ABOUT HKRI



“HKRI All-in” reflects our longstanding approach and attitude towards community investment, giving the most and the best we have to society. Given the success of the All-in strategy in 2019, we evolved the HKRI All-in theme, making it a Group-level ESG theme, calling for collective efforts to go extra mile to preserve our planet and promote sustainable social development.

- All-in to preserve: Mobilising all resources and giving our very best to practise green living, we work together to protect our planet and cherish the environment.
- All-inclusive: Everyone can participate. The activities we organise are intended for all to join, regardless of gender, age or physical fitness level.
- All-in-one: Each activity serves multiple objectives: for instance, promoting environmental awareness and helping underprivileged children in the same event.



To be the pioneer of innovative living space



We strive to create a healthy, stylish and distinctive living experience through teamwork and the passionate pursuit of innovation and excellence.



PRI²DE

HKRI at-a-glance

Founded in **1977** by Dr CHA Chi-ming

A publicly listed company in Hong Kong (stock code **00480**)

5 major business segments: property development, property investment, hospitality, healthcare, and other services

Geographic presence across Asia Pacific, including Hong Kong, Shanghai, Jiaxing, Hangzhou, Tianjin, Bangkok, Tokyo and Hokkaido

A professional team of **2,247** employees as at 31 March 2021

Earnings of **HK\$ 3,942 million** during the year

Sustainability at HKRI

Cumulatively obtained **8** green building certificates

Saved up to about **3 million** kWh of electricity and about **24,000** tonnes of municipal water supply, and reduced carbon emissions by about **12,000** CO₂e tonnes year-on-year

Contributed about **HK\$3.4 million** to the community for charitable purposes

- P** Pioneer
 - Break new grounds
- R** Respect
 - Value the individual and cherish our environment
- I** Innovation
 - Think outside the box
- I** Integrity
 - Uphold high ethical standards
- D** Devotion
 - Be committed and passionate
- E** Excellence
 - Consistency in the pursuit of our quality standards

OUR SUSTAINABILITY APPROACH

Sustainability Governance

Sound governance is important to a corporate, especially amid the COVID-19 pandemic. With our solid governance framework, the Board of Directors (“the Board”) provides oversight of the sustainability performance of HKRI and steers our governance structure and practices, setting the tone from the top. Our ESG Committee^e reflects our resolve to build a sustainable enterprise and coordinates ESG management across the Group. The following diagram shows our sustainability governance framework.



Board of Directors

Anchored by strong leadership, high standards of corporate governance, and accountability to stakeholders, the Board assumes the overall responsibility of leading HKRI with a responsible business mindset and ensure we deliver long-term sustainable value for our stakeholders and the wider community. The Board comprises 12 Directors with a diverse mix of gender, professional experience, skills and knowledge to bring new perspectives and enhance organisational performance. We have four Executive Directors, and eight Non-executive Directors, five of whom are Independent Non-executive Directors, constituting more than one-third of the Board. The Board reviews and endorses report submitted by the ESG Committee against the Company's related strategies and goals, and recommends improvements, as appropriate, to further enhance the Group's sustainability performance.

ESG Committee

The ESG Committee comprises department heads with various functions and is responsible for setting the Group's ESG objectives and priorities in line with the ESG risks and opportunities identified during the year. The Committee is responsible for developing ESG policies and initiatives for business operations. It also evaluates ESG risks, develops and recommends the strategic direction for the Board's approval, recommends improvements, reports the Group's ESG development to the Board, reviews the ESG Reports and provides guidance to the CSR Task Force on the execution of ESG-related matters.

CSR Task Force

The CSR Task Force executes the Group's ESG strategies and policies, monitors ESG performance and the impact of ESG issues on business operations, reports on the Group's progress to the ESG Committee, and prepares ESG Reports. The members of the sustainability working groups are from a diverse mix of departments to ensure the concerns of each business sector are considered.

OUR SUSTAINABILITY APPROACH

Risk Management and Internal Controls

As stipulated in the *Risk Management Policy*, our risk management framework consists of the Board, the Audit Committee, the risk management steering group, and business lines to proactively identify emerging risks, align our risk exposure to organisational priorities, drive informed business decisions, and implement mitigation plans. The Board provides oversight through the Audit Committee to ensure the adequacy and effectiveness of our risk management and internal control system. An independent review of these systems is performed regularly by the Internal Audit Department. On this basis, we work to strategically integrate ESG risks into our risk management system to address and minimise the potential environmental and social risks in our operations and supply chains. Further information can be found in our Corporate Governance Report on pages 60 to 82 of the Group's [Annual Report 2020/2021](#).

Anti-corruption and Money Laundering

We uphold the highest ethical standards and strictly adhere to all anti-corruption-related laws and regulations throughout our operations and value chain. We have a strict policy of compliance with anti-corruption laws in every applicable jurisdiction. As stated clearly in our *Employee Handbook* and *Code of Conduct*, our employees are not permitted to offer or accept advantages for the purpose of influencing business decisions, to make any form of payment to officials, or to grant, guarantee or accept loans from any person or organisation with whom we have business dealings. Our employees must strictly observe all regulations related to conflict of interest.

The Group has developed a standard whistleblowing procedure for our employees to report suspected misconduct to our internal audit supervisor, as well as external anti-corruption reporting channels, including our official email and phone line, so that they can reflect and report illegal or fraudulent behaviour of the Group's employees in their work and operations in a timely manner.

We are committed to the fair treatment of any person who makes a genuine and appropriate report. In addition to making every effort to keep the identity of whistleblowers confidential, all reported information is treated in confidence, except when the Group is required by law or regulation to disclose it for legal or audit purposes, or if the Group refers the matter to the relevant regulators or law enforcement authorities.

To refresh employees' anti-corruption knowledge, we invite the Independent Commission Against Corruption (“ICAC”) to deliver an annual training course to employees, including management, and circulate relevant materials to board members. In addition, online training is offered for management. In 2020/2021, approximately 452 hours of anti-corruption-related training were conducted for employees and management across the Company.

During the year, there were no cases of non-compliance with the relevant laws and regulations relating to bribery, extortion, fraud and money laundering in our operations^f.

Sustainability Policy

Sustainable development is fundamental to HKRI's vision, mission and core values. Established in 2018, the *Sustainability Policy*^g formalises our longstanding sustainability practices, ensuring that the management of related issues is carried out consistently throughout the Group's operations. This reflects our belief that long-term value creation depends on the sustainable development of our business, our supply chain, and the communities in which we operate.

For us, this means being a good steward of natural resources and biodiversity within our influence, and ensuring that all potentially adverse impacts of our operations are identified and managed appropriately. This means pursuing sustainable development and investment opportunities that prioritise resilience and mitigate risk, and it means building an effective work environment that fosters wellness, equality and respect, in order to realise the full potential of our employees and supply chain partners.

We regularly revise our policy statement. To properly address specific ESG issues, we developed some group-wide policies in specific areas, including our *Occupational Safety and Health Policy* and our *Supplier Code of Conduct*. We are also in the process of reviewing our *Procurement Policy*. Concurrently, in view of the increased climate threats, we are developing environmental and climate change Policies, which are expected to be launched in 2021.

^e The Terms of Reference for the ESG Committee can be found on our website: <https://www.hkri.com/en/CSR/ESG-Committee>.

^f The laws and regulations that are most relevant to the Group include, but are not limited to, the *Prevention of Bribery Ordinance (Cap.201)*, the *Law of the People's Republic of China for Countering Unfair Competition*, the *Law of the People's Republic of China for Anti-Monopoly*, and the *Act Supplementing the Constitution Relating to the Prevention and Suppression of Corruption* in Thailand.

^g More information on the *Sustainability Policy* can be found on our website: <https://www.hkri.com/en/csr/sustainability-policy>.

OUR SUSTAINABILITY APPROACH

Sustainability Commitment and Policy

For over 30 years, we have adopted, advocated and adhered to a philosophy of responsible development. We are committed to operating in an environmentally, socially and economically responsible manner across all aspects of our business. Our sustainability strategy has five pillars: Environment, People, Community, Value Chain and Product Responsibility.

Responding to the urgent call for action by the United Nations, we support the Sustainable Development Goals ("SDGs") to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. We believe that six specific SDGs connect most closely with our sustainability policy, as follows:

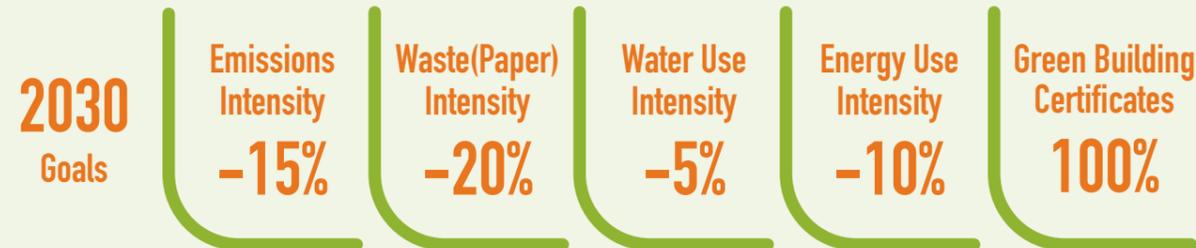
Strategic pillars	Sustainable Development Goals	Our Commitments	Sustainability Policy
Reducing our Environmental Impact	<p> Ensuring healthy lives and promoting well-being</p> <p> Using affordable and clean energy</p> <p> Taking urgent action to combat climate change and its impact</p>	<p>As a leading property developer with a diverse business portfolio across Asia, we are committed to operating sustainably and make a unique contribution to the prosperity of the current and future generations:</p> <ul style="list-style-type: none"> Climate change Energy Waste management Water Biodiversity Green investments 	<ul style="list-style-type: none"> We pledge to improve our environmental performance, especially by reducing emissions and streamlining waste management, to minimise our impact on the environment. We actively promote the use of environmentally friendly materials and integrate energy-efficient resources and technology into our businesses. We encourage our staff, customers and suppliers to be proactive in sustainable development matters to positively impact procedures at work and inspire resourceful and responsible action in the community.
Maintaining a People-first Workplace	<p> Promoting sustainable economic growth, employment and decent work for all</p>	<p>The contributions of our employees are critical to our success. We aim to create a workplace in which our employees are healthy, happy and productive, and we are committed to investing in our employees to develop a competitive, industry-leading team by focusing on the following:</p> <ul style="list-style-type: none"> Talent attraction and retention Workplace safety, health and well-being Adequate development opportunities Diversity and inclusion Open communication with various transparent channels 	<ul style="list-style-type: none"> We maintain a safe, comfortable and rewarding working environment, in which employees are treated fairly, equally and respectfully. This enables everyone to realise their full potential regardless of gender, disability, family status, race, age or sexual orientation. We aim to attract and retain the best talent possible and provide training opportunities to foster our employees' professional growth. We encourage open communication and fully engage with our employees through a variety of transparent channels that allow them to express their concerns without negative repercussions.

OUR SUSTAINABILITY APPROACH

Strategic pillars	Sustainable Development Goals	Our Commitments	Sustainability Policy
Building a Sustainable and Caring Community	<p> Promoting sustainable economic growth, employment and decent work for all</p> <p> Making cities and other human settlements inclusive, safe, resilient and sustainable</p>	<p>Through employee volunteering and community philanthropy activities, we are committed to enhancing the communities in which we operate, helping those in need, and enriching people's lives, while retaining the character of the communities:</p> <ul style="list-style-type: none"> Community investment by offering care and support in the local communities in which we operate Participating in voluntary work and community activities Supporting artistic and cultural development 	<ul style="list-style-type: none"> We actively engage with stakeholders from our local communities to identify issues that need to be addressed. We strive to promote good citizenship to our employees and customers through volunteering and various other community activities, encouraging everyone to contribute to society. We invest in artistic and cultural development, encourage young talent, and provide valuable support to charitable activities and groups.
Creating a Responsible Value Chain	<p> Ensuring sustainable consumption and production patterns</p>	<p>We aim to remain a trustworthy brand and an industry leader with high ethics and integrity, and realise sustainable development in cooperation with our suppliers and vendors to deliver value at every step of the supply chain:</p> <ul style="list-style-type: none"> Upholding high ethical standards Ensuring occupational health and safety Promoting decarbonisation 	<ul style="list-style-type: none"> We uphold high ethical and corporate governance standards and protect the privacy of all our customers' data. We are fully compliant with all statutory requirements. We aim to exceed the minimum standards and integrate industry best practices into all of our operations and services. We embed the concept of sustainability into our business programmes to influence our suppliers and share our vision for sustainable growth.
Providing Quality and Reliable Services and Products	<p> Ensuring healthy lives and promoting well-being</p> <p> Making cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>We are dedicated to being the first choice for our customers and committed to providing excellent products and services and applying due care and diligence in our operations to eliminate potential hazards:</p> <ul style="list-style-type: none"> Delivering responsible and quality services and products Ensuring customer satisfaction and well-being Respecting and upholding the data privacy of all stakeholders 	<ul style="list-style-type: none"> We integrate innovative and digital initiatives into our projects to meet our customers' rising expectations. We operate in a professional and responsible manner and strive to consistently improve our quality standards. We engage with our customers to understand their changing needs to provide valued input in the development of our products and services.

OUR SUSTAINABILITY APPROACH

As a responsible corporate citizen, we are determined to support these initiatives and set our agenda to shift to a more sustainable path.



Stakeholder Engagement

Our stakeholders are important to us, and their views are valuable for our continued success. The ESG Committee identified nine core internal and external stakeholder groups that have considerable dependency and influence on us. We engage with them constantly to understand their

expectations with regard to economic, environmental and social matters related to our operations, which allows us to focus our attention and efforts on issues most relevant to our stakeholders. The following table provides an outline of our stakeholder engagement methods.



OUR SUSTAINABILITY APPROACH

In addition to regular engagement, we collected feedback from some external and internal stakeholders through an online survey and focus group interviews during the year. These stakeholders included ESG Committee members, directors, senior management, employees, contractors, tenants, NGOs, and members of the Discovery Bay community. These stakeholders provided constructive feedback about issues that they consider important to our business.

Employee Welfare

During the COVID-19 pandemic, stakeholders were especially concerned about our employees' physical and mental well-being, as well as innovative and flexible work arrangements.

HKRI has long supported a healthy work-life balance and family-friendly practices to ensure the physical and mental well-being of our employees. We adopted a number of anti-COVID-19 measures to prevent and reduce the potential transmission of the virus in the workplace. We are now exploring new solutions for a dynamic workplace, powered by technology, to enable more agile and flexible work methods and to boost productivity.

Green Construction

Stakeholders are interested in how we deal with the environmental challenges in construction projects.

The Group maintains close cooperation and communication with our contractors to minimise potential pollution generated by construction projects. We formulate guidelines to manage air pollutant emissions, and sewage and waste disposal on our construction sites, and appoint supervisors and have standard quality examination procedures to drive effective quality control.

Service Quality

Stakeholders are concerned about customer service and the Group's responsibility to its customers and tenants.

The Group is proactive in handling requests and complaints from customers and tenants, and we are working to speed up our problem-solving efficiency. We emphasise complaint-handling as it is a source for improvement.

ESG Strategies Promotion

Stakeholders believe that the Group should strengthen promotion and publicity of our sustainability vision, strategies and performance.

The Group is dedicated to keeping up with the latest ESG trends, ideas and tools. We will continue to promote our sustainability vision, strategies and performance to our stakeholders through press releases and social media. We also partner with NGOs to organise recycling activities and to raise the environmental awareness of our customers.

OUR SUSTAINABILITY APPROACH

Materiality Assessment

The opinions and feedback collected from these stakeholder engagement exercises were incorporated into a structured materiality assessment to identify a list of key material ESG issues to be included in the Report, as follows:

Stage 1

Identification

Peer benchmarking: HKRI disclosures are benchmarked against the disclosures of related peers in the property development, investment and management, hospitality, healthcare and service provider sectors to pinpoint material ESG issues.

Stakeholder engagement: Internal and external stakeholders are invited to rank the importance of each ESG issue and provide feedback regarding their key concerns about the Group's ESG issues through an online survey. We conducted six focus group interviews to better understand the key concerns and focus of our stakeholders.

Stage 2

Prioritisation

The results of the peer benchmarking exercise and our stakeholder engagement exercise are consolidated. A list of potential material ESG issues are brought forward for discussion in Stage 3: Validation.

Stage 3

Validation

The findings from the first two stages are presented to the ESG Committee, which subsequently confirms a list of key material ESG issues, and the related areas and KPIs stipulated in the *ESG Guide* for disclosure.

OUR SUSTAINABILITY APPROACH

The results of materiality assessment conducted during the year were mapped into the following materiality matrix:



Operate Responsibly	Value Our People	Cherish Our Environment	Care for the Community
1 Anti-corruption and money laundering	9 Occupational health and safety	18 Hazardous waste	29 Responsible investment
2 Personal data and privacy	10 Employee benefits and welfare	19 Sewage	30 Stakeholder Participation
3 Intellectual property rights	11 Equal opportunity and anti-discrimination	20 Air emissions	31 Charity events and donations
4 Customer satisfaction	12 Training and development	21 Use of water	32 Voluntary work and social participation
5 Product quality and safety	13 Promotion and compensation	22 Use of energy	
6 Green and ethical procurement	14 Working hours and holidays	23 Greenhouse gas ("GHG") emissions	
7 Advertising and labelling	15 Recruitment and dismissal	24 Food waste	
8 Supply chain sustainability	16 Diversity	25 Non-hazardous waste	
	17 Anti-child labour and forced labour	26 Climate resilience	
		27 Packaging materials	
		28 Biodiversity	

A total of 32 ESG issues were identified in the materiality assessment. Nine issues were classified as highly important, 18 were classified as important, and five were classified as moderately important. We added one new topic during the year – Stakeholder Participation – as we put more emphasis on the involvement of stakeholders to ensure their views were incorporated into our strategies and decision-making process to create an appropriate balance of perspectives.

MEMBERSHIPS AND AWARDS



HKR International Limited

"15 Years Plus Caring Company" Logo

Organiser
The Hong Kong Council of Social Service

Green Office and Eco-Healthy Awards Labelling Scheme - Green Office Label and Eco-Healthy Workplace Label

Organiser
World Green Organisation

Sustainable Business Award 2020

Organiser
World Green Organisation

Eco-brand Awards 2020

Organiser
East Week magazine

GBA Outstanding Corporation

- Social Sustainability Award
- Green Sustainability Award

Organiser
Metro Finance

Jockey Club Age-friendly City Partnership Scheme 2020 - City Partnership Scheme Sticker

Organiser
The Hong Kong Jockey Club Charities Trust

Social Capital Builder Awards 2020-2022 - Social Capital Builder Logo Award

Organiser
Community Investment and Inclusion Fund of Labour and Welfare Bureau

Hong Kong ESG Reporting Awards 2020

- Best ESG Report (Small Cap) - Commendation
- Excellence in Environmental Positive Impact - Commendation

Organiser
Alaya Consulting

ERB Manpower Developer Award Scheme

- Grand Prize Award 2018-20
- Manpower Developers

Organiser
Employees Retraining Board

Good Employer Charter 2020

- Family-friendly Good Employer

Organiser
Labour Department



Hong Kong Resort Company Limited

The Outstanding Developer Awards 2019

- Urban Design & Master Planning Award
- Green Development Award
- Luxurious Low Density Seaview Landmark Residence Award (Poggibonsi)
- Luxurious Seaview Detached House Landmark Residence Award (IL PICCO)

Organiser
CAPITAL and CAPITAL Weekly

Golfers' Choice Awards 2020

- Choice Golf Property (IL PICCO)

Organiser
GOLF VACATIONS and Senasia Publication Group Limited

HKRI Taikoo Hui

RICS Awards 2020 China - Commercial Project of the Year

Organiser
Royal Institution of Chartered Surveyors

The Significant Events Of Arts in Shanghai in 2020 (Play Me, I'm Yours)

Organiser
Shanghai Municipal Administration of Culture and Tourism and Shanghai Municipal Commission of Commerce

The Sukhothai Shanghai

The 5th Best 50 Platinum List

- The Best Gourmet Hotel in China;
- Best Hotel Bar of the Year (The ZUK Bar);
- The Best Western Cuisine and Wine Restaurant (La Scala)

Organiser
Ganlanhuobao

Destination Deluxe Awards 2020

- Urban Hotel of the Year - 2nd Place

Organiser
Destination Deluxe

MICHELIN Plate Award (La Scala)

Organiser
MICHELIN

MEMBERSHIPS AND AWARDS

Discovery Bay Services Management Limited

Hong Kong Awards for Environmental Excellence 2019

- Property Management (Residential) - Bronze Award
- Green Outdoor Event

Hong Kong Green Organisation Certification Scheme

- Award of Hong Kong Green Organisation
- Wastewi\$e Certification- Basic Level
- Energywi\$e Certification- Basic Level

Organiser
Environmental Campaign Committee

BOCHK Corporate Environmental Leadership Award 2019

Organiser
Federation of Hong Kong Industries

HSBC Living Business Awards 2019

- HSBC Living Business SDGs Awards - Goal 12 Responsible Consumption and Production - Silver
- HSBC Living Business ESG Awards 2019 - Certificate of Merit

Organiser
Business Environment Council Limited

Mental Health Workplace Charter

- Mental Health Friendly Supreme Organisation

Organiser
Advisory Committee on Mental Health, Department of Health

CLP Smart Energy Award 2020

- Joint Energy Saving Award

Organiser
CLP Power

Privacy-Friendly Awards 2021

- Silver Certificate

Organiser
Office of the Privacy Commissioner for Personal Data

HKR Limited

Green Office and Eco-Healthy Awards Labelling Scheme - Green Office and Eco-Healthy Workplace Labels (CDW Building)

Organiser
World Green Organisation

Tetrapak Clean Recycling Pilot Scheme 2020

- Certificate of Outstanding Performance

Organiser
Greens Action

The Sukhothai Bangkok

2021 Experts' Choice Award

Organiser
Tripexpert

Travel + Leisure World's Best Awards 2021

- Top 500 Hotels in the World

World's Best Awards 2020

- #1 City Hotel in Bangkok
- #4 Hotel Among All Asian Cities
- #37 The Top 100 Hotels in the World

Organiser
Travel + Leisure magazine

MICHELIN Plate Awards (La Scala & Celadon)

Organiser
MICHELIN

Membership

Name of Organisation	Type of Membership
The Real Estate Developers Association of Hong Kong	Corporate Member
The Hong Kong General Chamber of Commerce	Corporate Member
Employers' Federation of Hong Kong	Corporate Member
Hong Kong Institute of Human Resource Management	Corporate Member
Green Council	Corporate Member
The Chartered Institute of Logistics and Transportation in Hong Kong	Organisation Member
The Hong Kong Association of Property Management Companies	Member
Hong Kong Hotels Association	Member
The Federation of Hong Kong Hotel Owners	Member
The Thai Hotel Association	Member
American Chamber of Commerce (Thailand)	Member
Thailand Incentive and Convention Association	Member
Association of Thai Travel Agents	Member

Charter

Name of Organisation	Type of Charter
HKSAR Environment Bureau	Energy Saving Charter
Food Grace	Food Saving Pledge

ALL IN FOR OUR ENVIRONMENT

Total Electricity Consumption

↓ 6%

Compared to 2019/2020



ALL IN FOR OUR ENVIRONMENT



COVID-19 has not only resulted in millions of lives lost, but also had a long-term negative impact on the environment. The use of chemicals, the generation of a huge amount of plastic waste, and the increase in water consumption had irreversible environmental and ecological consequences.

Amidst all the problems COVID-19 created for humanity and businesses, it offered us a unique opportunity to rethink our business model. As a responsible company, we have strived to go green and have developed a

long-term climate plan to demonstrate our commitment to, and establish an eco-centric attitude towards the environment. Among our environmental targets, we aim to maximise energy and water efficiency and reduce emissions and wastes. Furthermore, we are formulating environmental and climate change policies at the group level to provide clearer guidance to business units.

With our overwhelming desire to achieve sustainable development, we will continue our journey to go green and create a positive impact on the environment.



Mansion One

Located in Jiaxing City, Zhejiang Province, mainland China, Mansion One received a two-star rating under the Green Building Design Label in recognition of its achievements in energy saving, the use of water resources and materials, and interior air quality. Specifically, the project incorporated different green elements, such as recyclable and reusable building materials, LED lighting, thermally broken aluminium window with low-emissivity and insulating glass, and an air-to-water heat pump system, which together achieved an energy-saving rate of up to 65%. Mansion One adopted the "Sponge City" concept to address the increased risk of flooding resulting from climate change. Over 60% of the underlying surfaces are made with water-permeable materials to prevent surface runoff and soak up rainwater for various uses, which cut down the use of municipal water by at least 6.5%. This concept also allows evaporation for temperature moderation.

Sustainable Community Building

With our determination to build a greener and more sustainable future, HKRI is dedicated to going beyond compliance and devoting our attention, resources and efforts to minimising the adverse impacts of our operations on the environment. We will continue to adhere to our sustainability strategy and establish various new initiatives to echo our "go green" approach across our business portfolio. In our property development segment, we carefully consider environmental factors at every single stage of construction, from planning and design to operations. We seize every opportunity to develop green buildings and a sustainable workplace and community. In our newly opened LYC, for example, all of the pontoons were prefabricated, and the clubhouse was renovated instead of reconstructed. Both measures reduced waste and minimised the environmental impact. We have comprehensive project management guidelines

to provide guidance on using green design elements, where appropriate, to meet various green building certification requirements. We aim for all of our new projects to meet green certification standards before 2029/2030. During the year, Creekside One and Mansion One, two new projects in Jiaxing, qualified for two-star rating under the Green Building Design Label.

Sustainable Hospitality

Sustainability is one of the focal points of our hospitality operations. From reducing plastic consumption through material replacement and new technology and using mobile APP as room keys, to providing free bicycles rentals, we strive to preserve natural resources and support local communities. We developed an environmental policy for our new operations, and encourage our guests and team members to take part in community campaigns and events.

ALL IN FOR OUR ENVIRONMENT



The Sukhothai Sustainability Programme

Unveiled by The Sukhothai Bangkok in Thailand in 2018, The Sustainability Programme aims to raise the bar and implement internal and front-of-house practices that minimise our impact on the environment. Echoing the 22 diamonds in the logo of The Sukhothai, the programme is represented by 22 green leaves and 22 sustainable activities.

The programme was kicked off with the following key initiatives: replacing plastic straws with paper ones, using glass bottles instead of plastic bottles, and switching from normal coffee capsules to biodegradable ones.

The programme can help cut the yearly consumption of up to 260,000 non-degradable plastic water bottles, 79,000 plastic straws and 15,400 capsules. Each used glass bottle was collected and sent to a local factory for deep cleansing. The bottles were then recycled and refilled with quality National Sanitation Foundation-approved water.

We organised internal workshops and thematic activities to educate our staff about sustainability, such as bringing reusable water bottles and food containers to work, and encouraging the use of stairs to conserve energy. We also organised public events that support sustainability, such as the Hoteliers Yard Sale and Bangkok Uncovered & Beyond.

Other sustainable practices included rolling out QR code menus in outlets to reduce paper use and printing, using fewer chemicals in cooling towers, and biochemicals for air-conditioner cleaning and anti-bacteria protection coating. The programme is being expanded to The Sukhothai Shanghai in mainland China to expand its influence.



The Sukhothai Shanghai – Green Operation

As an LEED®-certified hotel, The Sukhothai Shanghai incorporated many green features in the building design and operations and is devoted to promoting sustainability to staff and guests.

-  **Sustainable building:** Static technology in public areas; a rainwater irrigation system; an energy-saving room control system (RCU) system; a swimming pool water recycling system; and rechargeable batteries
-  **Sustainable living:** Using larger polyethylene terephthalate (“PET”) bottles or plastic-free packages; providing natural organic products; using reusable and recyclable materials; reusing linen and towels or converting them into shoe pads; recycling coffee capsule pods; and promoting local and sustainable sourcing
-  **Smart technology:** Using smart room system and mobile APPs for in-room dining orders, e-hotel information browsing, and room keys to promote paperless living



Opening of the LYC

Situated in Discovery Bay, Hong Kong, the LYC is another example of our commitment to the environment. The LYC has a stringent environmental policy, which has the bold aim of achieving substantial change. In addition to environmental compliance and minimising the environmental impact through waste reduction, recycling, and the effective use of energy and other resources, the LYC is committed to the following:

-  **Obtaining Level 3 Clean Marina and Fish Friendly Marina accreditation from the International Marina Industry Association;**
-  **Reducing our carbon footprint and striving ultimately for carbon neutral;**
-  **Training staff to become familiar with marina-related environmental issues and practices, and to strive for a better environmental outcome;**
-  **Obtaining Environmental Management System ISO 14001:2004 (2007) and the Certificate of Registration, Quality Management System ISO 9001:2008 (2009); and**
-  **Adopting a zero-tolerance policy on oil spills and littering and imposing penalties for any act that results in water pollution or harm to the environment. The fines will be used to fund eco-initiatives.**



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Conserving Our Resources



Saving Energy and Reducing Emissions

Climate change is a critical issue for every one of us. Echoing our support for “Goal 7: Affordable and Clean Energy” of the United Nations Sustainable Development Goals (“UNSDGs”), HKRI launched initiatives to lower GHG emissions throughout our operations in alignment with the universal goal to alleviate global warming. We also take a holistic approach to energy saving and emissions reduction and have adopted various measures, as illustrated below. Among our diversified businesses, we pay special attention to energy consumption in our investment properties and hotels, and fuel consumption by our transport teams, all of which are major sources of our GHG emissions.

To further demonstrate our dedication to lowering energy consumption, we set a group-wide energy-consumption target to cut relative consumption intensity by 10% by 2029/2030,

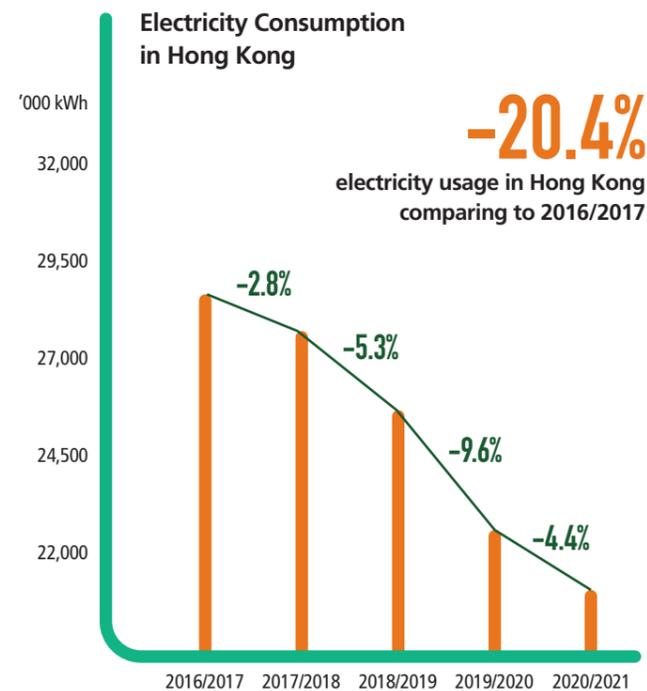
ALL IN FOR OUR ENVIRONMENT



using 2018/2019 as the base year. To ensure the effectiveness of our energy-saving programme, we constantly monitor our monthly energy consumption data.

As one of the major electricity consumers, our hospitality operations are constantly exploring energy-saving measures. The Sukhothai Bangkok switched to LED lighting system and replaced 2,272 lightbulbs since 2019. The investment of around 237,000 baht has resulted in an annual reduction of 79% in electricity use and 117.51 CO₂e tonnes of carbon emissions. At The Sukhothai Shanghai, our colleagues are encouraged to participate in the energy-saving campaign by turning off their desktop computers and monitors when they leave the office, which saves up to almost 24,000kWh of electricity per year. In Auberge Discovery Bay Hong Kong, the team is studying the feasibility of cutting overall energy consumption by using

renewable energy and installing variable speed drives for chiller units. These initiatives, coupled with the impact of the COVID-19 pandemic on some of our business operations, resulted in a 6% decrease in electricity consumption during the year compared to 2019/2020.



ENERGY-SAVING INITIATIVES IN 2020/2021



Energy-efficient appliances

Appliances with poor energy performance are replaced with appliances with valid labels under the Mandatory Energy Efficiency Labelling Scheme of the Electrical and Mechanical Services Department. For example, we replaced obsolete lighting appliances with energy-efficient LED lighting systems, and the fan coil unit in our air-conditioning system to achieve cost-effectiveness and lower energy consumption.



Renewable energy

We installed renewable energy appliances, such as solar powered fans at bus stops, lighting and hot water systems, sensor lights along walking paths, and insect control systems at Discovery Bay; and regenerative high-speed elevators at Shanghai’s HKRI Taikoo Hui.



Energy-saving reminders and notices

Reminders and notices are posted in noticeable areas to remind staff and customers to be environmentally responsible.



Energy conservation policies

The building temperature is set in the range of 24 to 26 degree Celsius; lifts at commercial properties and hotels are suspended after midnight; electrical appliances are turned off when idle; and fan coils, compressors, chillers and condenser tubes undergo regular maintenance.



Smart systems and devices

We effectively incorporated technologies in energy optimisation with computing capabilities, motion sensors and automation to effectively manage energy efficiency in the lighting, heating, ventilation and air-conditioning. To address seasonal changes, we installed wall insulation to reduce heat loss.

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To minimise GHG emissions, special attention is paid to transportation operations, which create high air emissions. All of our light goods vehicles (“LGVs”) and buses in Discovery Bay use Euro V diesel, and we are on track to replace our ageing buses with new models that meet the Euro VI standard. During the year, we acquired two fuel-efficient double-decker buses that meet the Euro VI standard. We continued the trial of replacing a Euro V diesel-fuelled LGV with an electric or hybrid vehicle

Emissions-friendly fuels

- ♥ Using diesel exhaust fluid and emissions-friendly fuels, such as Euro V diesel, to reduce emissions
- ♥ Using environmentally friendly refrigerants, such as non-CFC (Chlorofluorocarbons) types
- ♥ Exploring the use of electric or hybrid cars

Smart technology

- ♥ Installing energy-saving devices
- ♥ Using video conference systems and online applications to reduce travel
- ♥ Adopting an automated parking system to reduce car emissions from having to drive around to find a parking space



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to reduce the diesel consumption. In all of our ferries, we used marine light diesel with a sulphur content less than 0.05% to reduce emissions. We are modifying the system to facilitate the use of more environmentally friendly refrigerant during quadrennial docking.

We adopted green technologies and revised our processes to curb emissions in our daily work. We aim to cut emissions

intensity by 11% by 2029/2030 compared to that of 2018/2019. During the year, we reduced GHG emissions by 18% in total compared to that in 2019/2020. Moving forward, we will continue to monitor our operations and look for innovative green measures to further reduce our environmental footprint and make our operations more sustainable, as follows:



Low-emissions operation practices

- ♥ Switching off idle decorative, promotional and advertisement lighting at an agreed time
- ♥ Reusing collected steam from laundry facilities and hot water generators in the boiler to reduce consumption of electricity and liquefied petroleum gas (“LPG”)
- ♥ Advocating the use of public transport for commuting
- ♥ Setting out green office guidelines and upholding green construction principles
- ♥ Replacing aging auxiliary engines in vessels



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Water

HKRI recognises water as a scarce and valuable resource. Although most of our operations are not water intensive, we have a holistic approach to reducing water use and set a group-wide target to cut consumption intensity by 5% by 2029/2030 fiscal year (compared to 2018/2019). As such, we implemented a series of water-efficient initiatives, including equipping our managed properties with water-efficient devices, and installing grey water and rainwater recycling systems in our mainland China and Thailand projects to optimise water use.

Our Hong Kong transportation operations installed a new bus washing machine with water-recycling function to reduce the use of municipal water. The city management team of Discovery Bay uses water from our reservoir to flush and irrigate to reduce reliance on municipal water. It also installed a water leakage detection system to track water flow and minimise water wastage.

Our hospitality operations took additional steps to increase water efficiency. Auberge Discovery Bay Hong Kong installed automatic water faucets in public toilets and modified the makeup water control system of the driveway water feature to reduce water consumption, and the Discovery Bay Golf Club deployed a smart irrigation system and uses collected rainwater for irrigation.

During the year, the initiatives achieved remarkable result, coupled with operation suspension of some businesses, our consumption of municipal water reduced by 3% year-on-year.

Waste

The measures to stop the spread of COVID-19 generated huge amount of waste, creating another challenge. As waste management has become a pressing issue, we put greater efforts into reducing and recycling. Our sustainability strategy outlines the principles of waste management, and our internal policies provide operational guidelines from source reduction, and waste handling and disposal, to recycling. Most of the waste in our businesses is non-hazardous, with paper and food waste being the main components.

Reducing paper waste throughout our businesses

- Office administrative work: We use double-sided printing, and an e-approval system and soft copies; and we place collection boxes in various locations for paper recycling.
- Healthcare operations: We keep electronic health records.
- Property development projects: We use soft copies for tender submissions and other documentation.
- Investor relations: We provide electronic financial reports and other communication materials as an option for shareholders.

Reducing food waste in our hospitality operations

- Food preparation: Tighten control over the handling of raw ingredients to avoid wastage
- Portion design: Prudent management of portion sizes to prevent spoilage
- Recycling: Participation in "Waste Cooking Oil" Recycling Administrative Registration Scheme organised by the Environmental Protection Department, to convert waste cooking oil into biodiesel

Other waste-reduction initiatives

- Deploying biodegradable materials for packaging of hotel room amenities
- Using recyclable utensils
- Deploying wood chippers to facilitate wood recycling and upcycling

A relatively small portion of our waste is hazardous. We handle it with extra care and apply all necessary precautionary measures in compliance with all relevant laws and regulations to ensure the safety of our staff and the environment. We segregate clinical waste produced by our healthcare operations from other waste, and label and store them properly to enable clear identification and avoid unintended contact. In our transportation operations, we

engage qualified contractors to collect and process used engine oil, and we properly channel wastewater to a treatment plant before discharge.

Stepping up our efforts in environmental protection is part of our "go flexible, go green" sustainability approach. We launched several recycling initiatives to engage stakeholders to support our group-level ESG theme, HKRI All-In.

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HKRI All-In: Go Green Initiatives

"All-Clean" Beverage Carton Clean Recycling

Every year, over 27,000 tonnes of beverage cartons are sent to landfills, accounting for 0.5% of municipal solid waste. To help deal with this problem, we launched the brand-new "All-Clean" Beverage Carton Clean Recycling programme in April 2020. Our programme NGO partner was Mil Mill, Hong Kong's first pulp mill and education centre, which recycles and converts beverage cartons into paper pulp to produce toilet rolls and M-fold hand towels. The campaign was well-received by both our staff and office tenants, and by the end of March 2021, over 600 kg of cartons and paper packaging were collected and converted into over 2,640 toilet paper rolls. The effort by one of our managed properties, the CDW Building, won the Certificate of Outstanding Performance from Greeners Action, a registered environmental group.



Festive Food and Red Packet Collection

Partnering with Food Grace, we organised a festive food collection campaign to collect excessive food items and donate them to the underprivileged during last Mid-Autumn Festival and Chinese New Year. We also collected over 20 kg of used red packets and sent them to Greeners Action for recycling and reuse.



Climate Resilience

Bearing in mind the potential risks and opportunities brought by climate change, we have developed comprehensive plans to mitigate such risks and capture potential opportunities. We are in the process of developing our *Climate Change Policy* to provide guidance on mitigating potential climate change impacts and enhancing resilience to change. Our action resonates with the United Nations' call issued during the Climate Action Summit in September 2019 for concrete and realistic plans to achieve net zero emissions by 2050.

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Climate-related Risks and Opportunities

HKRI recognises climate change as a significant issue, which potentially impacts every business. We actively assess the risks posed to our business operations by climate change and our vulnerability to these risks. When performing strategic planning for mid- to long-term action, we adopt a proactive, forward-thinking approach to prudently consider climate-related factors and explore potential opportunities to address the risks.

RISKS

Physical risk

Climate change is likely to trigger more frequent extreme weather conditions, such as floods, droughts, storms and heatwaves, which will affect the liveability and workability in coastal and low-lying areas. We face the increasing challenges of protecting our residents and staff. Our major focuses are damage recovery and risk prevention.

Transition risk

Many countries have introduced national policies and laws related to climate change-related carbon tax, vehicle exhaust and building design standards. Both customers and investors expect companies to accelerate their climate risk mitigation efforts and gear up for better environmental performance. Failure to meet the requirements and expectations will lead to non-compliance risks and reputational damage.

OPPORTUNITIES

The low-carbon transition creates new growth opportunities by reducing energy use and cutting operating costs in the long term, and uncovering new customer needs and enhancing the Group's reputation for talent retention. By evolving our business model, we can develop a competitive edge with new business solutions that create value for the environment and society. Discovery Bay is a prime example of the successful incorporation of environmental measures into a pioneering eco-friendly residential community.

Designing for Climate Resilience

To combat the effects of climate change, we are keen to build a positive legacy. We continue to elevate our property design features in climate resilience and maintain a continuous focus on new and emerging technologies to reduce our carbon footprint. Our Jiaxing projects in mainland China demonstrate that the "Sponge City" design concept is capable of coping with the heavy precipitation and flooding issues. In addition, by embracing more advanced building standards, our new project in Thailand will be highly resistant to heat stress, heavy rainfall and earthquakes. The ground floor and basement levels are raised above the highest flood level for maximum protection. Based on the experience gained over the years, we pledge to go beyond the standards to further reduce our impact on the environment. Our individual business units have established comprehensive policies and procedures to raise their awareness and preparedness to operate in extreme weather conditions, such as typhoons, heavy rainstorms and flooding, to better protect the safety of our employees and residents.

We recognise the benefits of planting vegetation to remove carbon from the atmosphere. Throughout the year, our clubs continued to improve the landscape by planting trees and bushes in open areas to help curb climate change and reduce biodiversity loss. We also aim to add greenery in our new residential projects in Tai Po and IL PICCO in Discovery Bay, Hong Kong by planting trees beside the pavement and developing a green roof at lift shaft of the residential towers.



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Promoting Environmental Awareness

While the Group is committed to minimising our carbon footprint, and reducing energy consumption and waste in our operations, we understand that climate resilience cannot be achieved only by our efforts. Therefore, we strive to promote environmental awareness among our employees, customers, partners and residents through different events and facilities.

In our office premises, we promote sustainable office practices among our employees by placing posters and notices, circulating news via memos, and constantly reminding them of green behaviour. We extended our efforts to raise the environmental awareness of residents and tenants in our managed properties. We placed collection bins in public areas to encourage waste recycling and installed electric vehicle charging stations to promote the use of green transportation. In Discovery Bay, we use food waste composters and a glass grinding machine to facilitate the recycling of food waste and glass. The compost and glass sand generated are used for gardening and repair works, respectively. Many companies shifted to working from home to help curb the spread of COVID-19, which resulted in an increase of household and food waste. During the year, we collected 35,600 kg of food waste, and 141,290 kg of glass bottles, a respective year-on-year increase of 51% and 32%.



Over the years, we have regularly organised community activities to boost environmental awareness in the Discovery Bay community. Impacted by COVID-19 pandemic, many physical events had to go online or be suspended, but we still tried to maintain the same level of activities by thinking out of the box. For instance, we distributed rosemary seeds to residents to help green their homes, and donated tyres and tree logs to a school for upcycling art projects. We plan to resume the organisation of social events to promote environmental conservation and sustainable development when the situation improves.

During the year, there were no non-compliance cases involving the laws and regulations relating to air pollutants and GHG emissions, discharges into water and on land, and the generation of hazardous and non-hazardous waste^h.

^h The laws and regulations that are most relevant to the Group include, but not limited to, the *Water Pollution Control Ordinance (Cap.358)*, the *Environmental Impact Assessment Law of the People's Republic of China*, and the *Enhancement and Conservation of National Environmental Quality Act in Thailand*.

HKRI All-In: Organic Farming Promotion

To promote organic farming, in addition to regularly organising the DB Family Farm in Discovery Bay, last year, the Group sponsored the Produce Green Foundation, a local environmental NGO to grow organic vegetables. The vegetables harvested in December 2020 were shared with the elderly before Christmas to show our care and love for them in the cold winter and to promote a healthy lifestyle.



Earth Hour "From 60 to 100+" Initiative

Given our dedication to protecting the earth and saving energy, HKRI continued to support "Earth Hour" by launching the "From 60 to 100+" initiative. We garnered support from staff, clients, tenants and residents in our various offices and properties in Hong Kong, mainland China, Bangkok and Tokyo. In addition to switching off unnecessary lights for one hour on 27 March 2021, as recommended, we lengthened our "dark hour" from 60 minutes as required to 100 minutes to demonstrate our commitment to environmental protection. Our hotels in mainland China and Bangkok used candles to replace electric lighting in some public areas.

At some of our other residential projects in mainland China, in addition to switching off the lights in some public areas, unit owners were encouraged to turn off unnecessary household lighting. Discovery Bay, a pioneer in sustainable residential community, had already turned "Earth Hour" into a regular monthly activity.



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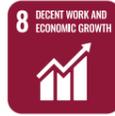
A Total of

About **27,000**

Training Hours in 2020/2021



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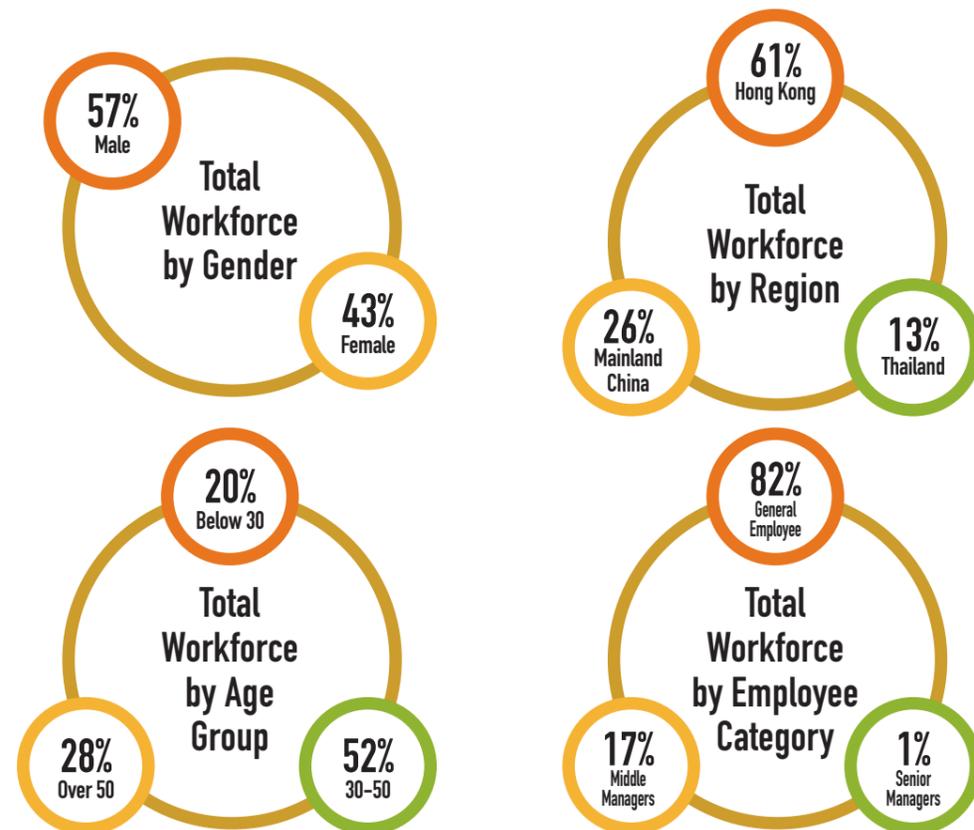
HKRI advocates a healthy work-life balance. We understand the importance of other aspects of life to our employees, and we support them in achieving fulfilment and success in those areas. We believe a healthy work-life balance plays an important part in improving the well-being of our employees, both physically and mentally, which will ultimately contribute to higher work efficiency and assist the sustainable development of

our business. In the future, we will continue to organise various recreational activities to reduce the work pressure on our employees.

The health and safety of our employees are a top priority for us, so the Group implemented flexible work arrangements during the COVID-19 pandemic. We also offered other forms of support to ensure our employees could perform their job duties as normal.

The success of HKRI relies on the contribution of our employees. Thus, it is in our best interest to offer a cohesive, energetic and open work environment that empowers our staff to develop and unleash their potential and talent. We are dedicated to investing in our people and providing them with a fair opportunity since our employees are our most valuable asset. In parallel, we strive to boost morale and a sense of belonging among our employees. With our PRI²DE values deeply integrated into our daily operations, our staff are motivated to deliver quality service in a professional and responsible manner.

As at 31 March 2021, our professional workforce in Hong Kong, mainland China and Thailand comprised 2,247 employees.



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Employee Health and Safety

Embracing UNSDG 3: Good Health and Well-being, we strive to provide a safe work environment and to protect our employees from work-related injuries and incidents. Adhering to Hong Kong's *Occupational Safety and Health Ordinance*, we established a group-wide *Occupational Safety and Health ("OSH") Policy* during the year, which further aligned our OSH approach. Our OSH policy is regularly reviewed to ensure compliance with the latest regulations and developments. To better address the specific OSH concerns of different operations, our business units will continue to maintain their own OSH committees, which will set OSH targets, develop guidelines, and regularly monitor and review the OSH performance of the respective business units against the group-level policy. Our employees are provided with medical insurance, regular physical check-ups, safety training, and any necessary safety equipment and protective gear.

In terms of our property development projects, we take health and safety measures on construction sites seriously and implement careful measures to protect construction workers from work-related injuries, including outsourced contract staff. The key principle is to ensure that reasonable efforts and practical measures are deployed to maintain workplace safety throughout the design and construction stages. In addition to regular site checks, we appointed designated safety inspection officers to submit biweekly safety reports to record their observations. All contractors are required to follow a set of OSH requirements that are in compliance with relevant regulations. Contractors All Risk Insurance and Third Party Liabilities Insurance are also provided.

In our Discovery Bay operations, safety is a top priority. We established a cross-departmental OSH Management Committee and deployed a designated safety professional to oversee safety issues and facilitate the various risk-mitigation efforts. In addition to regular safety training and refresher meetings, we conduct audits and drills, and provide safety education materials to further strengthen safety awareness among our employees. With this safety-first culture, we go further to review and investigate the root causes of safety-related incidents, and share our findings and offer suggestions to employees to prevent a recurrence of such incidents.



Comprehensive Protection to Safeguard Our Workers in Discovery Bay

The OSH manual for our Discovery Bay operations was renewed and supplemented with an array of OSH guidelines during the year. It sets out the OSH framework and the roles and responsibilities of different stakeholders on occupational safety and health management to maintain good health and safety practices. All employees and contractors in our Discovery Bay business units are required to follow the OSH manual.

Regular training is provided to staff and workers to ensure understanding and up-to-date knowledge.

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Equal emphasis is placed on the safety and health of our bus drivers and ferry crew members. We have an OSH Committee for transportation operations, which conducts regular reviews of emergency cases, OSH policy implementation, schedules, and site inspection findings. Safety is maintained with safety training and drills, inspections and improvement suggestions. We ensure that all traffic signs, road markings and navigation facilities are functioning properly to provide clear traffic directions at all times. To ensure optimal performance of frontline staff, we carefully plan the work schedules for our bus drivers and crew members to prevent fatigue. Transportation safety management is constantly reviewed to ensure their health and safety, prevent accidents and improve traffic control.

In our healthcare operations, we pay special attention to employees who have potential contact with radiation and ensure full compliance with the *Radiation Ordinance (Cap. 303)*. The relevant staff are required to wear a radiation dosimeter at all times and undertake annual medical examinations in Occupational Health Clinics. Monthly maintenance of the dosimeter and assessment of the radiation doses of each concerned employee are conducted through the monitoring services provided by the Radiation Health Division of the Department of Health.

Safeguarding the safety of employees and guests is top priority in our hospitality operations. The newly opened LYC adheres to local and international safety rules, including The International Convention for the Safety of Life at Sea (SOLAS) and the *Occupational Safety and Health Regulation (Cap. 509A)*; and is supported by the best safety equipment, well-established safety policies and guidelines, and regular maintenance and training. All works carried out at the Marina are closely monitored to ensure no hazards are created, for either people or the surrounding environment. All hazardous

products are stored safely. The Sukhothai Bangkok in Thailand has its own Safety Committee for reviewing staff accidents at monthly meetings to identify high risk areas and develop mitigation plans. The Committee also conducts regular inspections of critical working areas such as the laundry and the kitchen to ensure they are in good condition.

On the other hand, periodic inspections are performed to ensure our office equipment meets the latest health and safety standards. Recognising our effort to promote mental health awareness in the workplace, the Department of Health of Hong Kong commended us as a Mental Health Friendly Organisation. Our care for our staff was not hindered by the COVID-19 situation. In addition to distributing anti-epidemic equipment, we went online with some of our staff activities during the year; we regularly sent out wellness and health tips, and held a number of webinars on nutrition and stretching exercise to promote healthy living among our colleagues.

We engaged qualified specialists to monitor indoor air quality in our mainland China offices. And we installed minimum efficiency reporting value ("MERV") 13 filters in the air-conditioning systems to purify the air.

The Sukhothai Shanghai has an exercise corner with fitness equipment for our staff to release stress and maintain regular exercise. Our mainland team holds monthly birthday parties to foster a sense of belonging among our employees.

During the year, 4,423 hours of OSH training were provided to employees across our businesses. There were no cases of non-compliance relating to the provision of a safe working environment and the protection of employees from occupational hazards.

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Protecting Our Employees during the Pandemic

In light of COVID-19 in 2020 and 2021, we prioritised developing comprehensive preventive measures to further ensure our employees' well-being and productivity. We implemented a four-level response system to provide clear guidelines on action to take under different scenarios.

Prevention measures

- ♥ Providing protective and disinfection products in our workplaces
- ♥ Requiring employees to check their body temperature and wear a mask in the office
- ♥ Enhancing the cleaning of lift buttons, panels, entrance carpet, door handles, escalator handrail, etc. with 1:99 diluted bleach solution
- ♥ Reinforced office disinfection work
- ♥ Monitoring employees' health status
- ♥ Distributing notices with healthcare and hygiene tips across our properties
- ♥ Providing anti-epidemic packs to employees



Flexible work arrangements

- ♥ Adopting flexible work arrangements
- ♥ Embracing communication technologies and using a video-conferencing system to maintain seamless communication between team members, and to minimise face-to-face meetings

Other support

- ♥ Providing dedicated emergency hotlines for different business units
- ♥ Promoting healthy living tips via webinars and online tutorials

World Smile Day

While fighting COVID-19, it is important for us to always stay positive. The Group initiated the "2020 Keep Smiling" campaign in the HKRI Taikoo Hui mall and our offices across Hong Kong, Shanghai, Jiaxing, Hangzhou, Bangkok and Tokyo on 8 May 2020 to support World Smile Day. The campaign aimed to spread positive vibes and encourage everyone to keep smiling even during the pandemic.



ALL IN FOR OUR PEOPLE

Under our OSH Policy, we are committed to:

- a** Complying with all applicable laws and regulations
- b** Meeting or exceeding industry standards
- c** Conducting safety and health risk assessments and providing employees with adequate personal protective equipment
- d** Maintaining a safe and comfortable environment for employees, contractors, tenants, residents and visitors
- e** Providing employees with guidelines or training to meet their job requirements
- f** Engaging safety professionals for better coordination, training and review when necessary
- g** Providing adequate resources to implement the OSH Policy and ensure employees' safety
- h** Nurturing a culture that promotes employee wellness, and safety and health awareness
- i** Monitoring the safety and health performance of the Group regularly to achieve significant and continuous improvement
- j** Communicating with contractors regularly to ensure they are aware of the Group's occupational safety and health policies

Talent Attraction and Retention

HKRI places strong emphasis on talent management. We understand that our long-term success depends on our ability to grow our human resources, as well as our financial resources. We strive to recruit capable individuals who share our corporate values and passion for building a quality, stylish and sustainable living space, and retaining talent within our organisation.

Valuing the uniqueness of each employee and respecting individual differences, HKRI is dedicated to offering equal opportunities in the workplace. During the recruitment and promotion processes, we assess candidates and employees objectively, based on their experience and capabilities, and avoid any form of bias in regard to gender, race, age, religion, pregnancy, disability, family status or sexual orientation. Our internal policies on non-discrimination, anti-harassment and promotion safeguard every employee in this respect. During the year, the proportion of female Board members increased by 15%, making up to 33% of the total, and up to 40% of middle and senior management groups are female, which are solid proofs of the Company's devotion to gender diversity.

Employee Engagement

Employees are our most important asset. To understand their views and concerns, we maintain constant communication with them through meetings, internal newsletters and performance reviews. A WeCom channel was set up last year to facilitate seamless communication among offices across different regions, especially amid the COVID-19 pandemic. We value feedback and comments from our employees and make use of them to improve our workplace policies. For instance, breastfeeding and other family-friendly facilities were set up in our office to cater for the diverse needs of our staff.

Training and Development

HKRI values staff training and development and believes that it is a crucial way to enhance our human resources. We are keen to invest in our employees, and we offer them a great variety of programmes to improve their knowledge and skills. These training and development programmes are tailored to address the needs of different operations of HKRI, with topics ranging from leadership skills, customer service, media training and anti-corruption to occupational safety and health. Periodic

ALL IN FOR OUR PEOPLE

At HKRI, we strictly prohibit the use of child and forced labour in our operations and supply chain, and have a zero-tolerance policy for such occurrences. As a control measure, we perform background checks and identity verification to prevent the employment of child labour. We also have a grievance mechanism to provide a secure channel for employees to report any concerns to senior management.



To reward our employees for their contribution, we offer competitive remuneration packages and comprehensive fringe benefits. Our employees are entitled to medical insurance, a discretionary bonus, and various types of leave, including marriage leave, maternity and paternity leave, and sports competition leave. We constantly review such staff benefits and policies to ensure they meet industry standards. For instance, maternity leave was extended to 14 weeks with full pay. We also offer employees special discounts on a range of products and services offered by the Group. We continued to organise the PRI²DE Outstanding Employee Award to recognise project teams and employees who best represent our core values, and encourage other employees to keep improving and learning.

During the year, there were no cases of non-compliance with the relevant laws and regulations relating to compensation and dismissal, recruitment and promotion, child and forced labour, working hours, rest periods, equal opportunity, diversity, anti-discrimination, or other benefits and welfare¹.

review of these programmes is conducted by the HKRI Employees Learning & Development Faculty to ensure they remain up to date and effective in achieving the training and development objectives.



We continued to offer a wider range of training to all supervisors by extending the scope to cover media training, safety supervision and anti-discrimination laws. While our summer internship programme was suspended because of the COVID-19 situation, our Knowledge Management team managed to continue its partnership with the relevant university departments and provide intern training for selected students. With the

improving situation, we will continue our internship programme at the group level in 2021/2022 to upskill our talented young people.



In addition, we encourage our employees to discuss their personal goals with their supervisors and jointly design a career development plan. We also provide education allowances and tuition reimbursement to support our full-time employees to attend external courses that help further develop their job-related skills and knowledge.

¹ The laws and regulations that are the most relevant to the Group include, but are not limited to, the Employment Ordinance (Cap. 57), the Labour Law of the People's Republic of China, the Labour Contract Law of the People's Republic of China, and the Labour Protection Act in Thailand.

ALL IN FOR RESPONSIBLE OPERATION

Green Procurement Expenses Reached

HK\$35 million



ALL IN FOR RESPONSIBLE OPERATION



Understanding customer needs is the key to providing quality products and services. Therefore, we have established various channels to collect customer feedback. Both complaints and suggestions are greatly appreciated as they provide valuable input for further product and service improvement considerations to best achieve customer satisfaction.

Green procurement is also a must for HKRI's business development. Although green products may be more expensive, HKRI believes they generate higher value for customers and the environment. As a socially responsible corporation, we believe green procurement is in line with the expectations of our customers and the community.



Satisfying customer needs is always a priority for HKRI, and we do so in a socially and environmentally responsible manner. Given our complex business structure, we face increasing challenges in maintaining consistency in operations and production processes. To ensure we can deliver quality products and services to customers, we have internal policies and mechanisms to guide value chain management. Related practices are constantly reviewed and changes are made to improve the efficiency and effectiveness of our value chain, and to ensure compliance with all applicable laws and regulations.



ALL IN FOR RESPONSIBLE OPERATION

Upholding Business Ethics

Data Privacy

Customer data privacy is taken seriously at HKRI. We handle data with caution and strictly comply with the *Personal Data (Privacy) Ordinance (Cap. 486)*. We maintain clear guidelines on accessing, storing and processing customer personal data and other confidential information collected in our business operations, as stipulated in our *Security Policy*. In terms of data access, we collect personal information only with the consent of customers for the stated purposes. This data can be accessed only by authorised users and are stored in central locations with restricted access and password protection. Verification is required when employees log in to our systems through mobile devices and laptops. To protect the data from cyber threats, we have installed anti-virus software on our computers and encrypt confidential information during transmission. As for data processing, we restrict usage by third parties and require the removal of any unnecessary records from our computers and portable drives. Papers that contain confidential information are shredded before disposal.

Intellectual Property Rights

The Group respects intellectual property (IP) rights and understands their importance for encouraging innovation. Employees are required to comply with the legal requirements, as stated in our policy. Only licensed computer software would be used in our operations, and appropriate licencing from the copyright owner is required when making copies of copyrighted works. As for protecting our IP, we take immediate action to deal with any scams, misuse of information, or infringement of articles and materials related to HKRI.

During the year, there were no cases of non-compliance with relevant laws and regulations relating to privacy and IP rights protection in the Group's operations¹.

Quality Assurance and Customer Satisfaction

HKRI puts customer satisfaction at the heart of our business. Therefore, we aim to offer products and services of the highest quality through constant review and enhancement. Accordingly, based on our experience and expertise, we have developed a robust quality assurance process, which helps us meet customer expectations, industry best practices, and the relevant regulations and voluntary codes.

In our property development projects, we clearly set out technical specifications in the tenders, and successful bidders must fulfil our requirements for quality and safety. We thereby ensure that the deliverables of our contractors are consistent and meet our standards. In

the construction phase, we deploy our staff, architects and on-site consultants to monitor the materials and workmanship. If defects are discovered, we require prompt rectification. At the stage of property sales, we protect customer interests through the provision of accurate information. Marketing and advertising materials are reviewed multiple times to ensure they clearly and fairly describe the attributes of our products and services, while complying with relevant laws and regulations. Detailed information is provided to ensure transparency. Furthermore, we have a dedicated team to ensure a smooth handover process, and we offer a defect liability period for buyers of our new flats. During the year, there were no cases of non-compliance with relevant laws and regulations relating to our property sale².

To continuously improve customer satisfaction, we are eager to listen to our customers and have established multiple channels, including customer surveys, suggestion boxes, courtesy calls, customer service hotlines and email to collect feedback. Some business units go a step further to better communicate with their customers. For instance, our leasing teams maintain a close relationship with tenants and hold regular meetings to understand their views. The Sukhothai Residences has a dedicated mobile application for residents to share their views with us. Our city management operation in Discovery Bay holds regular meetings with owners' organisations and representatives, including the City Owners Committee and Village owners Committee of individual villages, to actively gather their concerns, and our transportation operation collects passenger feedback through Quarterly Passenger Liaison Group meetings. Operational units will review the comments and suggestions collected to develop plans for further improvement.

After years of dedication, we are pleased to announce that 89% of owners who responded were satisfied with our city management operation in the recent biennial customer survey, and our buses and ferries ran on schedule on over 90% of service days during the year. Transportation service interruptions were mainly due to factors beyond our control, such as adverse weather conditions, traffic incidents and road works.

During the year, there were no cases of non-compliance with relevant laws and regulations relating to health and safety, advertising and labelling matters relating to products and services provided and methods of redress³.

¹ The laws and regulations that are most relevant to the Group include, but are not limited to, the *Personal Data (Privacy) Ordinance (Cap.486)*, the *Patents Ordinance (Cap.514)*, the *Criminal Law of the People's Republic of China*, and the *Patent Act in Thailand*.

² The laws and regulations that are relevant to the Group are the *Residential Properties (First-hand Sales) Ordinance (Cap.621)*.

³ The laws and regulations that are most relevant to the Group include, but are not limited to, the *Sales of Goods Ordinance (Cap.26)*, the *Consumer Goods Safety Ordinance (Cap. 456)*, and the *Consumer Protection Act of Thailand*.

ALL IN FOR RESPONSIBLE OPERATION

Protecting Our Stakeholders

Apart from our employees, the well-being of our other stakeholders, including customers, tenants and residents, is equally important to us. During the year, we stepped up on our anti-epidemic measures, including the following:

- ♥ **Conducting cleaning and disinfection works for lift buttons, panels, entrance carpets, door handles and escalator handrails with 1:49 diluted bleach solution once an hour**
- ♥ **Applying long-lasting disinfectant spray, such as Nano TiO₂/Ag, in managed properties, vehicles and high-risk areas, and on all common touchable facilities to prevent the spread of viruses**
- ♥ **Conducting inspections of drainage pipes and immediately fixing any defects**
- ♥ **Measuring body temperature before and after people enter HKRI premises**
- ♥ **Installing photo-hydro-ionisation air purifiers in passengers lifts**
- ♥ **Conducting a three-month real-time indoor air quality (IAQ) monitoring network and photoplasma air purification technology trial at HKRI Taikoo Hui to ensure good indoor air quality**

We also turned to automated and robotic technology to help keep our workers and stakeholders at a safe distance from each other. We adopted disinfection robots to maintain hygiene in hallways and placed an



AI carpet steriliser for carpet cleaning at entrances. Touchless control panels were installed in some lifts. We also educated and raised the community's awareness about COVID-19 and the required preventive measures through intensive promotion. Our city management operation in Discovery Bay launched a "Fighting Against the Virus" campaign, including DB-themed masks, posters, stickers, fai chun, APP stickers, a mask design competition, and community- and staff-caring campaigns.

As the impact of COVID-19 continues, we will remain cautious about operating safely and normalise our anti-COVID-19 measures. The Group human resources team has developed complete guidelines for handling confirmed coronavirus cases to ensure immediate required action can be deployed promptly and efficiently. We also ensure that all events and activities taking place in our managed properties are in strict compliance with the government's latest social-distancing requirements. The CDW Building in Hong Kong, obtained Hygiene Measures for CoVPrevention Certification, issued by Hong Kong Quality Assurance Agency. It was further qualified under the "Anti-Epidemic Hygiene Measures Certification Scheme" together with DB Plaza and DB North by the Hong Kong Quality Assurance Agency and the Hong Kong Tourism Board.

Our hospitality operation remains vigilant and implemented stringent precautionary measures to provide a clean environment to safeguard the well-being of its guests and employees. The operation's compliance with expert-validated best practices can minimise the risk and impact of COVID-19 and potential future public health events. Meanwhile, the Sukhothai Shanghai was qualified as Sharecare Health Security VERIFIED™ by *Forbes Travel Guide*.

vegetables and adenosine triphosphate (ATP) testing for utensils. The results are recorded and discussed among management for further improvement.

In addition, the hospitality operation carefully inspects all food deliveries from suppliers. Accepted deliveries are properly labelled and stored, while those which do not meet our standards are returned immediately. To keep our ingredients fresh and safe for consumption, we adopt a "first-in, first-out" policy to facilitate the systematic flow of food and beverage inventory.

Quality Catering Service

Part of our mission is to offer high-quality food to our customers. In the food-preparation process, we work to minimise the likelihood of food hazards, such as food poisoning and foodborne illnesses, and comply with all legal requirements on food quality and safety. At The Sukhothai Shanghai, we partner with Pony, a specialist in food safety and product testing, to ensure the food quality and standards and the performance of the equipment used by the hotel restaurants. We also conduct regular in-house food tests, such as B-agonists residue testing for raw meat, pesticide residue testing for

ALL IN FOR RESPONSIBLE OPERATION

Supply Chain Management

We work with a wide range of service suppliers, such as designers, vendors, architects and contractors. To ensure the quality of our products and services, we select our suppliers prudently, and engage only those that are experienced and competent, and have a proven track record. Detailed guidelines on quotation requests and vendor selection are stipulated in our *Tender and Procurement Policies*, which promote the use of open, fair, competitive and transparent procuring procedures, while ensuring reasonable pricing. Throughout the engagement period, we constantly monitor our suppliers and conduct performance evaluations periodically to ensure the contractual duties are properly fulfilled. In addition, to uphold good business ethics, contractors and suppliers are required to follow our anti-corruption regulations. For details, please refer to the "[Anti-corruption and Money Laundering](#)" section of this report.

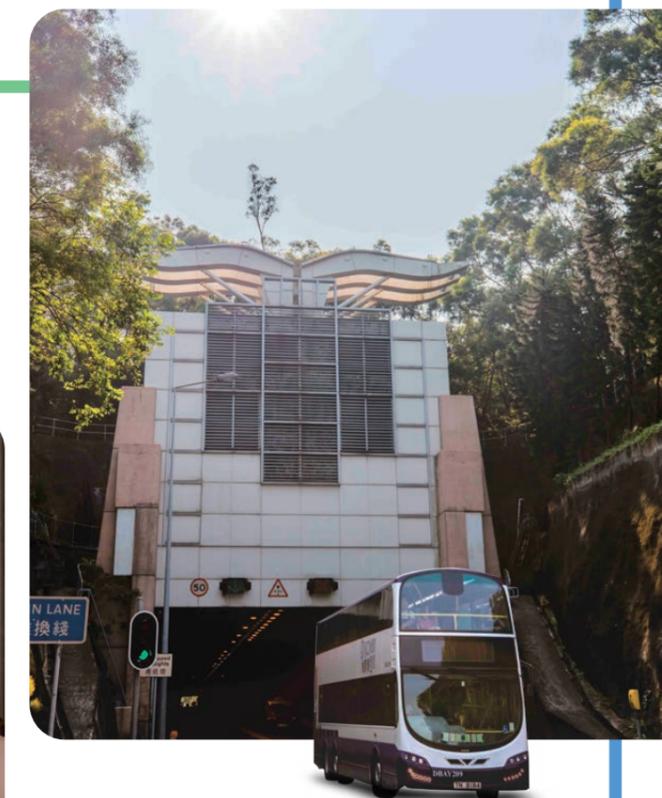
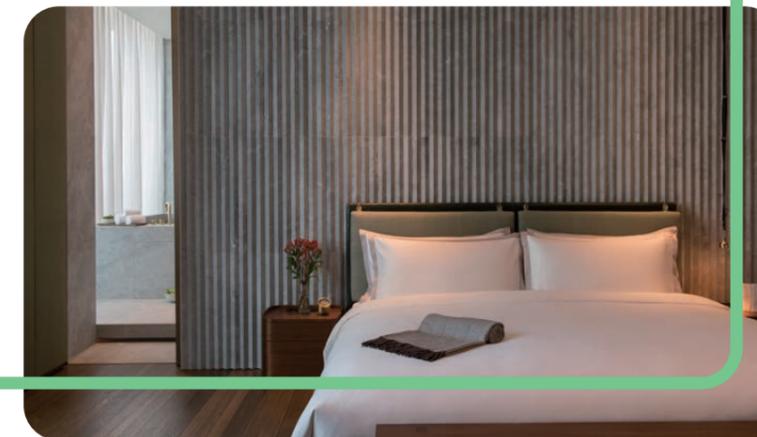
A Responsible Supply Chain

Echoing our commitment to operate in a socially and environmentally responsible manner, we emphasise the sustainability of our supply chain. We developed a *Supplier Code of Conduct* and include it in tender contracts. During supplier selection, we also consider and assess sustainability performance, and provide incentives for candidates to work on enhancing their performance in this regard and screen out those who do not meet our standards. Our internal guidelines also require the use of reliable green and non-hazardous products whenever possible. For instance, we have a higher preference for Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified paper in procurement to help reduce the environmental impact of paper consumption. We also encourage local sourcing to reduce our carbon footprint generated through transportation.

In our hospitality operations, where a significant amount of waste may be generated because of the use of disposable products, we cooperate with suppliers to maximise the use of durable and recyclable cutlery and utensils, recycle used coffee capsule pods, upcycle linen into shoe pads, and adopt paperless operations. At

The Sukhothai Bangkok, we launched The Sustainability Programme to reduce the use of plastic and energy. We also assess our suppliers' CSR efforts in various areas, including safety and product quality, human rights and labour standards, environmental sustainability, compliance, disclosure, risk management, responsible material procurement, and social contribution and development. We adopt similar procurement policies in our transportation operations to promote the use of environmental and socially friendly suppliers and products. We invested in new vehicles with greater energy efficiency and lower emissions, and all our new buses ordered from 2019 onwards meet the Euro VI standard as a minimum.

Through these endeavours, the principle of prioritising the use of responsible suppliers and encouraging them to adopt sustainable practices is upheld throughout our operations. We hope to contribute to society and the environment jointly with our business partners, and continue to be a responsible corporate citizens together.



ALL IN FOR OUR COMMUNITY

In-kind Sponsorship and Donations Reached

HK\$3.4 million



ALL IN FOR OUR COMMUNITY



One of the keys to building a sustainable community is youth development and education. The future of our society depends on our next generation. HKRI is committed to nurturing creativity and talent in young people, and helping to enhance their knowledge and skills for a better future.

While we encourage innovation and creativity, we also respect traditional culture, which is the root of our communities and it differentiates us from other communities and cultures in the world. We strive to preserve and pass on these invaluable intangible assets to the next generations, so that community members are connected amid this fast-changing environment.

To build a sustainable community, HKRI believes that social and economic development should benefit every member of the community. Therefore, we have devoted tremendous support to the work of NGOs through volunteering, donations and providing in-kind sponsorships, to show our care and love to the needy, especially older people and underprivileged families. We also invest in arts development and youth cultivation to promote creativity and innovation. Moving forward, we will continue to engage our employees, residents and tenants to jointly participate in community activities and contribute to society. In recognition of our years of commitment, the Group was awarded the "15 Years Plus Caring Company" logo by The Hong Kong Council of Social Service for consecutive years.

Serving the Needy

Since the establishment of our corporate volunteer team, HKRI Care & Share, in 2005, we have partnered with different NGOs to organise numerous volunteering activities to serve the needy. However, considering that older people and children are more vulnerable in the face of the pandemic, our Hong Kong office suspended most of the volunteer activities this year to avoid crowd gathering and follow social-distancing guidelines. But this did not stop us from giving back to society. We remained flexible and explored every option to extend our care to those in need.

Our mainland China and Thailand offices continued to conduct volunteer activities, such as elderly home visits at the Mid-Autumn Festival, blood donations, fundraising through the Christmas Lighting Ceremony and gift donations.

HKRI All-In: Go Flexible

Sovereign Art Foundation ("SAF") "Make It Better Programme"

We funded SAF's Make It Better (MIB) Programme, organising 27 workshops for underprivileged children. MIB is an initiative that supports children from low-income families with special educational needs in Hong Kong, by offering them a series of expressive arts workshops to assist their creative and emotional process in a supportive environment. Supporting this programme allowed us to promote art and boost youth development in the same event.



"Safe Home Happy Home" Home Assistance Scheme for Seniors

We care about and support the disadvantaged and isolated older people. Therefore, we donated funds to improve the homes of single older people and replace old electric appliances to enhance their quality of life during this difficult time.

Soap Recycling to Prevent Disease

Recognising the importance of maintaining personal hygiene amid the COVID-19 pandemic, and the function of soap to support this, we provided monetary support to NGO, Soap Cycling, helping them to recycle soap and distribute this valuable resource to 5,000 people in need.

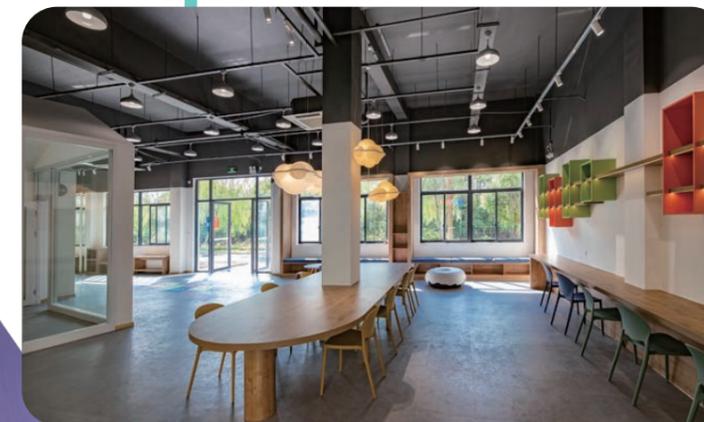


HKRI Love & Design CSR Programme

Jointly launched with the China Social Welfare Foundation in 2019, the HKRI Love & Design CSR Programme aims to improve the learning environment for underprivileged students. Following the success of renovating a classroom of a school in Shanghai in 2019, the second project took place in Haining Special Education School in July 2020. The school provides education and rehabilitation for children with moderate to severe mental challenges. This year, our mission was to transform the library

into a colourful handicraft classroom to help cultivate the self-care and self-reliance ability of students with special education needs.

With "rainbow after wind and rain" as the design concept, and after several visits and communication with the school representatives on their needs, the library was transformed into a "Rainbow Workshop", equipped with a flexible layout, movable desks and display space to meet different teaching and user needs and help the students improve their manual skills.



ALL IN FOR OUR COMMUNITY



"Hoteliers Yard Sale" at The Sukhothai Bangkok

On 28 November 2020, The Sukhothai Bangkok organised a one-day bazaar that offered a feast of goods and products from former hoteliers and those in the travel industry. The event aimed to support the industry during the challenging COVID-19 pandemic. All booth rental fees collected from vendors were donated to support social development projects for endangered communities in Bangkok.

ALL IN FOR OUR COMMUNITY



PRIDE Creative Camp 2.0 Design Competition

To nurture young design talent, the Group co-organised the PRIDE Creative Camp 2.0 Design Competition with Shanghai Design Week 2020. The competition received an overwhelming response after its launch in June 2020. Participants were required to submit an interior design proposal for the show flat of Starlight One, the Group's deluxe residential development in Nanhu New District, Jiaying. Before their final submissions, one-on-one coaching was provided to the contestants. The winning design is likely to be realised in the show flat in 2022.

School Upcycling Art Projects

Taking care of our planet is becoming more important with each passing day, which is one of the reasons we are completely on board with upcycling. This year, we made good use of obsolete tyres and tree logs, and worked with S.K.H. Wei Lun Primary School on upcycling art projects to promote creativity and ensure that nothing is wasted.



Supporting Arts Development and Talent

HKRI acknowledges the importance of arts and youth development and believes that they are drivers of creativity and innovation. Therefore, we have sponsored the Hong Kong Arts Festival for 13 consecutive years to promote arts development in Hong Kong. In a change from previous years, the Group took up the founding sponsorship of the Festival's Digital Arts Education Platform, which is a new education and outreach platform to share a broad spectrum of related arts education materials to enable students and the general public to appreciate a variety of performing arts online.

We also arranged artwork display areas in Discovery Bay and organised a wide range of activities to facilitate local arts development. Discovery Bay residents can participate in photography workshops and competitions, drama classes, and the Cantonese Opera Training Programme.

We also arranged visits for secondary school students and organised summer internship programmes for young people in the past few years to help prepare them for the future workplace and manifest their innate strength. Unfortunately, because of the pandemic, both the visits and internships were suspended this year.

Exploring the Past and Present of Old Buildings

Urban renewal is a longstanding topic in the development process of society. It helps keep cities alive and adds vitality. In March 2021, HKRI published a book named *On the RISE – From Dazhongli to HKRI Taikoo Hui*, detailing the history and cultural heritage behind Dazhongli, one of the largest clusters of Shikumen buildings in Shanghai, where HKRI Taikoo Hui is located. Concurrently, we held a "Shanghai Tour – Exploring the Past and Present of Old Buildings". Led by experienced explorers in Shanghai, the tour took visitors through old buildings in the Jing'an District, helping them appreciate the unique Shanghaiese culture, explore the cultural stories in silent years, and witness the development of Shanghai in the previous century. Also, "The Creation of HKRI Taikoo Hui" exhibition in the HKRI Taikoo Hui mall told the 15 development stages of its history.

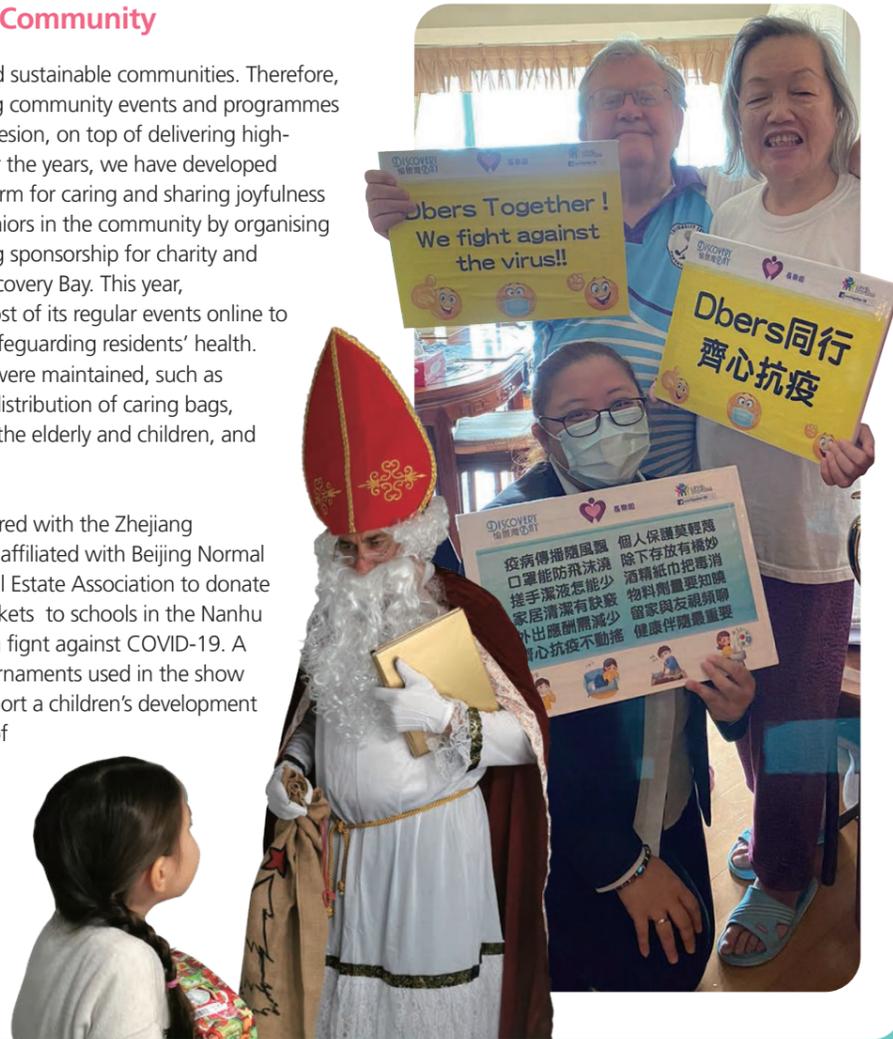


ALL IN FOR OUR COMMUNITY

Building a Loveable Community

HKRI aims to build lovable and sustainable communities. Therefore, we take initiative in organising community events and programmes to promote harmony and cohesion, on top of delivering high-quality property projects. Over the years, we have developed Love.Together@DB as a platform for caring and sharing joyfulness with children, families and seniors in the community by organising different activities and offering sponsorship for charity and community events held in Discovery Bay. This year, Love.Together@DB shifted most of its regular events online to continue to share joy while safeguarding residents' health. A number of physical events were maintained, such as Senior Citizen Fund Day, the distribution of caring bags, free influenza vaccination for the elderly and children, and Father Christmas' home visits.

In mainland China, we partnered with the Zhejiang Foundation of Nanhu School, affiliated with Beijing Normal University, and the Nanhu Real Estate Association to donate 10,000 Chinese medicine packets to schools in the Nanhu district of Jiaxing to help them fight against COVID-19. A charity sale of furniture and ornaments used in the show flat was also arranged to support a children's development centre in the Yuhang district of Hangzhou.



Love.Together@DB amid the COVID-19 Pandemic

During the COVID-19 pandemic, Love.Together@DB continued to sponsor and launch different community activities in Discovery Bay, offering residents the chance to relieve pressure and share joy.



Joyfulness Workshops

The Neighbourhood Advice-Action Council (NAAC) shared short films on relaxation and physical movement on social media.

ALL IN FOR OUR COMMUNITY

Photography Competition

Love.Together@DB arranged a photography competition under two categories: DB Scenic Beauty and DB Community Spirit. Residents and the public were invited to cast votes to recognise talented photographers in our community and celebrate the beauty of Discovery Bay.

"Those Were the Days" Drama Training Programme

Hosted by the NAAC, the annual performance of "Those Were the Days" Drama Training Programme was staged at Hong Kong Arts Centre this year with the participation of a group of talented residents in Discovery Bay with an average age of 65 or above. Amid COVID-19, training and practice were held online without dampening the spirit of performance.



Love Soup Kitchen

The NAAC provided online cooking classes to demonstrate healthy soup making on social media.



Photography Workshop for Mobile Phone Users

The NAAC provided a workshop for photography enthusiasts to share relevant tips and techniques for photo-taking using mobile phones.



Hiking Fun in Discovery Bay

Guided by experienced hikers and a NAAC staff member, Discovery Bay residents went for a virtual hike from Discovery Bay to Lo Fu Tau and Mui Wo and enjoyed the beauty of nature.



Online DB Heart Family Storytelling

Outlying Islands Women's Association ("OIWA") operated an online platform for Discovery Bay children aged from three to seven, providing storytelling, group games and handicraft workshops every other weekend, allowing parents and their children to enjoy wonderful family time together.

DB Kitchen Baking Competition

Love.Together@DB invited all Discovery Bay residents to show their baking talent through videos, photos and recipes sharing. The competition had adult and youth categories. It helped strengthen the connections among residents while staying at home during the social-distancing restrictions.

Family Handcraft Workshop

OIWA organised monthly DIY handicraft workshops for Discovery Bay parents and children, providing coaching and support through online tutorials.

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Environment													
Emissions													
NOx ^g	Tonnes	0.01	0.01	0.00	0.00	0.91	1.33	-	-	233.86	301.86	234.79	303.20
SOx ^h	Tonnes	0.00	0.00	0.00	0.00	0.00	0.00	-	-	14.78	18.08	14.78	18.08
PM ⁱ	Tonnes	0.00	0.00	0.00	0.00	0.07	0.11	-	-	3.74	4.69	3.82	4.80
Sewage ^j	m ³	-	-	-	-	-	-	-	-	11.30	-	11.30	-
Greenhouse Gas (GHG) Emissions ^k													
Direct emission (Scope 1)	CO ₂ e tonnes	39.26	46.03	1,626.33	1,165.48	2,672.31	3,277.50	-	-	20,632.68	25,426.27	24,970.59	29,915.28
Direct emission (Scope 1) intensity	CO ₂ e tonnes/ Segment revenue HK\$ '000	0.0000	0.0000	0.0008	0.0006	0.0085	0.0058	-	-	0.1075	0.1111	0.0045	0.0048
Indirect emission (Scope 2)	CO ₂ e tonnes	653.41	793.39	19,081.10	21,065.82	9,613.07	14,026.55	241.05	284.07	969.80	1,236.86	30,558.43	37,406.69
Indirect emission (Scope 2) intensity	CO ₂ e tonnes/ Segment revenue HK\$ '000	0.0002	0.0002	0.0090	0.0100	0.0305	0.0248	0.0018	0.0019	0.0051	0.0054	0.0055	0.0060
Other indirect emission (Scope 3)	CO ₂ e tonnes	29.30	47.88	7.68	8.42	-	75.90	-	0.92	-	-	36.98	133.12
Other indirect emission (Scope 3) intensity	CO ₂ e tonnes/ Segment revenue HK\$ '000	0.0000	0.0000	0.0000	0.0000	-	0.0001	-	0.0000	-	-	0.0000	0.0000
Total GHG emissions	CO ₂ e tonnes	721.97	887.30	20,715.11	22,239.73	12,285.39	17,379.95	241.05	284.99	21,602.48	26,663.13	55,565.99	67,455.10
Total GHG emissions intensity	CO ₂ e tonnes/ Segment revenue HK\$ '000	0.0003	0.0003	0.0097	0.0105	0.0390	0.0307	0.0018	0.0019	0.1126	0.1165	0.0100	0.0107

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Energy Consumption													
Electricity	'000 kwh	1,522.69	1,450.09	34,619.77	33,609.73	21,884.10	26,917.54	500.86	426.98	2,141.02	2,099.95	60,668.44	64,504.29
Electricity intensity	'000 kwh / Segment revenue HK\$ '000	0.0005	0.0004	0.0163	0.0159	0.0694	0.0475	0.0038	0.0028	0.0112	0.0092	0.0109	0.0103
LPG	'000 kwh	-	-	-	-	2,958.85^l	5,764.91	-	-	-	-	2,958.85	5,764.91
LPG intensity	'000 kwh / Segment revenue HK\$ '000	-	-	-	-	0.0094	0.0102	-	-	-	-	0.0005	0.0009
Natural gas ^m	'000 kwh	-	-	8,089.18ⁿ	5,694.40	2,758.38	5,320.00	-	-	-	-	10,847.56	11,014.40
Natural gas intensity	'000 kwh / Segment revenue HK\$ '000	-	-	0.0038	0.0027	0.0087	0.0094	-	-	-	-	0.0020	0.0018
Unleaded petrol	'000 kwh	141.75	166.24	59.87	79.55	473.84	18.59	-	-	460.67	445.33	1,136.13	709.71
Unleaded petrol intensity	'000 kwh / Segment revenue HK\$ '000	0.0001	0.0001	0.0000	0.0000	0.0015	0.0000	-	-	0.0024	0.0019	0.0002	0.0001
Euro V diesel	'000 kwh	39.20	43.44	-	-	20.31	56.74	-	-	15,983.07	18,065.48	16,042.58	18,165.66
Euro V diesel intensity	'000 kwh / Segment revenue HK\$ '000	0.0000	0.0000	-	-	0.0001	0.0001	-	-	0.0833	0.0789	0.0029	0.0029
Marine light diesel	'000 kwh	-	-	-	-	-	-	-	-	57,930.69	70,862.64	57,930.69	70,862.64
Marine light diesel intensity	'000 kwh / Segment revenue HK\$ '000	-	-	-	-	-	-	-	-	0.3019	0.3096	0.0104	0.0113

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Diesel	'000 kwh	-	-	9.32	11.34	1,109.50 ^l	1,247.61	-	-	10.36	-	1,129.18	1,258.95
Diesel intensity	'000 kwh / Segment revenue HK\$ '000	-	-	0.0000	0.0000	0.0035	0.0022	-	-	0.0001	-	0.0002	0.0002
Charcoal	'000 kwh	-	-	-	-	2.14 ^l	3.21	-	-	-	-	2.14	3.21
Charcoal intensity	'000 kwh / Segment revenue HK\$ '000	-	-	-	-	0.0000	0.0000	-	-	-	-	0.0000	0.0000
Wood ^o	'000 kwh	-	-	-	-	253.30	-	-	-	-	-	253.30	-
Wood intensity	'000 kwh / Segment revenue HK\$ '000	-	-	-	-	0.0008	-	-	-	-	-	0.0000	-
Water Consumption													
Municipal water	m ³	4,962.29 ^p	1,525.53	286,825.44	333,424.14	365,621.50	345,291.00	584.03	1,460.60	15,511.00	15,540.00	673,504.26	697,241.27
Municipal water intensity	m ³ /Segment revenue HK\$ '000	0.0018	0.0005	0.1347	0.1578	1.1595	0.6093	0.0044	0.0097	0.0808	0.0679	0.1213	0.1110
Discovery Bay reservoir water	m ³	-	-	-	-	117,151.00 ^q	52,452.00	-	-	- ^r	20,649.00	117,151.00	73,101.00
Discovery Bay reservoir water intensity	m ³ /Segment revenue HK\$ '000	-	-	-	-	0.3715	0.0926	-	-	-	0.0902	0.0211	0.0116

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Hazardous Wastes Disposed													
Clinical waste	kg	-	-	-	-	-	-	798.03 ^s	406.10	-	-	798.03	406.10
Clinical waste intensity	kg /Segment revenue HK\$ '000	-	-	-	-	-	-	0.0060	0.0027	-	-	0.0001	0.0001
Used engine oil	kg	-	-	-	10.00	536.60	850.00	-	-	24,000.00	29,000.00	24,536.60	29,860.00
Used engine oil intensity	kg /Segment revenue HK\$ '000	-	-	-	0.0000	0.0017	0.0015	-	-	0.1251	0.1267	0.0044	0.0048
Lube oil	L	-	-	-	10.00	592.66 ^t	12.48	-	-	-	-	592.66	22.48
Lube oil intensity	L /Segment revenue HK\$ '000	-	-	-	0.0000	0.0019	0.0000	-	-	-	-	0.0001	0.0000
Batteries	kg	0.98	1.57	18.20	-	7,901.86 ^u	3,559.86	-	-	-	-	7,921.04	3,561.43
Batteries intensity	kg /Segment revenue HK\$ '000	0.0000	0.0000	0.0000	-	0.0251	0.0063	-	-	-	-	0.0014	0.0006
Fluorescent tubes	kg	-	-	16.00	7.00	191.86 ^v	65.80	-	-	-	-	207.86	72.80
Fluorescent tubes intensity	kg /Segment revenue HK\$ '000	-	-	0.0000	0.0000	0.0006	0.0001	-	-	-	-	0.0000	0.0000
Wastes from electronic and electrical equipment	kg	-	-	47.30	374.70	420.82	0.40	43.00	853.00	-	-	511.12	1,228.10
Wastes from electronic and electrical equipment intensity	kg /Segment revenue HK\$ '000	-	-	0.0000	0.0002	0.0013	0.0000	0.0003	0.0056	-	-	0.0001	0.0002

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Hazardous Wastes Recycled													
Used engine oil	kg	-	-	-	-	195.00	222.00	-	-	-	-	195.00	222.00
Used engine oil intensity	kg / Segment revenue HK\$ '000	-	-	-	-	0.0006	0.0004	-	-	-	-	0.0000	0.0000
Lube oil	L	-	-	530.00	532.00	36.00	-	-	-	-	-	566.00	532.00
Lube oil intensity	L / Segment revenue HK\$ '000	-	-	0.0002	0.0003	0.0001	-	-	-	-	-	0.0001	0.0001
Batteries	kg	0.47	0.47	-	79.00	-	-	-	-	68.00	-	68.47	79.47
Batteries intensity	kg / Segment revenue HK\$ '000	0.0000	0.0000	-	0.0000	-	-	-	-	0.0004	-	0.0000	0.0000
Fluorescent tubes	kg	-	-	60.00	63.60	-	4.00	-	-	800.00	1,200.00	860.00	1,267.60
Fluorescent tubes intensity	kg / Segment revenue HK\$ '000	-	-	0.0000	0.0000	-	0.0000	-	-	0.0042	0.0052	0.0002	0.0002
Wastes from electronic and electrical equipment	kg	1,026.00	1,520.00	58.00	112.00	22.60	-	-	-	610.00	572.00	1,716.60	2,204.00
Wastes from electronic and electrical equipment intensity	kg / Segment revenue HK\$ '000	0.0004	0.0005	0.0000	0.0001	0.0001	-	-	-	0.0032	0.0025	0.0003	0.0004

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Non-hazardous Wastes Disposed													
Paper ^w	kg	17,858.64 ^x	16,452.58	6,990.09	13,468.16	14,831.69	104,443.83	971.10	1,627.50	1,830.22	1,428.20	42,481.74	137,420.26
Paper intensity	kg /Segment revenue HK\$ '000	0.0064	0.0051	0.0033	0.0064	0.0470	0.1843	0.0073	0.0108	0.0095	0.0062	0.0076	0.0219
Ink cartridges/ Toners	kg	0.25	2.75	-	4.80	1.00	-	18.20	6.70	-	-	19.45	14.25
Ink cartridges/ Toners intensity	kg /Segment revenue HK\$ '000	0.0000	0.0000	-	0.0000	0.0000	-	0.0001	0.0000	-	-	0.0000	0.0000
Carton boxes	kg	14.50	24.00	3.20	20.91	412.00	-	-	-	-	-	429.70	44.91
Carton boxes intensity	kg /Segment revenue HK\$ '000	0.0000	0.0000	0.0000	0.0000	0.0013	-	-	-	-	-	0.0001	0.0000
Plastic	kg	5.80	19.26	33.90	556.07	16.00	-	-	-	-	-	55.70	575.33
Plastic intensity	kg /Segment revenue HK\$ '000	0.0000	0.0000	0.0000	0.0003	0.0001	-	-	-	-	-	0.0000	0.0001
Metal cans	kg	-	1.35	-	39.55	487.00	600.00	-	-	-	-	487.00	640.90
Metal cans intensity	kg /Segment revenue HK\$ '000	-	0.0000	-	0.0000	0.0015	0.0011	-	-	-	-	0.0001	0.0001
Cooking oil	L	-	-	-	-	350.25	-	-	-	-	-	350.25	-
Cooking oil intensity	L /Segment revenue HK\$ '000	-	-	-	-	0.0011	-	-	-	-	-	0.0001	-
Wood	kg	-	-	3,300.00	3,375.00	-	-	-	-	302,000.00	396,900.00	305,300.00	400,275.00
Wood Intensity	kg /Segment revenue HK\$ '000	-	-	0.0016	0.0016	-	-	-	-	1.5736	1.7339	0.0550	0.0637

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Food waste	kg	-	-	-	-	13,237.24	5,000.00	-	-	-	-	13,237.24	5,000.00
Food waste intensity	kg /Segment	-	-	-	-	0.0420	0.0088	-	-	-	-	0.0024	0.0008
	revenue												
	HK\$ '000												
Glass bottles	kg	-	6.00	0.40	3.28	2.00	4,500.00	-	-	-	-	2.40	4,509.28
Glass bottles intensity	kg /Segment	-	0.0000	0.0000	0.0000	0.0000	0.0079	-	-	-	-	0.0000	0.0007
	revenue												
	HK\$ '000												
General waste	kg	35,487.10	31,049.85	2,229.10 ^y	2,675,279.50	589,315.00	462,225.00	-	-	-	-	627,031.20	3,168,554.35
General waste intensity	kg /Segment	0.0127	0.0096	0.0010	1.2660	1.8690	0.8156	-	-	-	-	0.1129	0.5043
	revenue												
	HK\$ '000												
Woven bags	kg	-	3.65	-	-	-	-	-	-	-	-	-	3.65
Woven bags intensity	kg /Segment	-	0.0000	-	-	-	-	-	-	-	-	-	0.0000
	revenue												
	HK\$ '000												
Non-hazardous Wastes Recycled													
Paper	kg	3,470.80	6,439.03	146,046.50	188,342.90	8,155.00	106.00	-	-	121,791.00	118,994.70	279,463.30	313,882.63
Paper intensity	kg / Segment	0.0012	0.0020	0.0686	0.0891	0.0259	0.0002	-	-	0.6346	0.5199	0.0503	0.0500
	revenue												
	HK\$ '000												
Ink cartridges/Toners	kg	86.48	131.04	27.10	5.52	133.26	170.00	-	-	20.00	9.00	266.84	315.56
Ink cartridges/ Toners intensity	kg /Segment	0.0000	0.0000	0.0000	0.0000	0.0004	0.0003	-	-	0.0001	0.0000	0.0000	0.0001
	revenue												
	HK\$ '000												
Carton boxes	kg	87.20	46.00	68,770.40	14,027.60	6,165.56	20,502.43	-	-	-	-	75,023.16	34,576.03
Carton boxes intensity	kg /Segment	0.0000	0.0000	0.0323	0.0066	0.0196	0.0362	-	-	-	-	0.0135	0.0055
	revenue												
	HK\$ '000												

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Plastic	kg	39.50	89.06	11,930.80	12,610.60	6,932.93	36,118.83	-	-	16,791.10	16,444.70	35,694.33	65,263.19
Plastic intensity	kg / Segment revenue HK\$ '000	0.0000	0.0000	0.0056	0.0060	0.0220	0.0637	-	-	0.0875	0.0718	0.0064	0.0104
Metal cans	kg	-	41.43	20,752.40	9,480.30	2,609.04	5,912.93	-	-	12,845.40	12,155.90	36,206.84	27,590.56
Metal cans intensity	kg / Segment revenue HK\$ '000	-	0.0000	0.0097	0.0045	0.0083	0.0104	-	-	0.0669	0.0531	0.0065	0.0044
Cooking oil	L	-	-	-	-	7,183.00	14,765.00	-	-	-	-	7,183.00	14,765.00
Cooking oil intensity	L / Segment revenue HK\$ '000	-	-	-	-	0.0228	0.0261	-	-	-	-	0.0013	0.0024
Wood	kg	-	-	-	-	-	-	-	-	104,200.00	-	104,200.00	-
Wood intensity	kg / Segment revenue HK\$ '000	-	-	-	-	-	-	-	-	0.5430	-	0.0188	-
Food waste	kg	-	-	2,728,918.00	2,606,534.00	184,370.00	256,045.00	-	-	35,598.00	23,592.20 ^z	2,948,886.00	2,886,171.20
Food waste intensity	kg / Segment revenue HK\$ '000	-	-	1.2819	1.2335	0.5847	0.4518	-	-	0.1855	0.1031	0.5310	0.4594
Glass bottles	kg	12.78	16.40	15,093.65	16,387.25	20,895.28	23,712.93	-	-	141,290.00	106,634.30 ^{aa}	177,291.71	146,750.88
Glass bottles intensity	kg / Segment revenue HK\$ '000	0.0000	0.0000	0.0071	0.0078	0.0663	0.0418	-	-	0.7362	0.4659	0.0319	0.0234
Tetra pak	kg	621.66	-	-	-	-	-	-	-	-	-	621.66	-
Tetra pak intensity	kg / Segment revenue HK\$ '000	0.0002	-	-	-	-	-	-	-	-	-	0.0001	-

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Social													
Total Workforce													
By gender													
Male	No. of people	136	156	281	300	485	542	20	24	369	396	1,291	1,418
Female	No. of people	183	186	175	171	387	430	124	124	87	81	956	992
By age group													
Under 30	No. of people	39	40	99	101	232	294	42	44	37	42	449	521
30-50	No. of people	209	229	290	296	445	473	71	74	146	158	1,161	1,230
Above 50	No. of people	71	73	67	74	195	205	31	30	273	277	637	659
By employment type													
Full-time	No. of people	308	324	446	459	837	937	105	113	416	407	2,112	2,240
Part-time	No. of people	7	11	10	12	17	25	39	35	38	69	111	152
Temporary	No. of people	4	7	0	0	18	10	0	0	2	1	24	18
By geographical region													
Hong Kong	No. of people	229	241	104	106	438	416	144	148	456	477	1,371	1,388
Mainland China	No. of people	76	84	316	332	197	203	0	0	0	0	589	619
Thailand	No. of people	14	17	36	33	237	353	0	0	0	0	287	403
By employee category													
General employee	No. of people	194	-	395	-	712	-	119	-	425	-	1,845	-
Male	No. of people	76	-	255	-	397	-	10	-	344	-	1,082	-
Female	No. of people	118	-	140	-	315	-	109	-	81	-	763	-
Middle managers	No. of people	113	-	57	-	147	-	25	-	29	-	371	-
Male	No. of people	53	-	24	-	83	-	10	-	23	-	193	-
Female	No. of people	60	-	33	-	64	-	15	-	6	-	178	-

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
By employee category													
Senior managers	No. of people	12	-	4	-	13	-	0	-	2	-	31	-
Male	No. of people	7	-	2	-	10	-	-	-	2	-	21	-
Female	No. of people	5	-	2	-	3	-	-	-	0	-	10	-
Employee with disabilities	No. of people	-	-	-	-	6	-	-	-	-	-	6	-
Employee entitled to parental leave	No. of people	308	-	446	-	837	-	105	-	416	-	2,112	-
Male	No. of people	130	-	280	-	469	-	18	-	334	-	1,231	-
Female	No. of people	178	-	166	-	368	-	87	-	82	-	881	-
Employee that took parental leave	No. of people	10	-	7	-	11	-	6	-	7	-	41	-
Male	No. of people	7	-	3	-	5	-	1	-	3	-	19	-
Female	No. of people	3	-	4	-	6	-	5	-	4	-	22	-
Employee Turnover Rate													
By gender													
Male	%	25.34	35.26	29.26	26.00	33.89	30.81	22.73	29.17	9.41	22.22	24.88	27.92
Female	%	26.02	29.57	21.39	26.90	35.01	26.74	17.74	50.81	8.33	32.10	26.39	30.81
By age group													
Under 30	%	17.72	130.00	37.00	42.57	56.65	40.82	16.28	70.45	10.13	88.10	42.06	54.32
30-50	%	30.14	21.40	24.57	25.34	27.23	26.43	22.07	33.78	13.16	30.38	25.01	26.24
Above 50	%	16.67	12.33	18.44	8.11	21.50	18.05	13.11	46.67	6.91	10.47	14.04	14.46
By geographical region													
Hong Kong	%	15.74	39.42	25.71	33.02	20.37	35.58	18.49	47.95	9.22	23.90	16.02	33.33
Mainland China	%	60.00	15.48	29.01	25.90	50.00	25.12	-	-	-	-	40.07	24.23
Thailand	%	0.00	11.76	2.90	9.09	44.07	23.51	-	-	-	-	37.97	21.84

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020
Health and Safety													
Work-related fatalities	No. of people	0	0	0	0	0	0	0	0	0	0	0	0
Work-related illness	No. of people	-	-	4	-	15	-	1	-	30	-	50	-
Lost days due to work injury	Days	0	4	77	283	625	912	154	0	1,399.5	590	2,255.5	1,789
Contractor's work-related fatalities	No. of people	0	0	0	0	0	0	0	0	0	0	0	0
Contractor's lost days due to work injury	Days	36	-	-	-	-	-	-	-	245	-	281	-
Development and Training													
Employee trained by gender													
Male	%	56.92	71.03	88.93	93.94	70.79	78.16	38.89	28.57	69.46	44.14	72.62	71.55
Female	%	70.22	74.86	93.37	95.06	68.75	84.58	12.64	14.13	58.54	94.59	66.89	78.31
Employee trained by employee category													
General	%	63.59	69.10	90.39	93.69	65.29	83.09	11.25	9.52	68.05	49.87	68.85	73.81
Middle managers	%	66.96	76.03	91.23	100	91.84	71.52	36.00	37.93	55.17	96.55	77.57	75.53
Senior managers	%	58.33	88.00	100	100	61.54	75.00	-	-	100	100	67.74	84.78
Employee trained by geographical region													
Hong Kong	%	60.55	73.99	62.77	73.40	50.37	62.95	17.14	16.81	67.31	53.32	55.97	58.30
Mainland China	%	73.68	76.19	100	99.70	94.92	84.73	-	-	-	-	94.91	91.60
Thailand	%	78.57	47.06	80.56	100	82.83	98.85	-	-	-	-	82.33	96.73
Average training hours of employee trained by gender													
Male	Hours	8.13	13.54	10.83	14.33	26.48	36.62	222.57 ^{bb}	18.67	8.88	21.86	17.57	25.09
Female	Hours	13.62	15.99	9.99	15.01	29.78	30.94	10.09	23.31	11.73	18.26	19.36	23.40

PERFORMANCE DATA SUMMARY

Segment ^a	Unit	Property Development ^b		Property Investment & Management ^c		Hospitality ^d		Healthcare ^e		Discovery Bay City Management & Transportation ^f		Total	
		Reporting Year	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021	2019/2020	2020/2021
Average training hours of employee trained by employee category													
General	Hours	8.03	13.13	11.21	13.53	27.62	32.53	8.22	12.38	9.11	20.83	16.56	23.51
Middle managers	Hours	17.60	18.18	6.38	23.93	28.72	43.30	177.22 ^{bb}	28.73	14.25	20.36	25.62	29.55
Senior managers	Hours	6.43	11.36	3.03	15.38	30.25	23.65	-	-	4.00	6.00	14.62	15.42
Average training hours of employee trained by geographical region													
Hong Kong	Hours	14.54	17.58	16.29	16.38	13.40	20.47	92.72	21.84	9.36	20.70	14.29	19.51
Mainland China	Hours	5.05	8.81	10.09	14.76	12.30	13.67	-	-	-	-	10.32	13.76
Thailand	Hours	9.32	9.25	3.33	8.97	58.43	53.71	-	-	-	-	49.25	48.95
Total amount invested in training	HK\$ equivalent	197,864	-	173,349	-	280,757	-	168,262	-	264,342	-	1,084,574	-
Service-related Complaints Received													
Service-related complaints received	No. of complaints	1	12	187	159	270	880	4	2	400	310	862	1,363
Total Suppliers													
Hong Kong	No. of suppliers											263	235
Mainland China	No. of suppliers											873	1,137
Thailand	No. of suppliers											734	861
Japan	No. of suppliers											2	63
Other	No. of suppliers											19	-
Green Procurement Amount													
Green procurement amount	HK\$ equivalent											35,757,057.76	-
Total Products Sold or Shipped Subject to Recalls for Safety and Health Reasons													
Recalled cases	%											0	0
Community Investment													
In-kind sponsorship and donations	HK\$ equivalent											3,392,344 ^{cc}	4,339,060
Total service hours	Hours											44 ^{cc}	1,546

- a. The data reporting of HKRI Taikoo Hui and Discovery Bay is under operational control approach.
- b. The property development segment refers to our general offices and sales offices of our property development projects in Hong Kong, mainland China and Thailand.
- c. The property investment and management segment refers to our managed properties in Hong Kong, mainland China and Thailand, which covers DB Plaza, DB North, CDW Building, West Gate Tower, Wellgan Villa, 2GETHER, Discovery Park, La Fontaine, Country Villa, The United Daily News Centre, The Sukhothai Residences in Bangkok, and HKRI Taikoo Hui in Shanghai.
- d. The hospitality segment refers to our hotels and clubs operation in Hong Kong, mainland China and Thailand, which covers Auberge Discovery Bay Hong Kong and the recreation clubs, the golf club, and the Lautau Yacht Club (formerly named Discovery Bay Marina Club) in Discovery Bay, The Sukhothai Bangkok, as well as The Sukhothai Shanghai in mainland China.
- e. The data is confined to healthcare operation in Hong Kong.
- f. The data refers to our city management and transportation services provided in Discovery Bay in Hong Kong.
- g. The NOx emissions are confined from the LPG use in the hospitality operation, the vessel emissions in Discovery Bay and the vehicular emissions across our operations.
- h. The SOx emissions are confined from the LPG use in the hospitality operation, the vessel emissions in Discovery Bay and the vehicular emissions across our operations.
- i. The PM emissions are confined from the vessel emissions in Discovery Bay as well as the vehicular emissions across our operations.
- j. The sewage is confined from the vessel emissions in Discovery Bay.
- k. Scope 1 emissions include combustion of LPG, natural gas, Euro V diesel, diesel, unleaded petrol, marine light diesel, charcoal, wooden, and fugitive emissions from refrigerant. Scope 2 emissions include indirect emissions from electricity. Scope 3 emissions include emissions from business air travel.
- l. The hospitality operation reduced the use of LPG, diesel and charcoal due to less operation need.
- m. This data is confined to our operations in mainland China.
- n. During the year, the HKRI Taikoo Hui used natural gas as a substitute for diesel and petrol, resulting in an increase in natural gas consumption.

- o. This data is confined to our hospitality operations in Thailand.
- p. Data increase is due to the new construction projects in Jiaxing and Hangzhou.
- q. Data increase is due to the additional anti-pandemic measures conducted in response to COVID-19.
- r. To ensure accurate and reliable figures, the reservoir consumption from Discovery Bay transportation operations will be excluded.
- s. Data increase is due to the relocation of our clinic and the additional anti-pandemic measures conducted in response to COVID-19.
- t. We used lube oil for maintaining facilities that were no longer under warranty.
- u. We replaced a number of golf carts that burned during a fire accident in September 2020, resulting in an increase in batteries disposal.
- v. Data increase is due to regular replacement to end of life fluorescent tubes.
- w. The amount of waste paper was estimated from paper procurement.
- x. We published *On the RISE – From Dazhongli to HKRI Taikoo Hui* in this year, resulting an increase in paper consumption.
- y. We have further enhanced the definition of ESG data and excluded the general wastes generated by the tenants and visitors, resulting in a decrease in general wastes disposal.
- z. This data is confined to Discovery Bay city management. The achievement of this recycling effort is contributed collectively by our tenants and residents.
- aa. All of our operations, tenants and residents in Discovery Bay contributed to achieve this great amount of recycled glass bottles, saving earth resources.
- bb. The data increase is due to the external training programme offered to the dentists.
- cc. We have postponed a number of volunteering activities while some sponsored events were cancelled or postponed in 2020/2021 due to the outbreak of COVID-19, resulting in reduced services hours as well as donations and sponsorships.

HKEX ESG REPORTING GUIDE CONTENT INDEX

Aspect	HKEx KPI	Description	Page Number / Remarks
A. Environmental			
A1 Emissions	A1	General Disclosure	16-29
	A1.1	The types of emissions and respective emissions data	52
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total and intensity	52
	A1.3	Total hazardous waste produced and intensity	55-56
	A1.4	Total non-hazardous waste produced and intensity	57-59
	A1.5	Description of emission target(s) set and steps taken to achieve them	10, 24-25
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	10, 26-27
A2 Use of Resources	A2	General Disclosure	16-29
	A2.1	Direct and / or indirect energy consumption by type in total and intensity	53
	A2.2	Water consumption in total and intensity	54
	A2.3	Description of energy use target(s) set and steps taken to achieve them	10, 22-23
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	10, 26
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Due to the business operations of HKRI, this KPI is considered not material.
A3 The Environment and Natural Resources	A3	General Disclosure	16-29
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	16-29
A4 Climate Change	A4	General Disclosure	16-29
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them	28-29
B. Social			
B1 Employment	B1	General Disclosure	30-37
	B1.1	Total workforce by gender, employment type, age group and geographical region	60
	B1.2	Employee turnover rate by gender, age group and geographical region	61
B2 Health and Safety	B2	General Disclosure	30-37
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	We have 0 work-related fatality over the past three years.
	B2.2	Lost days due to work injury	62
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	33-36

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Aspect	HKEx KPI	Description	Page Number / Remarks
B. Social			
B3 Development and Training	B3	General Disclosure	36-37
	B3.1	The percentage of employees trained by gender and employee category	62-63
	B3.2	The average training hours completed per employee by gender and employee category	62-63
B4 Labour Standards	B4	General Disclosure	36-37
	B4.1	Description of measures to review employment practices to avoid child and forced labour	36-37
	B4.2	Description of steps taken to eliminate such practices when discovered	36-37
B5 Supply Chain Management	B5	General Disclosure	43
	B5.1	Number of suppliers by geographical region	63
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	43, 63
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	7, 43
B6 Product Responsibility	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	43
	B6	General Disclosure	38-42
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reason	63
	B6.2	Number of products and service related complaints received and how they are dealt with	41, 63
	B6.3	Description of practices relating to observing and protecting intellectual property rights	41
B7 Anti-corruption	B6.4	Description of quality assurance process and recall procedures	41-42
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	41
	B7	General Disclosure	7
B8 Community Investment	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	7
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	7
	B7.3	Description of anti-corruption training provide to directors and staff	7
B8.1	Focus areas of contribution	44-51	
B8.2	Resources contributed to the focus area	46-51, 63	



HKRI

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