

# HKRI

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

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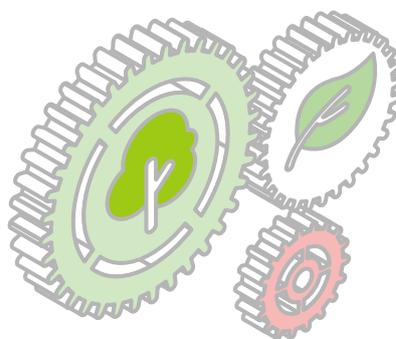
## Rising to a CHANGING ERA

ESG REPORT 2021 / 2022



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## MESSAGE FROM THE MANAGEMENT

**We will strive to play a leading position in building a more sustainable future for our industry and our community.**



As a responsible corporate citizen, HKRI International Limited (“HKRI” or “the Company”) and its subsidiaries (“the Group”) are determined to move to a more sustainable development path. We have established targets for various Environmental, Social and Governance (“ESG”) parameters in alignment with the United Nations’ Sustainable Development Goals (“SDGs”), and have drawn up related policies and guidelines to accelerate change. This year, we extended our sustainability commitment by adhering to the UN Climate Change Conference (“COP26”) with intention to advance our climate actions to be on par with targets set by the Paris Agreement. Furthermore, the Group has kick-started preparations to move to reporting standards established by The Task Force on Climate-Related Financial Disclosures (“TCFD”) and is in the progress of setting higher targets and commitments that are in line with Hong Kong and China’s carbon neutral commitment by 2050 and 2060 respectively.

Environmental work aside, the Group also put in considerable efforts in social

and governance aspects to maintain a comprehensive sustainability approach. We regularly review our occupational safety and health (“OSH”) policies and set up related targets, in order to ensure a healthy and safe working environment for our employees. The Group is also aware of its responsibility to its customers and the community it operates and hence strives to optimise its supply chain management and procurement process to provide reliable services and products. We believe that a harmonious workplace and living community are the essence to our long-term sustainable development.

HKRI’s effort to achieve impactful sustainability progression could not have been accomplished without the trust and support received from our colleagues and stakeholders. It is with such strong faith bestowed on HKRI that motivates us to progress towards our targets to safeguard our planet and promote sustainable development.

I would like to express my thanks to all of our employees for their devotion in achieving our sustainable development goals.

We will strive to play a leading position in building a more sustainable future for our industry and the communities we operate in. We will also continue to uphold the spirit of sustainable development in our governance and operations, identify more suitable initiatives for green operations, and promote environmental awareness in our workplace and community. The ESG Report serves to present the progress of what HKRI made on our ESG transformation in FY2021/2022. Thank you for supporting us on our journey.

**CHA Mou Zing Victor**  
Executive Chairman

## 2021/2022 SUSTAINABILITY HIGHLIGHTS

To achieve HKRI’s long-term ESG targets and live up to the high sustainability expectations that HKRI has set for itself, annual improvements in our overall sustainability performance serve as the principle means for measuring progress and identifying improvement areas. The Group’s strong dedication and efforts ultimately motivates HKRI to strive further with a greater sense of responsibility in order to create a sustainable future.

In FY2021/2022, HKRI devoted a large amount of focus in improving its ESG profile and we are proud to present sustainability highlights for FY2021/2022 as below:

### Nurturing talents

Employees continue to be one of HKRI’s greatest assets. The Company invested unprecedented amount of resources into nurturing its talents. In FY2021/2022, **HK\$2.2 million** were invested in staff training and development, a significant increase compared with **HK\$1 million** in FY2020/2021.

The percentage of male and female employees who have gone through training increased by **15%** and **22%** respectively. Percentage of employees trained at all levels increased by an average of **21%**.

As a result of HKRI’s effort to promote diversity, inclusiveness and female empowerment in the workplace, HKRI saw a **120%** increase in female talents holding **senior management** positions.

### Green procurement and customer care

HKRI highly values procuring sustainable products in support of global sustainable development. In FY2021/2022, **HK\$104.7 million** were spent in green procurement, representing a **193% increase** over the previous year.

Customer satisfaction rate averaged at **97%** for hospitality and property development and management. Furthermore, the total number of complaints received had decreased significantly by **41%**.

### Community involvement

HKRI spent **HK\$3.8 million** in sponsorships and donations, a **13%** increase from FY2020/2021. Donations are mainly targeted to support well-being and development of the community.

To encourage community involvement and talent development, the DBMRC Architectural Design Competition was organised in FY2021/2022. The competition encouraged architecture students to propose innovative, environmental-friendly and sustainable designs for the Discovery Bay Multi-Recreation Centre (“DBMRC”).

With the gradual relaxation of the stringent social distancing measures in FY2021/2022, HKRI and its employees spent a total of **185 hours** in community services, as compared to 44 hours in FY2020/2021.

# ABOUT THE REPORT

This is the seventh ESG Report (“Report”) for communicating the sustainability management approach and performance of HKRI and its subsidiaries in four key areas, including environment, human capital, community and value chain.

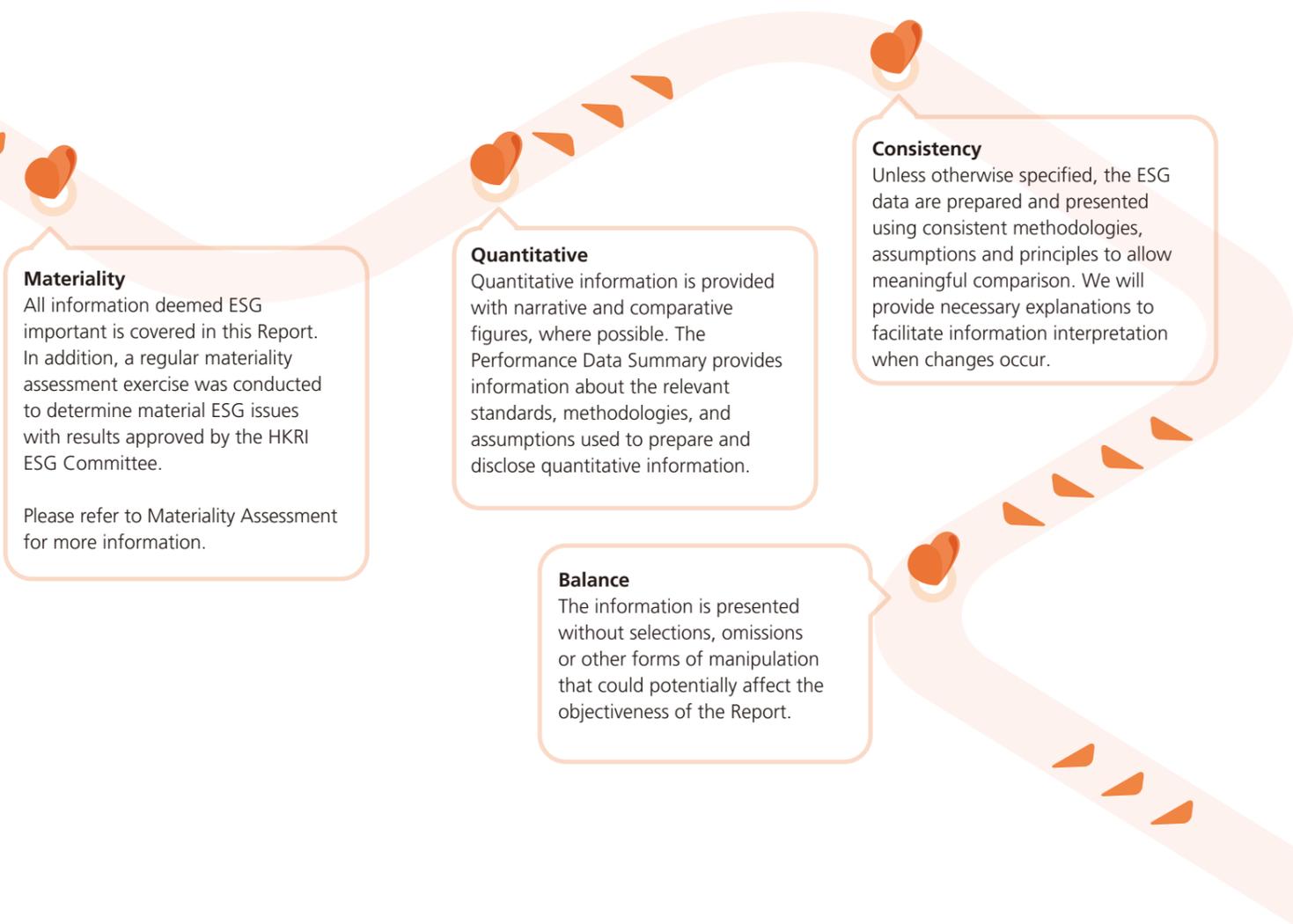
The Report covers the period from 1 April 2021 to 31 March 2022 (“the year”). It focuses on HKRI’s businesses, joint ventures, and subsidiaries in Hong Kong, mainland China and Thailand. We emphasised our core operations, which significantly contribute to the Group’s asset size, profitability and staff strength. In addition, the Report includes details of our sustainable development vision and progress made on the implementation of our ESG strategy during the year.

Details of our corporate governance and financial performance can be found in our [Annual Report 2021/2022](#). To aid readers in navigating the contents of the Report, a Content Index is available for reference on [pages 68 to 70](#).

## Reporting Standards and Principles

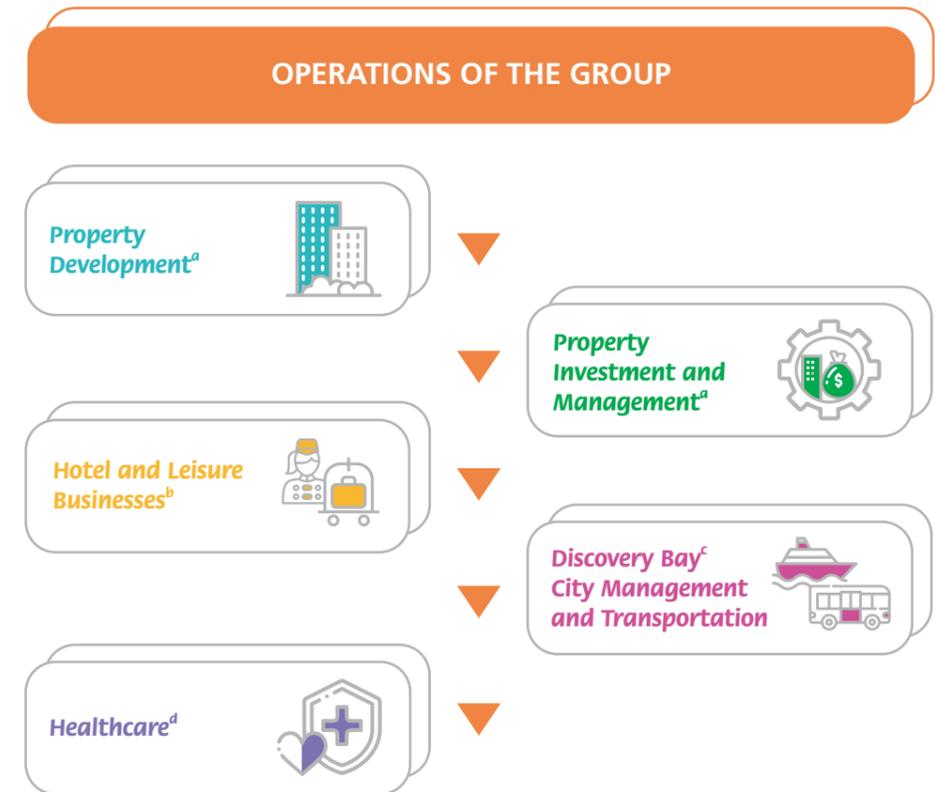
This Report was prepared in accordance with the latest version of the ESG Reporting Guide (“the ESG Guide”), Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, issued by Hong Kong Exchanges and Clearing Limited (“HKEX”).

It also complies with all HKEX mandatory disclosure requirements and the “comply or explain” provisions set out in the ESG Guide for the year. In addition, the Report follows the Reporting Principles as set out in the ESG Guide which define the report content and ensure the quality of information presented, including:



## Reporting Boundary

Our ESG reporting approach reflects the scale of our operations, the complexity of our business and the significance of our environmental and social impacts along the value chain. Unless otherwise specified, we collect and report the ESG related information and key performance indicators (“KPIs”) for the business portfolios under operational control stated below:



Business portfolios in Japan are not within our reporting scope as they are immaterial to our ESG reporting. Your feedback is valuable for our continuous improvement. Please email your queries, comments or suggestions to [info@hkri.com](mailto:info@hkri.com).

<sup>a</sup> The report covers the Group’s property development, investment and management businesses in Hong Kong, mainland China and Thailand  
<sup>b</sup> The reporting scope covers our operations in Hong Kong, mainland China and Thailand  
<sup>c</sup> Discovery Bay is based in Hong Kong  
<sup>d</sup> The operation is based in Hong Kong, and the whole business was disposed on 31 March 2022

Living up to the vision and aspirations of Dr. CHA Chi-ming, the founder and former chairman of HKRI and its subsidiaries (“the Group”), the Group has seized opportunities to diversify its business interests in real estate development and investment, property management, luxury hotels and serviced apartments, and other investments in Hong Kong, mainland China and across Asia.

We believe sustainability is one of the most important fundamentals to ensure a business and community viable. We adopt a holistic approach to our business operation to make positive contribution to the communities, promote sustainable development and create a better living environment. The Group’s sustainability transformation mindset and shareholder-centric approach would propel our business to reach beyond the convention and seek new perspectives. We have sharpened our focus in creating vibrant destinations and services, and we seek every opportunity to well communicate our vision, mission, and values to our shareholders, business partners, and employees.

## HKRI at a Glance

This Report mainly focuses on presenting the Group’s ESG initiatives and achievements. For details of our corporate governance and financial performance, please refer to our [Annual Report 2021/2022](#).

## Ownership and Legal Form

A public company listed on the Main Board of the Stock Exchange of Hong Kong (Stock code: 00480)

## 5 Major Business Segments

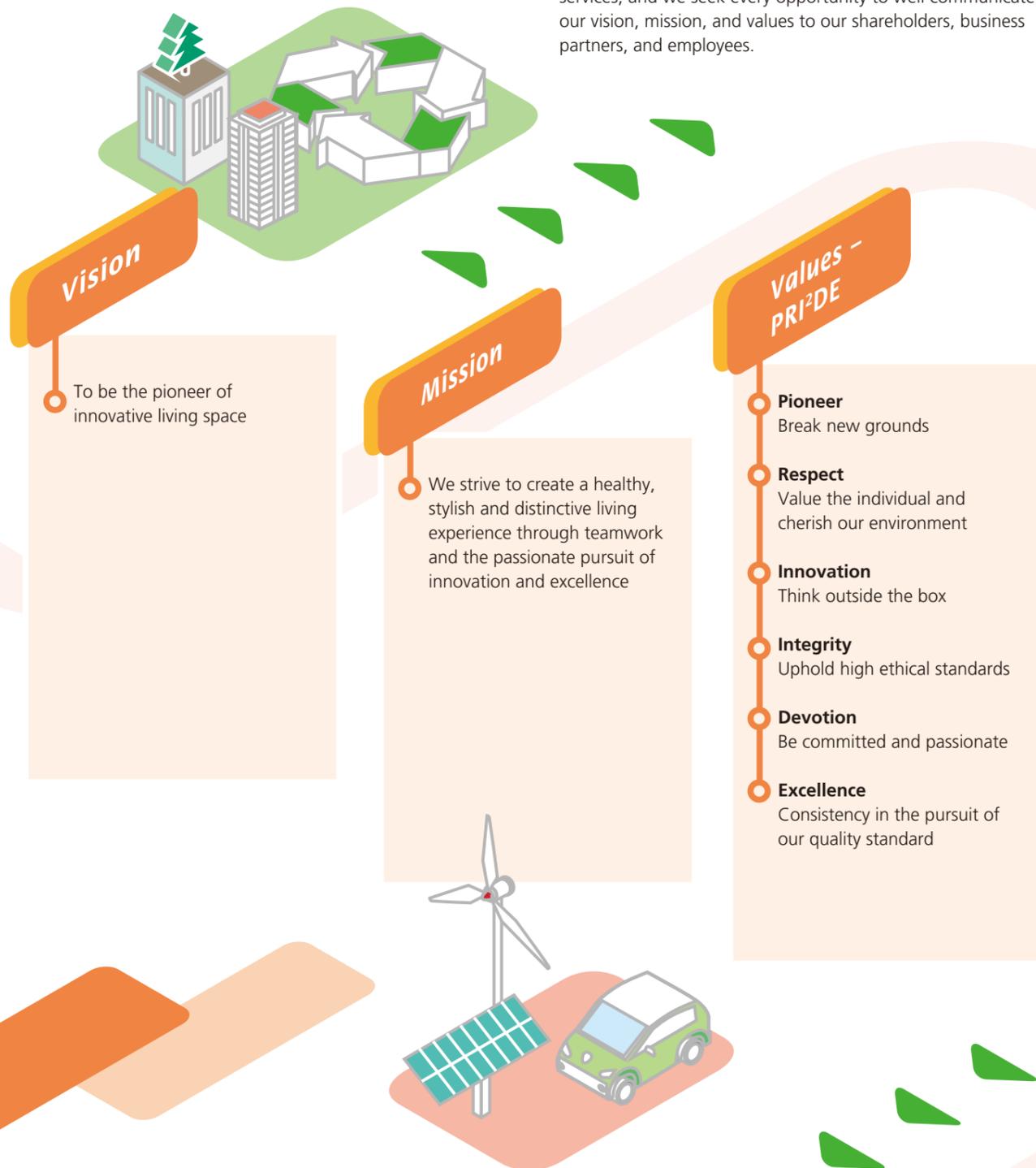
- Property Development
- Property Investment and Management
- Hotel and Leisure Businesses
- Healthcare
- Discovery Bay City Management and Transportation

## Geographic Presence in Asia Pacific

- Hong Kong
- Shanghai
- Jiaxing
- Hangzhou
- Tianjin
- Bangkok
- Hokkaido

## Revenue and Total Assets

The Group’s revenue and total assets amount to HK\$6,233 million (for continuing and discontinued operations) and HK\$43,407.5 million, respectively.



## “HKRI All-in”

“HKRI All-in”, our Group-level ESG theme, calls for support from all our colleagues and stakeholders to protect our planet and promote sustainable social development. It reflects our longstanding approach and attitude towards community investment, giving the most and the best we have to society.



- **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 example, promoting environmental awareness and helping underprivileged children in the same event.

## Sustainability Governance

Integrating sustainability at the highest governance level in HKRI enables strategic oversight of ESG issues for long-term value creation. The Board of Directors (“the Board”) has been critical and effective in providing the oversight of the sustainability performance of HKRI, steering our governance structure and practices, and setting the tone from the top. In addition, our ESG Committee<sup>°</sup> plays a vital role in building a sustainable enterprise and coordinating ESG management across the Group. The following diagram shows our sustainability governance framework.



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

## Risk Management and Internal Controls

Effective risk management and internal controls are essential for creating and sustaining value. As stipulated in the *Risk Management Policy*, HKRI should thoroughly understand risks at every part of our business value chain. We are committed to continuously enhancing our risk management framework, proactively identifying emerging risks, aligning our risk exposure to organisational priorities, driving informed business decisions, and implementing mitigation plans. All levels of the Group including the Board, the Audit Committee, the Risk Management Steering Group, and different business lines work together to ensure that the risk management framework and internal control systems monitor, control and report adequately and effectively, together with the Internal Audit Department which independently reviews the systems on a regular basis.

The Group recognises that ESG-related risks are receiving increasing attention from stakeholders and, as a result, greater focus has been placed on the oversight of these risks which have been strategically integrated into our risk management system for consideration. It helps address and minimise the potential environmental and social risks along the value chain. For instance, the topic of anti-corruption and money laundering has been continuously identified by the Group and its stakeholders to be a subject matter that deserves proper focus and commitment to ensure good business practices and ethical standards are maintained. In order to strengthen our commitment in this regard, the Company adopted an *Anti-fraud Policy* and a *Whistleblowing Policy* in March 2022 which are also disclosed in the Group’s website for transparency towards our stakeholders. Going forward, with great awareness of the growing significance in ESG-related risks, the Group is devoted in staying updated on effective measures in the form of policies or actions, which are incorporated into HKRI’s businesses in order to minimise the Group’s potential exposure.

Further information on risk management and internal controls can be found in our Corporate Governance Report on pages 66 to 88 of the Group’s [Annual Report 2021/2022](#). Information on anti-corruption and money laundering can be found on [pages 44 to 45](#) of the Report.

<sup>†</sup> More information on these Policies can be found on our website: <https://www.hkri.com/en/CSR/ESG-Policies>.

## Sustainability Commitment and Policy

The key to sustainability is operating responsibly and contributing positively to the environment and communities we serve. More specifically, HKRI aims at increasing efficiency in natural resources usage, conserving biodiversity within its control, and managing identified adverse impacts during its operations. The pursuit of sustainable development helps us identify investment opportunities with adequate resilience and risk mitigation. Also, it assists us in building an effective work environment that fosters wellness, equality, and respect, thus benefiting the business operations by encouraging our employees and supply chain partners to realise their full potential.

It also echoes one of our fundamental core values, Respect – value the individual and cherish our environment. We work to identify sustainability priorities that are most relevant to our business and stakeholders. In 2018, our *Sustainability Policy*<sup>†</sup> was established to provide clear guidance on how to best integrate related issues consistently throughout the Group’s operations. Moreover, our *Environmental Policy*<sup>†</sup> and *Climate Change Policy*<sup>†</sup> at Group level have been adopted in 2022 to demonstrate our determination in creating long-term value and in pursuing sustainable development in our business, supply chain, and the communities where we operate. We regularly revise our policy statements to incorporate latest material regulatory updates and effective market practices. Concurrently, given the increasing attention to climate threats, we are enhancing our climate change reporting and management framework to align with the standards issued by TCFD.

### Set Sustainability Goals and Implement Actions

For over 40 years, we have adopted, advocated and adhered to a philosophy of responsible development. HKRI has expanded its promotion of the importance of sustainable development to the society as a whole, and aligned its sustainability targets with the SDGs and other regional sustainability goals such as Hong Kong’s Climate Action Plan 2050, mainland China’s commitment to reach carbon neutrality before 2060 and Thai government’s pledge to reach carbon neutrality by 2050. We believe that the following SDGs are most relevant to the Group’s core operations and our five strategic sustainability pillars:



Strategic pillars	Strategy	Actions/commitments
<p>Reducing our Environmental Impact (“Environment”)</p> <p>SDG 3.9, 6.4, 6.5, 7.3, 7A, 8.4, 9.4, 11.5, 11.6, 12.2, 12.5, 12.6, 13.1, 13.3 and 14.1</p>	<ul style="list-style-type: none"> <li>We pledge to improve our environmental performance, especially in the areas of reducing emissions, streamlining water-resource and waste management, actively promoting the use of environmental-friendly materials, and integrating energy-efficient resources and clean-energy technology into our businesses. The key is to minimise our impact on the environment.</li> <li>We encourage and educate our staff, customers and suppliers to be proactive in sustainable development matters, from climate resilience to responsible procurement and inspire resourceful and responsible action in the community.</li> </ul>	<p>Reduce carbon emissions</p> <p>Reduce the amount of waste</p> <p>Increase water efficiency</p> <p>Increase energy efficiency</p> <p>Increase green investment</p>



Strategic pillars	Strategy	Actions/commitments
<p>Maintaining a People-first Workplace (“Human Capital”)</p> <p>SDG 4.5, 4.7, 8.5 and 8.8</p>	<ul style="list-style-type: none"> <li>We provide training to enhance employees’ knowledge in promoting sustainable development and to 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, health status, family status, race, age or sexual orientation.</li> <li>We aim to attract and retain the best talents possible and provide training and development opportunities to foster our employees’ professional growth.</li> <li>We encourage open communication and direct engagement with our employees through a variety of transparent channels that allow them to express their concerns without negative repercussions.</li> </ul>	<p>Talent attraction and retention</p> <p>Workplace safety, health and well-being</p> <p>Adequate development opportunities</p> <p>Diversity and inclusion</p> <p>Open communication with various transparent channels</p>



Strategic pillars	Strategy	Actions/commitments
<p>Building a Sustainable and Caring Community (“Community”)</p> <p>SDG 4.7, 11.3, and 11.5</p>	<ul style="list-style-type: none"> <li>We actively engage with stakeholders from local communities to identify issues that need to be addressed.</li> <li>We strive to promote good citizenship and sustainable development to our employees and customers through volunteering and various other community activities. We encourage everyone to contribute to society and to protect the poor and people in vulnerable situations.</li> <li>We invest in artistic and cultural developments, encourage young talents, and provide valuable support to charitable activities and groups.</li> </ul>	<p>Investing in the community by offering care and support in the communities where we operate</p> <p>Participating in voluntary work and community activities</p> <p>Supporting artistic and cultural development</p>



Strategic pillars	Strategy	Actions/commitments
<p>Creating a Responsible Value Chain (“Value Chain”)</p> <p>SDG 12.2, 12.3, 12.7, 12.8, 16.10 and 16B</p>	<ul style="list-style-type: none"> <li>We advocate efficient procurement and the use of natural resources and aim to reduce food waste throughout our business operations.</li> <li>We uphold high ethical and corporate governance standards and place high priority in protecting customers’ data.</li> <li>We are fully compliant with all statutory requirements including the non-discriminatory laws and policies for sustainable development. We aim to exceed the minimum standards and integrate industry best practices into all of our operations and services.</li> <li>We embed the concept of sustainability into our business programmes to influence our suppliers and share our vision for sustainable growth.</li> </ul>	<p>Adopting green procurement and minimising wastes</p> <p>Ensuring occupational health and safety</p> <p>Respecting and upholding the data privacy of all stakeholders</p> <p>Incorporating sustainability considerations in supplier selection and throughout the procurement and vendor evaluation processes</p>



Strategic pillars	Strategy	Actions/commitments
Providing Quality and Reliable Services and Products ("Product Responsibility") SDG 8.2, 8.3, 9.1, 11.2, 11.3, 11.4 and 11A	<ul style="list-style-type: none"> <li>We integrate innovative and digital initiatives into our projects to meet our customers' rising expectations.</li> <li>We operate in a professional and responsible manner with formalised development-oriented policies and strive to consistently improve our quality standards and to protect cultural and natural heritage.</li> <li>We elevate our transportation services to a higher safety level.</li> <li>We proactively engage our customers to better understand their changing needs for consideration in the further development of our products and services.</li> </ul>	Delivering responsible and quality services and products Achieving higher levels of economic productivity Ensuring customer satisfaction and well-being

## Stakeholder Engagement

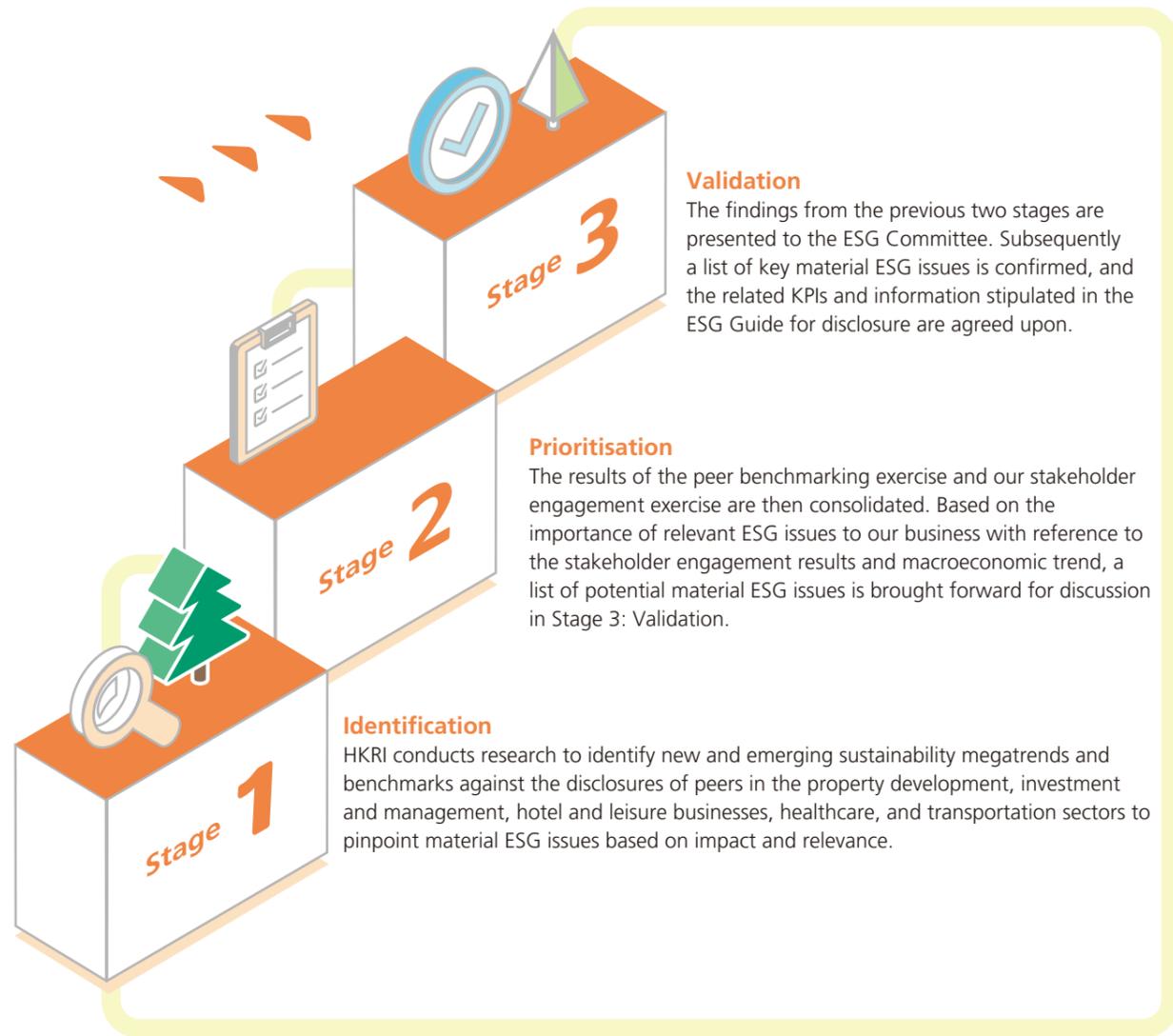
In support of the development of our sustainability strategies to ensure continued success, we place great importance on the expectations and demands of internal and external stakeholders. The main engagement principles are inclusivity, materiality, impact and responsiveness as set out in the internationally recognised AA1000 Stakeholder Engagement Standard. HKRI identified nine core internal and external stakeholder groups:

Stakeholder groups	Forms of engagement	Stakeholder groups	Forms of engagement	Stakeholder groups	Forms of engagement
Non-governmental Organisations ("NGOs") 	<ul style="list-style-type: none"> <li>Websites and social media</li> <li>Corporate social responsibility ("CSR") activities</li> <li>Annual / interim reports</li> <li>ESG reports</li> </ul>	Investors 	<ul style="list-style-type: none"> <li>Press releases</li> <li>Investor Relations page on website</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Annual general meetings</li> <li>Investor relations communications</li> </ul>	Government and Industry Associations 	<ul style="list-style-type: none"> <li>Websites</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Public consultations</li> <li>Industry forums</li> </ul>
Media 	<ul style="list-style-type: none"> <li>Press releases</li> <li>Websites and social media</li> <li>Press conferences</li> <li>Annual / interim reports</li> <li>ESG reports</li> </ul>	Management Team 	<ul style="list-style-type: none"> <li>i-Pri²de staff newsletters</li> <li>Websites and social media</li> <li>Intranet</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Press releases</li> <li>Interviews</li> <li>Annual dinners</li> <li>Meetings</li> <li>CSR activities</li> </ul>	Business Partners 	<ul style="list-style-type: none"> <li>Websites and social media</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Meetings</li> <li>Industry forums</li> </ul>
Suppliers 	<ul style="list-style-type: none"> <li>Websites</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Audit and assessment</li> <li>Meetings</li> </ul>	Employees 	<ul style="list-style-type: none"> <li>i-Pri²de staff newsletters</li> <li>Websites and social media</li> <li>Intranet</li> <li>Annual / interim reports</li> <li>ESG reports</li> <li>Press releases</li> <li>Interviews</li> <li>Annual dinners</li> <li>Meetings</li> <li>CSR activities</li> <li>Employee engagement activities</li> </ul>	Customers (including residents, tenants, passengers, customers of healthcare services, hotel guests and club members) 	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> <li>Customer service hotlines, email and mobile apps</li> <li>Websites and social media</li> <li>Annual / interim reports</li> <li>Newsletters</li> <li>ESG reports</li> <li>Recreation clubs</li> <li>CSR activities</li> </ul>

HKRI regularly evaluates stakeholder feedback and ESG trends through diverse communication channels, some of the examples are listed on the above table. Information collected allows us to pinpoint the most relevant economic, environmental and social matters related to our operations and stakeholders.

### Materiality Assessment

We initiated a materiality assessment to better understand stakeholders' perception of our sustainable development approach and their evolving expectations and priorities. The opinions and feedback collected from these stakeholder engagement exercises are valuable guides for the ongoing refinement of our sustainability strategies and practices. We had structured a comprehensive approach to assess materiality and identified a list of material ESG issues to be included in the Report.



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



- | Human capital                                       | Value chain and product responsibility   | Environment                          | Community                                |
|---|--|--------------------------------------|--|
| 1 Recruitment and dismissal                         | 10 Anti-corruption and money laundering  | 19 Use of water                      | 30 Responsible investment                |
| 2 Promotion and compensation                        | 11 Intellectual property rights          | 20 Hazardous waste                   | 31 Stakeholder participation             |
| 3 Workplace environment, working hours and holidays | 12 Customer satisfaction                 | 21 Use of energy                     | 32 Volunteering and social participation |
| 4 Employee benefits and welfare                     | 13 Technology development and innovation | 22 Sewage                            | 33 Charity event and donation            |
| 5 Equal opportunity and anti-discrimination         | 14 Cyber security and data governance    | 23 Greenhouse gas ("GHG") emission   |  |
| 6 Diversity   | 15 Product quality and safety            | 24 Packaging materials               |  |
| 7 Occupational health and safety                    | 16 Green and ethical procurement         | 25 Non-hazardous waste               |  |
| 8 Training and development                          | 17 Advertising and labelling             | 26 Air Emission                      |  |
| 9 Anti-child labour and forced labour               | 18 Supply chain sustainability           | 27 Food waste                        |  |
|   |  | 28 Biodiversity                      |  |
|   |  | 29 Climate adaptation and resilience |  |

Top Important Issues

In summary, internal stakeholders placed stronger emphasis on people-related issues, while external stakeholder groups in general expected better disclosure of operational or environmental issues.

Strategic pillars	Top important issues	Some stakeholder feedback and our responses	Issue boundaries	
			Inside the Group	Outside the Group
 <p>Human capital</p>	<p>2. Promotion and compensation</p> <p>3. Workplace environment, working hours and holidays</p> <p>4. Employee benefits and welfare</p> <p>5. Equal opportunity and anti-discrimination</p>	<p><i>Equal opportunity and anti-discrimination</i></p> <p>Several internal stakeholders thought that all employees should be treated fairly, without any special conditions or exception offered nor being disadvantaged due to prejudices or bias. HKRI understands that employees are an important asset and a critical factor in creating sustainable competitiveness. We offer equal opportunities in the workplace and assess employees objectively on their experience, capabilities and performances.</p>	✓	
 <p>Value chain and product responsibility</p>	<p>10. Anti-corruption and money laundering</p> <p>11. Intellectual property rights</p> <p>13. Technology development and innovation</p> <p>14. Cyber security and data governance</p>	<p><i>Anti-corruption and money laundering</i></p> <p>Stakeholders are concerned about the practical and reputational impact caused by corruption, money laundering, fraud and other unethical business practices. HKRI complies with related laws and regulations, and actively develops, updates and implements relevant policies and control measures to ensure stable operations.</p>	✓	✓
 <p>Environment</p>	<p>20. Hazardous waste</p>	<p><i>Waste</i></p> <p>Stakeholders mentioned whether we could swap out single-use disposable items for more durable goods within the daily operations. We have developed waste (paper) consumption intensity reduction goal by 2030, and are continuously exploring ways to manage both hazardous and non-hazardous waste. Used engine oil produced from our transportation and hotel operations is properly disposed by qualified third-party contractor and waste water is appropriately treated before discharge.</p>		✓

Details of the other highly important & moderately important issues and concerns raised by our stakeholders and our corresponding responses are found in different sections of this Report. Please refer to relevant sections and indices for respective material issues.

AWARDS AND MEMBERSHIP



HKRI

**"15 YEARS PLUS CARING COMPANY" LOGO**

Organiser  
The Hong Kong Council of Social Service

**Mental Health Workplace Charter – Mental Health Friendly Supreme Organisation**

Organiser  
Advisory Committee on Mental Health of The Food and Health Bureau and Department of Health

**Eco-brand Awards 2021 – Eco-brand Awards**

Organiser  
East Week

**Good MPF Employer 5 Years+, MPF Support Award and E-Contribution Award**

Organiser  
Mandatory Provident Fund Schemes Authority

**FinTech Awards 2021 – Appreciation Certificate on ESG**

Organiser  
etnet

**Youth Employment and Training Programme – Certificate of Appreciation**

Organiser  
Labour Department

**Hong Kong ESG Reporting Awards 2021 – Best ESG Report (Small Cap) – Grand Award**

Organiser  
Alaya Consulting

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

Organiser  
World Green Organisation

**Best Marketing Award 2021**

Organiser  
International Quality Festival

**Top Touch Festival 2021 – Public Relations Campaign Gold Award**

Organiser  
TopMarketing

**Golden Flag Award 2021 – Content Marketing Award**

Organiser  
17PR.com

**Top 10 Urban Renewal Developer 2021**

Organiser  
E-House CRIC

**Chinese Enterprise ESG Award 2021 – The Best Case Study**

Organiser  
Cailian Press



**Discovery Bay Services Management Limited**

**Jockey Club Carer & Senior Friendly Estate Project – Hong Kong Outstanding Caregiver Award 2020-2021 – Gold Award**

Organiser  
Hong Kong Association of Gerontology

**HSBC Living Business Awards 2021 – Certificate of Merit**

Organiser  
Business Environment Council

**HKQAA Recognition Program for Organisations 2021 – Business Resilience & Community Contribution Awards – Gold Seal**

Organiser  
Hong Kong Quality Assurance Agency

**“5 Years Plus Caring Company” Logo**

Organiser  
The Hong Kong Council of Social Service

**Hong Kong Awards for Environmental Excellence 2020 – Property Management (Residential) – Silver Award**

Organiser  
Environmental Campaign Committee

**Commendation Scheme on Source Separation of Domestic Waste 2020/21 – Silver Award**

Organiser  
Environmental Protection Department

**CLP Smart Energy Award 2021 – Joint Energy Saving Award 2021**

Organiser  
CLP Power

**Privacy-Friendly Awards 2021 – Silver Certificate**

Organiser  
Officer of the Privacy Commissioner for Personal Data

**Well Estate Services Limited**

**Fluorescent Lamp recycling programme – Certificate of Appreciation**

**Rechargeable battery recycling programme – Certificate of Appreciation**

**Peach Blossom Trees Recycling Programme – Certificate of Appreciation**

Organiser  
Environment Protection Department

**Auberge Discovery Bay Hong Kong**

**Hong Kong Parents’ Choice Awards 2021 – Best Family Hotel Award**

Organiser  
CHAMPIMOM

**The Sukhothai Shanghai**

**Condé Nast Traveler 2021 – Readers’ Choice Award – Top 10 in China**

Organiser  
Condé Nast Traveler

**Travelers’ Choice 2021**

Organiser  
TripAdvisor

**Best of the Best 2021 – Creative Gourmet Hotel**

Organiser  
Robb Report China

**Best City hotel 2021**

Organiser  
KOL Gold List

**The 13th China Best Hotel Awards – Best Lifestyle Experience Hotel 2021**

Organiser  
Best Hotel Prize Jury and Academy

**2022 Annual Lifestyle Awards – Lifestyle Hotel of the Year**

Organiser  
GOGOShanghai

**Discovery Bay Commercial Services Limited**

**HKQAA Recognition Program for Organisations 2021 – Business Resilience & Community Contribution Awards – Gold Seal**

Organiser  
Hong Kong Quality Assurance Agency

**HKR Limited**

**Gold Level and Reduction Award of Umbrella Bags Reduction Accreditation Program 2021**

Organiser  
Greeners Action

**HKQAA Recognition Program for Organisations 2021 – Business Resilience & Community Contribution Awards – Gold Seal**

Organiser  
Hong Kong Quality Assurance Agency

**Quality Water Supply Scheme for Buildings – Fresh Water (Management System) (Blue)**

Organiser  
Water Supplies Department

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

Organiser  
World Green Organisation

**The Sukhothai Bangkok**

**Travel + Leisure 2021 World’s Best Award – Travel + Leisure’s Top 500, No.4 City Hotel in Bangkok, No.11 Hotel among all Asian Cities and No.73 Hotel Worldwide**

Organiser  
Travel+Leisure

**2022 Four-Star Award**

Organiser  
Forbes Travel Guide

**Sharecare VERIFIED™**

Organiser  
Forbes Travel Guide and Sharecare

**Readers’ Choice Award – No.1 Hotel in Bangkok**

Organiser  
Condé Nast Traveler

**Thailand Tourism Standard for Accommodation Standard for Tourism (Hotel) 2021-2023**

Organiser  
Department of Tourism

**ASEAN MICE Venue Standard**

Organiser  
ASEAN National Tourism Organisations

**Excellence level of Green Hotel**

Organiser  
Department of Environmental Quality Promotion

**Lantau Yacht Club**

**5 Gold Anchors Accreditation**

Organiser  
The Marina Industries Association

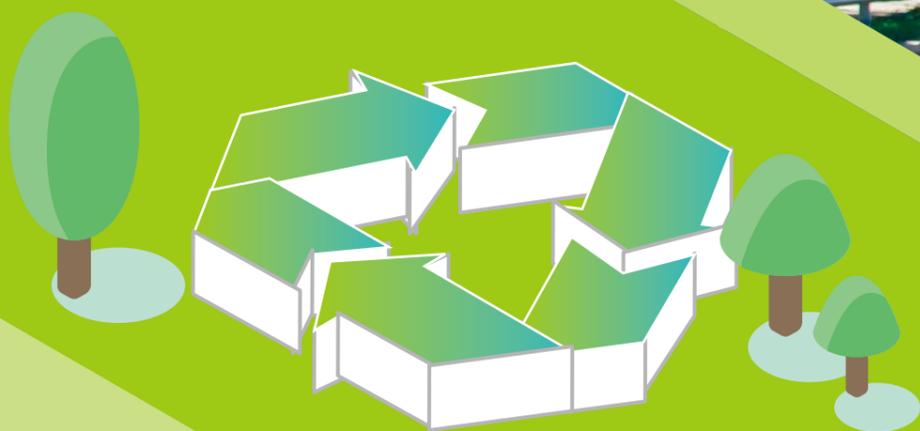
**Memberships**

Organisation	Type of Membership/Positions
The Chartered Institute of Logistics and Transport in Hong Kong	Organisation Member
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
Chartered Institute of Housing	Corporate Member
Hong Kong Institute of Housing	Corporate Member
Hong Kong Institute of Human Resources Management	Corporate Member
Occupational Safety and Health Council	Green Cross Group Member
Ice Skating Institute Asia	Administrative Member
Hong Kong Green Council	Bronze Member
Hong Kong Hotels Association	Member
The Federation of Hong Kong Hotel Owners	Member
The Hong Kong Association of Property Management Companies	Member
Hong Kong Boating Industry Association	Member
Jiaxing Nanhu Real Estate Association	Vice President
Jiaxing Real Estate Association	General Secretary
The American Chamber of Commerce in Thailand	Member
The German-Thai Chamber of Commerce	Member
British Chamber of Commerce Thailand	Member
The Thai -Italian Chamber of Commerce	Member
Thailand Incentive and Convention Association	Member
The Thai Hotel Association	Member
SKAL International	Member

**Charter**

Organisation	Type of Charter
HKSAR Environment Bureau	Energy Saving Charter
Food Grace	Gift Wise Charter (Premium) 2021
Occupational Safety & Health Council	Charter on Preferential Appointment of OSH Star Enterprise
Occupational Safety & Health Council	Joyful@Healthy Workplace Charter
HKSAR Department of Health	Mental Health Workplace Charter

# OUR ENVIRONMENT



# OUR ENVIRONMENT



## Introduction

Our environment affects the wellbeing of us all. Amidst the global pandemic, the use of face masks and disinfectants has dramatically increased. This resulted in an abnormally large amount of plastic and chemical wastes along with substantial increase in water and electricity consumption. We must therefore be more conscious on the negative long-term effects this pandemic has on our environment and ecology. HKRI is constantly attempting to adopt a more sustainable business model, with long-term climate plan and actions in place to demonstrate our commitment to “go green” and hopefully influence our stakeholders and other businesses to do the same.

We have set environmental targets to maximise energy and water efficiency and reduce emissions and waste. In addition, *Environmental Policy* and *Climate Change Policy* are adopted at the group level to guide all business units. Through our strong commitment to sustainability and consideration for our future generations, we will continue to create positive impacts on the environment.

HKRI aims to cut emissions intensity by 15% by 2029/2030 compared to that of 2018/2019. We will continue to monitor air emissions from our business operations and explore innovative and alternative green measures to reduce our environmental footprint.



### Lantau Yacht Club in Operation

Staying true to its environmental commitment, Lantau Yacht Club (“LYC”) is operating with a strong focus in improving its environmental profile and complying with all sustainability requirements. 40 solar pathway lights have also been installed around the club premise. Waste such as engine oil is properly stored and labelled in oil drums and collected by service providers approved by the government.

## Sustainable Community Building

### DBMRC Architectural Design Competition

We organised the DBMRC Architectural Design Competition in 2021/2022 with esteemed supporting institutes including the Hong Kong Institute of Architects, The Chinese University of Hong Kong and Chu Hai College of Higher Education. Hong Kong students majoring in architecture were invited to propose innovative, environmental-friendly and sustainable designs for the main building and open air activities area of the soon-to-be-built DBMRC. Participants are encouraged to incorporate environmental ideas like food waste decomposing and aquaponic farming into their proposals. Teams with outstanding ideas and proposals will be invited to participate in the design, development and implementation stages of the DBMRC. We believe that this competition would support the promotion of sustainable architectural designs and raise awareness on the importance of environmental citizenship concepts among young architects.



## Conserving Our Resources

### Saving Energy and Reducing Emissions

HKRI faithfully supports “Goal 7: Affordable and Clean Energy” of the SDGs. We are well aware of the adverse effects resulting from climate change which would affect the livelihood of future generations, and have therefore taken a thorough approach to maximise energy efficiency and conserve energy in our diversified businesses, hence lowering GHG emissions. Our various measures are illustrated on the next page.

HKRI has set a group-wide energy consumption target to reduce consumption intensity by 10% by 2029/2030, using 2018/2019 as the base year. We closely monitor our progress and the effectiveness of our reduction measures through an energy consumption monitoring mechanism.



**Energy Reduction at Hospitality Operations**

Our hotel operations constantly seek for ways to lower energy consumption and encourage colleagues to create and participate in energy saving campaigns. Measures taken include: replacing traditional lightbulbs with energy saving LED lighting systems; setting a lighting schedule for guest floor corridors, lobby and function areas; and proactively studying the feasibility of using renewable energy as the key source and installing speed drivers for chiller units. At the same time, the teams adopt a flexible working schedule which reduces general energy consumption within offices.

**Reducing Emissions**

Fuel consumption from our transportation operations remains a top contributor in direct GHG emissions for HKRI. To reduce GHG emissions, the team constantly explores alternatives to power our operations. For our ferries, we are using environmental-friendly marine light diesel with sulphur contents less than 0.05%. For our bus service, we are on track for replacing old model buses with new ones that meet the Euro VI standard while continuing to explore the possibility of replacing our Euro V diesel light good vehicles with hybrid or fully electric vehicles to reduce fuel consumption. During the year, four more single-deck buses that meet the Euro VI standard were acquired. The ferry team is also modifying its system to support more environmental-friendly refrigerant during quadrennial docking.



Other forms of air emissions are also closely monitored. City management will be replacing fuel operated tools with electric powered ones and is scheduling to upgrade its existing automobile fleet to electric vehicles. For our ice rink in Discovery Bay, we use electricity instead of fuel to power our ice resurfacing and ice edging machines to reduce emission. Meanwhile, at The Sukhothai Bangkok, non-toxic and biodegradable biodiesel is utilised instead of regular diesel. In addition, vehicles with black smoke emission are prohibited to enter our construction sites until they have undergone proper repairs.



**"Light Off, Power Up" Initiative**

HKRI supported WWF's global movement "Earth Hour" on 26 March 2022 and initiated an internal engagement campaign entitled "Light Off Power UP". By mobilising employees to turn off their computers and practise meditation during lunchtime, the campaign aimed to reduce energy consumption, promote personal wellness, and turn these green actions into daily practices to cultivate a sustainable lifestyle. On the day of Earth Hour, HKRI's commercial, residential and hospitality units in Hong Kong, mainland China and Thailand turned off unnecessary lights for an hour. Both The Sukhothai Shanghai and The Sukhothai Bangkok continued their green tradition by using candles to replace electric lighting in designated public areas, as a gesture to highlight the importance of environmental protection. As a pioneer of sustainable residential development, Discovery Bay residents have already incorporated Earth Hour into their regular monthly activity.

**Energy-saving initiatives in the year**



**Energy conservation policies**



The building temperature of offices and malls is set in the range of 24°C to 26°C; 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. Heating and air conditioning equipment are regularly cleaned and their operating parameters are tested to increase energy efficiency.



**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-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. Fluorescent tubes were upgraded to more energy efficient models, chillers and water pumps in refrigeration rooms underwent optimisation to improve efficiency,



**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.

**Energy-saving reminders and notices**



Reminders and notices are posted in noticeable areas to remind staff and customers to be environmentally responsible. Colleagues are also reminded to only turn on necessary lighting when working overtime.



Use of Water

HKRI has set a group-wide target to cut water consumption intensity by 5% by 2029/2030 fiscal year compared to that of 2018/2019. To do so, we have implemented a number of initiatives, including the deployment of water efficient devices, installation of grey water and rainwater recycling systems in our mainland China and Thailand projects and utilisation of recycled water for cleaning purposes in our transportation units to optimise water use.



In Discovery Bay, a Water Leakage Detection System had been installed to closely monitor conditions of underground water mains to better prevent water leakage. The system will be upgraded in 2022/2023 to enhance performance. City Management is exploring the feasibility of using membrane bioreactor treated sewage water for irrigation. To improve water efficiency, our hospitality operations installed automatic water faucets in public toilets, and modified makeup water control system of driveway water feature to reduce water consumption. Reservoir water is used for flushing and irrigation in multiple residential areas and golf courses. We have also incorporated dual flushing systems in residential units to improve overall water efficiency. For our bus operation, bus washing machine with water recycling functions is in place to capture and reuse water. "Sponge City" concept is adopted in our residential projects in mainland China, with a large proportion of the underlying surfaces are made with water-permeable materials to soak rainwater. The rainwater collected can be stored for replenishing water features and irrigation. The water absorbing function also reduces flooding and facilitates evaporation for temperature moderation.



Hazardous and Non-Hazardous Waste

HKRI dedicates a great amount of effort towards reducing waste and proper handling of hazardous wastes. We are well aware of the additional waste caused by the COVID-19 situation as a result of extensive use of protective measures such as face masks and disinfectants which may impose greater challenges for the environment in the future. To shoulder our responsibility in waste management, we have outlined detailed internal policies and initiatives for proper materials sourcing and deployment, waste handling and disposal and recycling.

HKRI's wastes are mostly non-hazardous and generated mainly from paper use and operations with food handling. To minimise environmental impact from unavoidable paper and food wastes, we make use of environmentally certified paper such as Forest Stewardship Council ("FSC") or Programme for the Endorsement of Forest Certification ("PEFC") paper, and tighten our food handling procedures. Hazardous wastes are relatively minimal and handled with additional care in compliance with relevant laws and regulations to ensure proper disposal. Clinical wastes produced from healthcare operations are isolated from general wastes, properly labelled and stored for easy identification and avoiding unintended

contacts with employees. In our transportation and hotel operations in Discovery Bay, used engine oil is properly disposed by qualified third-party contractors and waste water is appropriately treated in our treatment plant before discharge. To demonstrate our efforts in reducing our waste profile and creating a more sustainable environment, HKRI aims to reduce its paper waste intensity by 20% by 2029/2030 compared to that of 2018/2019. We will continue to monitor waste generated from our business operations and keep ourselves updated on sustainable alternatives to reduce waste.

HKRI firmly believes that its efforts in waste reduction can be amplified and taken to the next level by actively engaging our stakeholders to develop sustainable behaviours. Instead of disposing unwanted items to landfill, we have set up collection boxes for used clothes, books and CDs in clubhouses we managed. In addition, City Management collaborated with a NGO to hold a Community Green Station in Discovery Bay to collect second-hand items from May 2021 to March 2022, and a total of 22,000 kg of items were collected and donated to the needy. Furthermore, City Management participated in the Environmental Protection Department ("EPD") Pilot Scheme on food waste collection since December 2021 and over 59,000 kg of food waste has been collected up to the date of the Report. Source-separated food waste is transported to O.Park1 and transformed into energy, and by-product will be used as compost.

Waste reduction initiatives in the year



Paper waste



Food waste

Office administrative work

Use of double-sided printing, e-approval system and soft copies, email notice and communication, placing collection boxes at different locations for recycling paper

Hotel and leisure businesses

Use of electronic promotion materials such as brochures and leaflets

Healthcare operation

Adoption of electronic health record

Property development project

Use of soft copies for tender drawing and other documentation

Investor relations

Provision of electronic financial reports and other communication materials as an option to shareholders



Discovery Bay

Participate in the EPD's Pilot Scheme on Food Waste Collection



Some food waste is decomposed in Discovery Bay to produce fertiliser



Hotel and leisure businesses

- Food preparation: tight control over handling of raw ingredients to avoid wastage
- Portion design: prudent management on portion sizes to prevent spoilage
- Recycling: participation in the "Waste Cooking Oils" Recycling Administrative Registration Scheme organised by the EPD to convert waste cooking oil into biodiesel
- Half of the food wastes produced by The Sukhothai Bangkok are decomposed at the hotel premise

Other waste-reduction initiatives

- Collection of used clothes, books and CDs for donation instead of disposal
- Deploying biodegradable materials for packaging of hotel room amenities
- Using recyclable utensils
- Deploying wood chippers to facilitate wood recycling and upcycling



- Placing reverse vending machine for glass bottles to promote recycling
- Deploying Styrofoam shredder and densifier to compact Styrofoam in high density





During the year, hospitality operation had recycled about 239,777 kg of food waste and about 8,935 litres of cooking oil. The Sukhothai Bangkok carried on with its Sustainability Programme for both of its internal and front-of-house practices to minimise environmental impact. During the year, The Sukhothai Bangkok gave out reusable water bottles and lunch boxes to staff as birthday gifts to encourage them to go green outside of work.

**HKRI All-In: Go Green Initiatives**

HKRI launched the “All-Clean” Beverage Carton Clean Recycling programme since April 2020 to promote recycling of beverage cartons. Our programme partner was Greeners Action and Mil Mill, Hong Kong’s first pulp mill and education centre. Mil Mill recycles and converts beverage cartons into paper pulp to produce toilet rolls and M-fold hand towels. The campaign was well-received by both staff and office tenants. As of March 2022, over 1,000 kg of cartons and paper packaging were collected and converted into over 4,300 toilet paper rolls. Meanwhile, CDW Building and DB North Plaza participated in Greeners Action’s Umbrella Bags Reduction Accreditation Program 2021. By installing umbrella dryers and reducing the order quantity of umbrella bag, both CDW Building and DB North Plaza achieved Gold Level of the programme with the former also winning the Reduction Award.



**Climate Resilience**

Responding to the United Nations’ call issued during the Climate Action Summit in September 2019 and Climate Change Conference (COP26) in November 2021, HKRI is constantly reviewing and improving its plan and guidelines to achieve net zero emissions. Our Climate Change Policy is set to provide proper guidance and preventive measures to mitigate climate change impacts. We understand that climate change has a non-discriminatory impact on any business, and such challenges will only elevate given insufficient actions. To protect HKRI from potential climate change risks, we have taken a forward-thinking approach to formulate a comprehensive and flexible assessment plan which includes as many controllable variables as applicable to HKRI. The Group will remain proactive and updated on climate change issues to better our judgements for the future of our business. Analysed and benchmarked against our peers, below table shows some of the physical and transitional risks that HKRI may face:

**Climate risk identification**

**Physical risk**

HKRI recognises the increasing severity of extreme weather conditions which leads to acute physical risks such as typhoons, flooding and heatwaves. These events may financially impact the Group, possibly resulting in an increase in maintenance cost, chance of injury and reduction in revenue as customers prefer to stay home during extreme weather conditions. HKRI is working to quantify the effect of such risks on its financials and implement sufficient preventive and counter measures to improve its operations during such conditions. For our buildings to stay resilient to climate change, we have incorporated climate resistant elements within our property design features and are constantly exploring innovative sustainable technologies to be incorporated within our buildings. For example, our Hangzhou and Jiaying projects in mainland China is built to mitigate physical risks posed particularly from flooding through its “Sponge City” design. New projects in Thailand are designed to be resistant to heat stress, rainfall, earthquakes and flooding with elevated floors above the highest flooding level.

**Transitional risk**

With the transition into low carbon economies, HKRI can foresee tightening policies and stricter legal compliance requirements in the future. These are catalysts to major transitional risks such as the issuance of a carbon tax. In view of the trend, HKRI will assess the pace of decarbonisation and similar carbon-related policies in Hong Kong, mainland China and Thailand that may be adopted which will ultimately affect HKRI’s financials.

Additionally, decarbonisation policies may require companies to invest in sustainable alternatives which usually command a premium. HKRI is fully aware of these possibilities and will continue to explore opportunities to incorporate sustainable alternatives into its business consistently to avoid a sudden transition.



Detailed assessment will be carried out to understand the operational and financial impacts under certain climate scenarios and we will report the results in the future sustainability reports in line with the TCFD requirements. In particular, for our property development business, apart from designs to combat climate change induced risks, a good amount of design focus is also in place to minimise environmental impacts that contributes to climate change in the first place. In residential building projects, we strictly follow the voluntary criteria of Building Environmental Assessment Method ("BEAM") Plus on how buildings should be designed, constructed and operated to maximise sustainable impact. During construction, third-party project consultants along with internal team members are deployed to actively monitor emissions and compliance factors. Our internal guidelines also encourage the use of low emissivity glass and insulating glass to reduce solar gain and promote the use of green design elements such as planting along pavements, incorporation of green roofs and vertical green walls to reduce negative impacts on the climate.



HKRI is planning to rigorously play its part when it comes to climate protection. We have comprehensive internal guidelines established for business units to raise awareness on climate issues and take advance preventive measures against cases of extreme weather conditions, such as typhoons, rainstorms and flooding.

### Promoting Environmental Awareness



We believe that creating and strengthening awareness is a key to making a difference. Apart from practical initiatives taken at group level, we also proactively impress our employees, customers, partners, residents and other stakeholders on our unwavering commitment to sustainability through events, facilities and media exposure.

Within our offices, we constantly promote and remind our employees to act sustainably, using reminders on posters and notices and circulation of news and memos. In residential areas, collection boxes for recycling of old goods and

general waste are in place to encourage sustainable disposal. In Discovery Bay, our food composters and glass grinding machine handled over 23,000 kg of food waste and 128,000 kg of glass bottles respectively. 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 as far as we can. For instance, we organised Christmas workshops for Discovery Bay residents to make sustainable Christmas trees and wreaths with wood branches and fresh pine leaves and DIY micro-ecological design workshop for elderly, families and children, while the DB Farm Project continued to promote green lifestyle and the farm-to-table concept in Discovery Bay. We plan to resume the organisation of social events to promote environmental conservation and sustainable development when the situation improves.



# OUR PEOPLE



# OUR PEOPLE



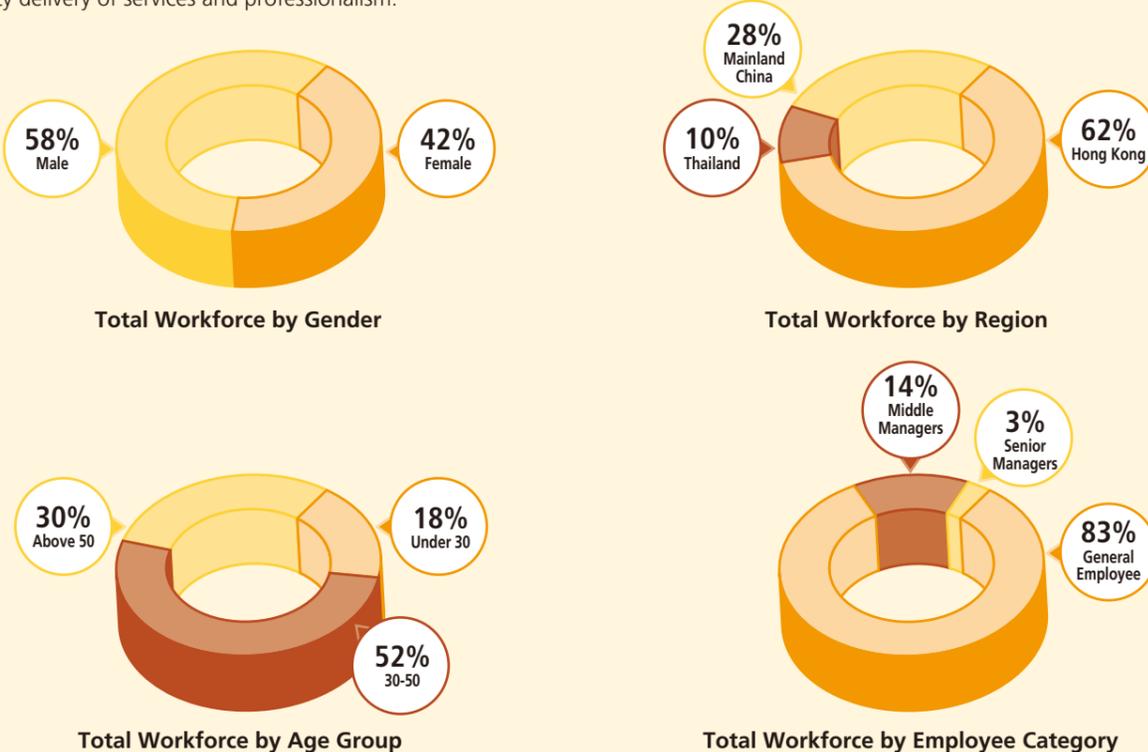
## Introduction

Our employees are the backbone of HKRI, their well-being and talent is the foundation on which HKRI is built upon. We advocate for work-life balance and fully support our employees in pursuing for success outside of work. We also believe in a work culture with emphasis and care towards physical and mental health, which in turn will contribute to higher work efficiency and the long-term sustainability of our business. HKRI currently has plans to implement various recreational activities to further help our employees in stress relief and support their pursuits in life outside of work. In honour of our continuous effort in promoting workplace mental health awareness, we were commended as a Mental Health Friendly Supreme Organisation by the Department of Health in Hong Kong.

In response to COVID-19, we promoted the concept of flexible work arrangements to protect our employees. We also offer support in various areas to ensure their job duties can be largely performed as normal. There may be many more obstacles and challenges in the future, but HKRI is committed to remaining resilient and adaptable while still prioritising the health and safety of our employees.



HKRI's success is highly attributed to its employees. It is therefore our responsibility to offer a motivating, positive and inclusive working environment to empower our employees to continue to strive for personal improvement and utilise their talents to help HKRI march forward. PRI<sup>2</sup>DE continues to be a crucial direction to our daily operations, it contributes greatly to the consistent quality delivery of services and professionalism.



## Employee Health and Safety

HKRI continues to provide a safe working environment and protect our employees from work-related injuries and incidents. Respective operations maintain their own Occupational Safety and Health ("OSH") committees to set OSH targets, develop guidelines, regularly monitor and review OSH performance against the group-level policy. This policy is reviewed annually for optimal compliance and development. We also provide our employees with medical insurance, physical check-ups, safety training and safety equipment to minimise the potential for injuries.



Property development and renovation projects continue to place a heavy emphasis on health and safety measures, especially within construction sites. Safety inspection officers are appointed to monitor and submit biweekly safety reports, and contractors are provided with All Risk Insurance and Third-Party Liabilities Insurance. All contractors must follow OSH requirements set in line with relevant regulations.

The Sukhothai Bangkok in Thailand has its own Safety Committee to conduct regular inspections on high-risk areas and ensure works are performed safely. Dedicated monthly meetings on accidents are held to reassess risk and improvement measures. In honour of our unrelenting efforts to provide a safe working environment for employees, The Sukhothai Bangkok received the Welfare Award in 2021 for the sixth consecutive year from the Department of Labour Protection and Welfare, Ministry of Labour.

**Comprehensive Protection to Safeguard Our Workers in Discovery Bay**

Discovery Bay operations also continue to put safety as their top priority. Safety issues and risk-mitigation efforts are overseen by cross-departmental OSH committees and designated safety professionals. To promote our safety-first culture, we conduct audits, drills and provide safety education materials to further boost awareness among employees. All safety-related incidents are taken seriously with systematic follow-up measures after in-depth investigation. Findings are shared transparently with employees and improvements are implemented to avoid recurrence of incidents.

The OSH manual, which is renewed and updated annually, clearly communicates our OSH framework and respective stakeholders' roles and responsibilities in maintaining optimal health and safety practices. Regular training is provided to ensure the key messages and changes within the manual are effectively communicated with our employees, working partners, and contractors.

We strive to improve the level of safety in both hardware and software in our transportation operations, from the functionality of traffic signs, road markings and navigation facilities to provide clear traffic directions, to the safety drills provided and the effectiveness of work schedules for bus drivers and crew members.



At the LYC, which has been fully operational since last year, the team is equipped with the best safety equipment and the club's safety policies and guidelines are fully in compliance with the Occupational Safety and Health Regulation (Cap. 509A). Operating staff are provided with regular training and are tasked to tightly monitor activities carried out at the marina to prevent hazards on people and the surrounding environment. All equipment and products that might cause hazards are properly maintained, handled and safely stored.

In addition to all the above, timely inspections of office equipment are conducted to ensure compliance with the latest health and safety standards.

## Operating Under the Pandemic

### Staff Care Under the Pandemic

HKRI has provided additional care for our staff in view of the pandemic. We encourage employees to take necessary measures to better protect themselves and those around them. A special paid leave was introduced during the year to further facilitate colleagues in receiving vaccinations. At the same time, we continue to distribute anti-epidemic packs to and hold online well-being activities for our employees. Our PRI<sup>2</sup>DE Wellness programme hosted several yoga classes to encourage employees to exercise. HKRI believes in the power of information and throughout the year we provided employees with necessary information to mitigate the chance of contracting COVID-19, which included wellness and health tips, webinars on nutrition and exercise to promote a healthier lifestyle.



HKRI also engaged qualified third-party specialists to monitor the indoor air quality in our mainland China offices, on top of the installation of MERV 13 filters in the air-conditioning systems to purify air. The Sukhothai Shanghai has a dedicated exercise corner with fitness equipment for employee use and holds regular monthly birthday celebration parties to boost employee morale.

During the year, 7,590 hours of OSH training were provided to employees across our businesses, which represents approximately a 72% increase in total hours from the previous year (FY2020/2021: 4,423 hours). There were no cases of non-compliance relating to the provision of a safe working environment and the protection of employees from occupational hazards during the year.

We continue to implement, upgrade and monitor the effectiveness of preventive measures against COVID-19 and set forth additional focus on areas with high risk exposure to further ensure the health and safety of our employees. We implemented a comprehensive four-tier response system with clear definition and command structures set up at each response level. The system is to provide a framework for coordination between different operational regions and departments to reduce the corresponding impacts to the Group as a whole.

### Prevention Measures



- Providing anti-epidemic packs to employees
- Requiring employees to check their body temperature daily and wear a mask in the office
- Enhancing the cleaning of lift buttons, panels, entrance carpet, door handles, escalator handrails, etc.
- Reinforcing office disinfection work
- Monitoring employees' health status
- Distributing notices with healthcare and hygiene tips across our properties
- Requiring employees to disclose travel history
- Encouraging vaccinations
- Providing COVID-19 rapid antigen test kits to employees

### Flexible Work Arrangements



- Adopting flexible work arrangements
- Embracing communication technologies and using 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

## Talent Attraction and Retention

HKRI's long-term success relies on our ability to retain, grow and manage our talents. Our recruitment is based on an individual's capability, traits and beliefs. As of 31 March 2022, our workforce in Hong Kong, mainland China and Thailand totalled 2,128 employees.

Diversity and inclusion stand as two of the HKRI's core values when it comes to building a harmonious and successful workplace. Our hiring and promotion process takes an objective stance to assess experience and capabilities of candidates, and we strive to omit any form of bias that may result from the candidate's gender, race, ethnicity, age, religion, pregnancy, disability, family status or sexual orientation. Recruiters and promoting managers must comply with our internal policies

and practices of non-discrimination and anti-harassment to properly protect our existing and potential employees. During the year, the proportion of female Board members is 33%, and up to 48% of middle and senior managers are female, which are solid proofs of the Company's devotion to gender diversity.

HKRI adopts a zero-tolerance policy and strictly prohibits the use of child and forced labour of any form within our operations and supply chain. Background checks and identity verifications are performed as a form of preventive measure. We also support our employees through a grievance mechanism with an established and secure channel to report their concerns towards senior management. If any use of child and forced labour is discovered, the Group will address the situation by closely following the necessary procedures in accordance with laws and regulations.

## OUR PEOPLE



HKRI offers competitive remuneration packages and comprehensive fringe benefits to our employees. We also offer medical insurance and discretionary bonuses. Employees are entitled to leaves which include marriage, maternity and paternity leave and sports competition leave. To ensure our employees are properly compensated, HKRI regularly reviews its staff benefits and policies against industry standard. In addition, we collaborate with business partners and subsidiaries to further increase the number of benefits offered to staff. HKRI is also actively utilising its ability to secure more employee benefits in different areas apart from monetary returns. Our employees may enjoy discounts on products and services offered by the Group which include flu vaccination, Chinese medical services and hotel rooms under the Group. To show our appreciation towards employees, the annual PRI<sup>2</sup>DE Outstanding Employee Award recognises employees who best represent our core values and encourage other employees to constantly seek improvements and learning opportunities.



## Employee Connection

In HKRI, we aim to build a deep connection with our employees by understanding and addressing their perspective and concerns and to keep employees updated on the direction HKRI is heading. We communicate our agenda through meetings, internal newsletters and performance reviews. To improve internal communication, our WeCom app has been operational since 2020 for employees to communicate conveniently across different business regions. Feedbacks and comments from employees are highly valued and considered by management. Breastfeeding and family-friendly facilities were set up after considering our employee needs. These facilities not only improve general morale but also encourage employees to voice their opinions freely.

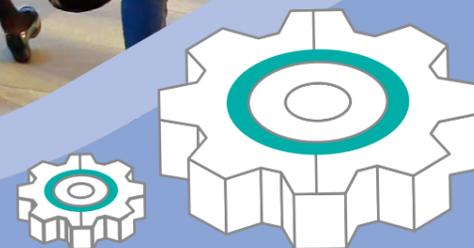


HKRI believes that one of the greatest investments it could make is towards its own talents. Training and development is highly regarded within HKRI. We offer various programmes which are tailored for different business operations. These programmes seek to enhance our employees in areas such as leadership, customer service, media handling and public speaking, anti-corruption, occupational safety and health and business ethics. Programmes are reviewed regularly to ensure relevance in content and objectives. Supervisors are offered a wider spectrum of training areas given their role and responsibility. Additional training contents may include but not limited to safety supervision, anti-discrimination and anti-harassment. We revived the 10-week Summer Internship Programme after suspending it last year. This programme included individual and group learning activities, which gave our interns an opportunity to experience the business environment, explore future career path and broaden their social network.

We understand that employees may have personal goals that they would like to achieve. HKRI will remain supportive towards our employees and encourage them to discuss their aspirations with their supervisors. This will allow us to design a more tailored development plan for individual employees. HKRI also encourages and supports continuing education by providing education allowances and tuition reimbursements for full-time employees who are enrolled in or planned to apply for courses which improve job-related skillset and knowledge.



# OPERATING RESPONSIBLY



# OPERATING RESPONSIBLY ▶▶▶▶▶▶▶▶



## Introduction

Understanding customer needs and expectations are the key to providing quality products and services. We encourage customers to provide us with any feedback, complaints and suggestions through our various established communication channels. Information received from our customers is highly regarded. The valuable input helps us improve the quality of products and services we provide and enhance customer satisfaction.

Green procurement is vital to a sustainable and ethical business. Although green products come at a premium in comparison to more traditional products, the environmental benefits and the greater value they provide for our customers are certainly worth the investment. We believe the focus on and prioritisation of green products are in alignment with the global sustainability agenda and expectations from our increasingly environmental-conscious customers and community.

Customer satisfaction continues to be a high priority at HKRI. To maintain our consistency in operations and productions, we have established comprehensive internal policies and mechanisms to carefully manage our value chains. These policies are constantly reviewed for improvement on efficiency and effectiveness and updated for compliance with applicable laws and regulations.



## Upholding Business Ethics

### Anti-corruption and Money Laundering

HKRI conforms to the highest ethical standard and strictly adheres to all anti-corruption related laws and regulations throughout our operation and value chain. Our Employee Handbook and Code of Conduct sets the boundary for acceptable actions based on HKRI's high ethical standard. The handbook details policies of compliance with anti-corruption laws in every applicable jurisdiction. All HKRI employees are required to comply with our set policies, act appropriately in any given situation and set a clear line between business and personal gain by monitoring and disclosing any conflicts of interest. Employees are not permitted to offer or accept advantages for the purpose of influencing business decisions, making any form of payment to officials, or to grant, guarantee or accept loans from any person or organisation with whom we have business dealings.

To protect our HKRI brand and our employees, we encourage stakeholders to speak up against inappropriate actions. HKRI has an established whistleblowing procedure which allows employees to report any form of misconduct or suspicion anonymously. Reports can be made to our internal audit department or external anti-corruption reporting channels. Employees may communicate through our official email and phone line to deliver their concerns to HKRI in a timely manner.

HKRI is committed to protecting any individual that has made reports in good faith by delivering fair treatment and respect. We will make an effort to keep the confidentiality of all whistle-blowers and contents reported unless disclosure is required by law, legal, audit purpose or when law enforcement is involved. In order to refresh our employees' understanding of anti-corruption and the gravity in which corruption actions has on HKRI, the Independent Commission Against Corruption ("ICAC") is invited to deliver annual trainings to our employees. Anti-corruption training participants include management, and relevant materials are circulated to board members. In addition, online training is offered for management for their convenience. In 2021/2022, approximately 452 hours of anti-corruption-related training were conducted for employees and management across the Company.

### Data Privacy

Data privacy stands in the core to developing trust with our customers. We have a strong fundamental focus when it comes to protecting customer privacy. All data are handled with absolute caution and compliance with the Personal Data (Privacy) Ordinance (Cap. 486). Our Security Policy denotes our guidelines on accessing, storing and use of customer personal data and any confidential information collected in our business operations. Data are stored in secure central locations with restricted access and password protection. Dedicated staff members are assigned to ensure customer privacy is optimally protected. Similar security measures can be found in employee mobile devices and laptops which require identification and verification to access. Third-party usage for data processing is restricted and unnecessary records are removed and any confidential information contained in the form of paper is shredded and appropriately disposed.

### Intellectual Property Rights

The Group respects and recognises intellectual property ("IP") rights protection as part of our business ethics. Employees are required to comply with legal requirements, obtain appropriate licenses from copyright owners when making copies of or utilising copyrighted works. All computer software used in operations must be appropriately licensed and follow the stated terms and conditions during use. The Group also hopes for similar respect towards our IP. Any cases of scam, misuse of information, or infringement of articles and materials related to the Group will be subjected to immediate action.

## Quality Assurance and Customer Satisfaction

Customer satisfaction remains at the core of our business. Through our experiences and expertise over the years, we have developed a comprehensive assurance process and framework to help us meet customer expectations and industry best practices while complying with relevant regulations.

For the property development projects tendering process, we require bidders to fulfil necessary technical specifications along with quality and safety requirements to ensure our expected standards are met in the deliverables. During the construction phase, our staff, architects and on-site consultants will actively monitor the construction progress, including materials, workmanship and whether the contractual duty is being carried out without violating any set conditions. Should any defect or non-compliance be discovered, we require prompt corrections and explanations. Marketing and advertising materials used by the Group are regularly reviewed and updated with the latest attributes of our products and service in accordance with relevant laws and regulations. In addition, we offer buyers of new flats with a defect liability period and handovers are done by a dedicated team to smooth out the process. During the year, there were no cases of non-compliance with relevant laws and regulations relating to our property sale.



**OPERATING RESPONSIBLY**

To better understand expectations from our customers, we have multiple channels for customers to send us feedback. These feedbacks are then reviewed and handled as appropriate. For instance, regular meetings are held with tenants by our leasing team to address concerns and improve our relationships with tenants. Transportation operations obtains passenger feedback through Quarterly Passenger Liaison Group meetings. In addition, to further update ourselves on customer needs and expectations in the market, we conduct annual customer research and analysis.

City Management holds regular meetings in Discovery Bay with owners' organisations and representatives to gather feedback and suggestions, which are carefully reviewed by respective operation units and recorded in detail. During the year, we are pleased to announce that 90% of residents whom have responded to our biennial customer survey are satisfied with City Management operation, and our buses and ferries ran on schedule for over 90% of service days.



**Protecting Our Stakeholders**

The well-being of our stakeholders and employees are of equal importance. We offer protection to our stakeholders, including but not limited to our customers, tenants and residents, from COVID-19. The following preventive measures are implemented during the year:

- Conducting cleaning and disinfection works for lift buttons, panels, entrance carpets, door handles and escalator handrails once an hour
- Reminding passengers on ferries and vehicles to wear masks and pay attention to personal hygiene
- Broadcasting pandemic related information on board vessels to improve awareness
- Providing disinfectant hand gels to customers in offices
- Applying long-lasting disinfectant spray, such as Nano TiO<sub>2</sub>/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 immediate repair of any defects
- Measuring body temperature at the entrances of HKRI premises
- Installing photo-hydro-ionisation air purifiers in passengers' lifts
- Providing COVID-19 antigen rapid test kits to staff or visitors if needed
- Working closely with government departments to distribute anti-epidemic packs to all residents and set up mobile vaccine centres



In hospitality, our hotels and clubs developed a specific action plan in order to provide a healthy environment for all guests and members. The action plan included the following measures:

- Checking body temperature for all guests and visitors
- Placing hand sanitisers in public areas
- All elevators and entrance door handles are timely sanitised
- Sanitised mats are placed in areas with high traffic flow such as the main and side entrances
- Installing qualified air purifiers with air change function in restaurants

**Quality Catering Service**

To continue delivering high-quality food to our customers, we have incorporated a list of measures to minimise potential food hazards, such as food poisoning and foodborne illnesses and ensure legal compliance. At The Sukhothai Shanghai, we partnered with Pony Testing International Group, to ensure the food quality and standards and the performance of the equipment used by the hotel restaurants. One of our measures is the implementation of the Hazard Analysis Critical Control Point (HACCP) Food Safety Plan, ensuring all critical points of food preparation are strictly observed and controlled and all staff must follow the instructions from the Food Safety & Hygiene Book.



Prior to the inspection and assessment of food received from suppliers, we have also incorporated strict criteria for any food delivered to us. The delivered food must have been properly labelled and stored, while those which do not meet our standards are returned immediately. The delivered food then follows a "first-in, first-out" policy which sets a systematic flow of food and beverage inventory to optimise the food condition for customers' consumption.

### Supply Chain Management

Given our business nature, we are constantly working with a wide range of service suppliers. Therefore, it is important for us to develop healthy business relationships with our suppliers while ensuring the quality of our products and services. We select our suppliers based on comprehensive criteria including the supplier's experience, competence and proven track records. Details on quotation requests and vendor selection can be found in our Tender and Procurement Policies which promote the use of open, fair, competitive and transparent procurement procedures while ensuring reasonable pricing and up-to-date information.



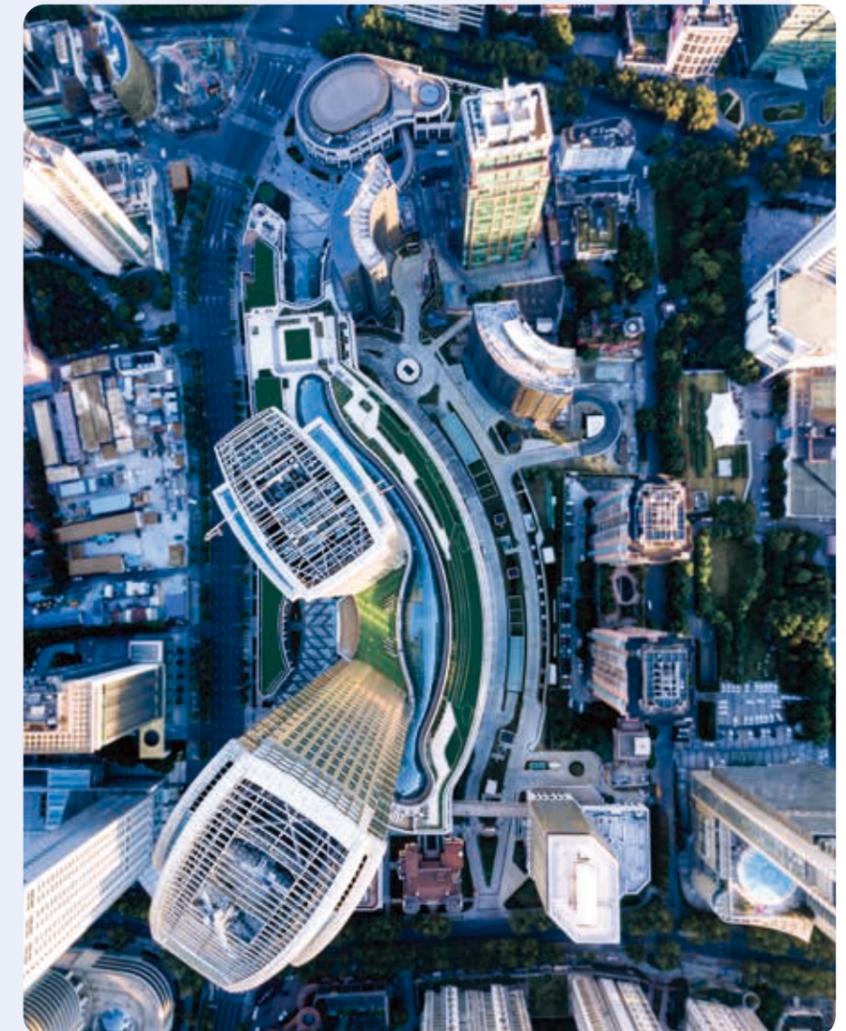
During the contract period, we regularly monitor and evaluate our suppliers' performance to ensure contractual duties are up to the required standards. Our business practice is weighted in good business ethics; therefore, contractors and suppliers are required to follow our anti-corruption regulations. For more details, please refer to the "[Anti-corruption and Money Laundering](#)" section of this report.

Our commitment to sustainability extends into our supply chain. We maintain the practice of incorporating sustainability performance as part of our supplier assessment criteria and provide incentives to encourage supplier candidates to improve their sustainability performance, at the same time screening out those who fail to show progress in sustainability or align

with our vision. Our internal guidelines also require the use of reliable and non-hazardous products whenever possible; we also prefer the procurement of sustainable products whenever applicable. For instance, FSC or PEFC certified paper is preferred during office supply procurement. On top of that, locally sourced products which generate less emission during transportation are in the highest order of preference. To further advocate our sustainability vision, we are reviewing the current procurement policy and have developed a new set of *Supplier Code of Conduct*, stipulating our expectation on suppliers in terms of business dealings, labour and human rights, and environmental performance. An improved procurement system is expected to be in place after the review of the procurement policy.

We are aware that a significant portion of waste is generated through our hotel and leisure businesses. Therefore, we actively work with our 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 operation wherever possible. Apart from launching the Sustainability Programme in The Sukhothai Bangkok to further reduce the use of plastic and energy, we also assess our suppliers' sustainability profile which include, but not limited to, safety and product quality, human rights and labour standards, environmental sustainability, compliance, disclosure, risk management, responsible material procurement and social contribution. The assessment criteria will be increased and tightened in the future to ensure appropriate standards are met. Our efforts in improving the sustainability profile of our transportation operations are highlighted through our investment in new vehicles with greater energy efficiency and lower emissions, and all new buses ordered from 2019 onwards must meet the Euro VI standard as a minimum. City Management has also pledged to engage OSH Star Enterprises which implemented effective safety management system and passed OSHC's stringent safety audit to carry out repair, maintenance, alteration and addition works.

We will continue to grow our commitment to sustainability through a multitude of endeavours, and by prioritising environmentally and socially responsible suppliers, and encouraging other suppliers to be more aware of existing issues. This will ultimately allow us to demonstrate our commitment to good business ethics and play our part as a responsible business.



# OUR COMMUNITY



# OUR COMMUNITY ▶▶▶▶▶▶▶▶▶▶



The future depends on how we educate promising leaders, empower them with knowledge, foster their creativity and nurture their talents. We hope to have a positive ripple effect across the community by helping them in improving learning experience. Bridging the past, present and future, we explore ways to effectively pass on life experience from our seniors to the youth. At the same time, we want to inspire the youth to be more innovative and inventive, while being resilient to the fast-evolving world. HKRI also invests in volunteering programmes, donations and sponsorship to support people in need, especially the elderly, low-income families and the underprivileged. We are also committed to promoting the concept of “go green” to our society and encouraging recycling in the community. In the future, we shall continue to proactively participate in community activities. It is our honour to be awarded the “15 Years Plus Caring Company” logo by The Hong Kong Council of Social Service in recognition of our long term contributions to society.



## Serving the Needy

Our corporate volunteer team HKRI Care & Share has been in service for 17 years. We have engaged various NGOs to hold countless volunteering activities and donation campaigns to serve people in need. We resumed some community activities before the fifth wave of COVID-19 pandemic, on condition of strictly following the social-distancing guidelines. In an effort to promote a caring and sustainable community, we will seek more opportunities to serve the local community.

### Donation to Support Local Community amid the Pandemic

Colleagues from The Sukhothai Bangkok donated drinking water to support COVID-19 patients shelter in Sathorn District. They also donated food to help and support the people and local communities during quarantine, as the supply chain was disrupted under the COVID-19 outbreak.



### Food Grace “All-Recycle” Mooncakes Campaign and “All-In” Food Donation and Mooncake Donation to Food Bank

We show care and support to disadvantaged groups. In Hong Kong, apart from monetary subsidies, we called for a collection of mooncakes and CNY gift boxes from our colleagues and donated them to underprivileged families during the festivals. In Shanghai, The Sukhothai Shanghai donated mooncakes in excess to the local food bank to share the festive joy with residents nearby.



### HKRI Love & Design CSR Programme

In mainland China, we collaborated with the China Social Welfare Foundation to jointly launch the HKRI Love & Design CSR Programme which aimed at improving the learning environment for students with special educational needs. We renovated the outdoor playground of Jiaying Yangguang Kindergarten, the first non-profit kindergarten in Zhejiang to provide disability-inclusive education and rehabilitation. The renovated playground is 550 sq.m. in size and benefits about 300 young students, 90 of them are with special educational needs.



### Supporting the Arts and Culture Ecosystem

Support of arts development and talent is one of our major initiatives. We believe that the creativity and innovation of our next generation are the keys to sustaining a desirable and ingenious society. We have sponsored the Hong Kong Arts Festival ("HKAF") for 13 consecutive years to promote arts development in Hong Kong. In particular, HKRI joined hands with Cha Foundation to take up the founding sponsorship of the HKAF's Digital Arts Education Platform, which is a new education and outreach programme to share a broad spectrum of performing arts related information and latest trends, to enable students and the general public to appreciate a variety of performing arts online.

We were also one of the sponsors of the HKGNA Music Festival held by Hong Kong Generation Next Arts ("HKGNA"). HKGNA aims to inspire and nurture young artists' artistic excellence and personal success and transform lives through music. The festival showcased a spectacular series of concerts and music events featuring renowned international guest artists, such as Violinist Zia Shin, performing with Hong Kong's preeminent virtuosos, including HK Philharmonic Concertmaster Jing Wang and other young artists from top local and international schools. It was a remarkable experience for us as supporters and the participating youngsters who were inspired to unlock their musical potential.

We also sponsored Sovereign Art Foundation's Make It Better ("MIB") Programme, an initiative to support children from low-income families and with special educational needs in Hong Kong. It provided a series of expressive arts workshops designed to build self-esteem, confidence, self-awareness, and interpersonal skills. We believe that art and cultural development should not be exclusive to a certain group but all classes of people. By sponsoring these initiatives, we endeavour to build an art culture.



Welcome to the Digital Arts Education Platform of the Hong Kong Arts Festival! We are delighted to share a broad spectrum of arts educational materials on this new platform. We hope that you will find the resources interesting, and enjoy exploring the infinite possibilities of the arts with us.



### Building a Loveable Community

To achieve our mission to build loveable and sustainable communities, we established Love.Together@DB as a platform to embody our initiative in arranging community events at Discovery Bay that advocate harmony and sense of belonging. Love.Together@DB is targeted to share love and laughter with children, families and seniors in the community. Over the years, we organised different activities and offered sponsorship for charity and community events held in Discovery Bay. Although most of the events were shifted online due to the fifth wave of the COVID-19 pandemic in Hong Kong since January 2022, a number of physical events were held before that.



#### Table Tennis Classes with Volunteer Team

Love.Together@DB joined hands with The Neighbourhood Advise-Action Council ("NAAC") to organise a table tennis programme for NAAC members and volunteer team. The members and volunteers met up and trained every week at DB Community Hall. A table tennis competition was held in December 2021.

**Cantonese Opera Training Programme**

Love.Together@DB and Sing For Love arranged a Cantonese Opera Training Programme which offers weekly classes for promoting this Chinese art form. Apart from promoting the heritage of traditional Chinese culture, this programme created a stage for our volunteers to perform and bring joy and happiness to the community.



**DB Wellness Family Workshop and Adult Meditation Programme**

To cope with pandemic fatigue, Love.Together@DB and NAAC arranged a Wellness Family Workshop and Adult Meditation Programme to encourage Discovery Bay residents to maintain a healthy mind, body and soul through regular physical exercise and meditation.



**DB Family Farm A+B**

Arranged by City Management and Love.Together@DB, two categories of farmland, i.e. Co-Working Community Farm and Independent Family Farm in Community Green Square and Central Park were allocated to Discovery Bay residents from May 2021 to November 2021 to share urban farming experience and green lifestyle. It also provided participants a chance to enjoy wonderful neighbourhood and family time together with remarkable planting memories.



**Anti-epidemic Caring Bags for Discovery Bay Elderly Residents**

City Management distributed anti-epidemic caring bags to senior residents in Discovery Bay during the fifth wave of the COVID-19 pandemic. Each bag contained disinfection and cleaning supplies, together with a warm message card to support the elderly. Through this initiative, we reinforced the support to the elderly and continued to spread love and care.



**Dress Casual Day**

HKRI participated in The Community Chest's Dress Casual Day on 28 October 2021. Hong Kong staff were encouraged to put on sportswear to show their support to the annual charity campaign. HKRI donated HK\$84,000 in total to the Community Chest on behalf of all Hong Kong employees. With the support from our employees, we became the highest participation corporate organisation in this year's event.



**Green Education to Our Society**

We understand "go green" is one of the core values that leads us to a sustainable community. Therefore, we shoulder the responsibilities of educating the public, our fellow partners and employees to protect the environment.

**"All-Green" Beeswax Food Wrap and Furoshiki Wrapping Workshop**

During the year, HKRI Care & Share hosted two green workshops at Shun Tak Office and CDW Office in Hong Kong to introduce Beeswax Food Wrap and Furoshiki Wrapping to fellow colleagues. Participants learnt a lot about fashion wastes in Hong Kong and the ways to turn spare fashion cloths into beeswax wraps and Furoshiki cloths. It also inspired participants to transform waste into useful tools.

HKRI Care & Share also purchased 250 bottles of pollution-free multi-purpose detergent made of upcycled oil from Good Wastes and donated them to underprivileged families to promote waste-less living.



# PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses <sup>9</sup>		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
<b>Environment</b>													
<b>Emissions</b>													
NOx <sup>h</sup>	Tonnes	0.07	0.01	0.00	0.00	0.86	0.91	-	-	275.97	233.86	276.90	234.79
SOx <sup>i</sup>	Tonnes	0.00	0.00	0.00	0.00	0.00	0.00	-	-	16.90	14.78	16.90	14.78
PM <sup>i</sup>	Tonnes	0.01	0.00	0.00	0.00	0.07	0.07	-	-	4.24	3.74	4.32	3.82
Sewage <sup>k</sup>	m <sup>3</sup>	0.00	-	0.00	-	454.25	-	-	-	24.00	11.30	478.25	11.30
<b>Greenhouse Gas (GHG) Emissions <sup>l</sup></b>													
Direct emission (Scope 1)	CO <sub>2</sub> e tonnes	35.62	39.26	1,677.83	1,626.33	2,950.75	2,672.31	-	-	24,059.82	20,632.68	28,724.01	24,970.59
Direct emission (Scope 1) intensity	CO <sub>2</sub> e tonnes/Segment revenue HK\$'000	0.0000	0.0000	0.0007	0.0008	0.0061	0.0085	-	-	0.1074	0.1075	0.0046	0.0045
Indirect emission (Scope 2)	CO <sub>2</sub> e tonnes	551.93	653.41	19,495.35	19,081.10	12,254.33	9,613.07	213.48	241.05	956.99	969.80	33,472.10	30,558.43
Indirect emission (Scope 2) intensity	CO <sub>2</sub> e tonnes/Segment revenue HK\$'000	0.0002	0.0002	0.0081	0.0090	0.0255	0.0305	0.0015	0.0018	0.0043	0.0051	0.0054	0.0055
Other indirect emission (Scope 3)	CO <sub>2</sub> e tonnes	21.69	29.30	-	7.68	-	-	-	-	-	-	21.69	36.98
Other indirect emission (Scope 3) intensity	CO <sub>2</sub> e tonnes/Segment revenue HK\$'000	0.0000	0.0000	-	0.0000	-	-	-	-	-	-	0.0000	0.0000
Total GHG emissions	CO <sub>2</sub> e tonnes	609.23	721.97	21,173.18	20,715.11	15,205.09	12,285.39	213.48	241.05	25,016.81	21,602.48	62,217.80	55,565.99
Total GHG emissions intensity	CO <sub>2</sub> e tonnes/Segment revenue HK\$'000	0.0002	0.0003	0.0088	0.0097	0.0317	0.0390	0.0015	0.0018	0.1116	0.1126	0.0100	0.0100
<b>Energy Consumption</b>													
Electricity	'000 kwh	1,258.28	1,522.69	35,474.68	34,619.77	28,755.88	21,884.10	428.99	500.86	2,147.73	2,141.02	68,065.56	60,668.44
Electricity intensity	'000 kwh/Segment revenue HK\$'000	0.0004	0.0005	0.0147	0.0163	0.0599	0.0694	0.0029	0.0038	0.0096	0.0112	0.0109	0.0109
LPG	'000 kwh	-	-	-	-	3,075.59	2,958.85	-	-	-	-	3,075.59	2,958.85
LPG intensity	'000 kwh/Segment revenue HK\$'000	-	-	-	-	0.0064	0.0094	-	-	-	-	0.0005	0.0005

PERFORMANCE DATA SUMMARY

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		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
Natural gas <sup>m</sup>	'000 kwh	-	-	8,506.72	8,089.18	7,042.09	2,758.38	-	-	-	-	15,548.82	10,847.56
Natural gas intensity	'000 kwh/Segment revenue HK\$'000	-	-	0.0035	0.0038	0.0147	0.0087	-	-	-	-	0.0025	0.0020
Unleaded petrol	'000 kwh	115.87	141.75	51.70	59.87	492.19	473.84	-	-	498.59	460.67	1,158.35	1,136.13
Unleaded petrol intensity	'000 kwh/Segment revenue HK\$'000	0.0000	0.0001	0.0000	0.0000	0.0010	0.0015	-	-	0.0022	0.0024	0.0002	0.0002
Euro V diesel	'000 kwh	45.28	39.20	-	-	801.91	20.31	-	-	16,128.08	15,983.07	16,975.26	16,042.58
Euro V diesel intensity	'000 kwh/Segment revenue HK\$'000	0.0000	0.0000	-	-	0.0017	0.0001	-	-	0.0720	0.0833	0.0027	0.0029
Marine light diesel	'000 kwh	-	-	-	-	-	-	-	-	66,235.08	57,930.69	66,235.08	57,930.69
Marine light diesel intensity	'000 kwh/Segment revenue HK\$'000	-	-	-	-	-	-	-	-	0.2956	0.3019	0.0106	0.0104
Diesel	'000 kwh	-	-	8.03	9.32	255.06	1,109.50	-	-	3.22	10.36	266.31	1,129.18
Diesel intensity	'000 kwh/Segment revenue HK\$'000	-	-	0.0000	0.0000	0.0005	0.0035	-	-	0.0000	0.0001	0.0000	0.0002
Charcoal	'000 kwh	-	-	-	-	17.26	2.14	-	-	-	-	17.26	2.14
Charcoal intensity	'000 kwh/Segment revenue HK\$'000	-	-	-	-	0.0000	0.0000	-	-	-	-	0.0000	0.0000
Wood <sup>n</sup>	'000 kwh	-	-	-	-	28.02	253.30	-	-	-	-	28.02	253.30
Wood intensity	'000 kwh/Segment revenue HK\$'000	-	-	-	-	0.0001	0.0008	-	-	-	-	0.0000	0.0000
<b>Water Consumption</b>													
Municipal water	m <sup>3</sup>	8,042.95	6,629.18	234,154.00	286,825.44	554,429.10 <sup>p</sup>	365,621.50	635.60	584.03	10,259.50	15,511.00	807,521.14	675,171.15
Municipal water intensity	m <sup>3</sup> /Segment revenue HK\$'000	0.0027	0.0024	0.0968	0.1347	1.1551	1.1595	0.0043	0.0044	0.0458	0.0808	0.1296	0.1214
Discovery Bay reservoir water	m <sup>3</sup>	-	-	-	-	262,757.21 <sup>p</sup>	117,151.00	-	-	4,258.00	-	267,015.21	117,151.00
Discovery Bay reservoir water intensity	m <sup>3</sup> /Segment revenue HK\$'000	-	-	-	-	0.5474	0.3715	-	-	0.0190	-	0.0428	0.0211

## PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses <sup>9</sup>		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
<b>Hazardous Wastes Disposed</b>													
Clinical waste	kg	-	-	-	-	-	-	664.77	798.03	-	-	664.77	798.03
Clinical waste intensity	kg/Segment revenue HK\$'000	-	-	-	-	-	-	0.0045	0.0060	-	-	0.0001	0.0001
Used engine oil	kg	-	-	10.00	-	-	536.60	-	-	25,400.00	24,000.00	25,410.00	24,536.60
Used engine oil intensity	kg/Segment revenue HK\$'000	-	-	0.0000	-	-	0.0017	-	-	0.1133	0.1251	0.0041	0.0044
Lube oil <sup>9</sup>	L	-	-	10.00	-	12.00	592.66	-	-	-	-	22.00	592.66
Lube oil intensity	L/Segment revenue HK\$'000	-	-	0.0000	-	0.0000	0.0019	-	-	-	-	0.0000	0.0001
Batteries	kg	2.88	0.98	10.10	18.20	328.31	7,901.86	-	-	-	-	341.29	7,921.04
Batteries intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	0.0000	0.0000	0.0007	0.0251	-	-	-	-	0.0001	0.0014
Fluorescence tubes	kg	-	-	24.00	16.00	119.42	191.86	-	-	-	-	143.42	207.86
Fluorescence tubes intensity	kg/Segment revenue HK\$'000	-	-	0.0000	0.0000	0.0002	0.0006	-	-	-	-	0.0000	0.0000
Wastes from electronic and electrical equipment	kg	2,413.00	-	-	47.30	335.91	420.82	453.00	43.00	-	-	3,201.91	511.12
Wastes from electronic and electrical equipment intensity	kg/Segment revenue HK\$'000	0.0008	-	-	0.0000	0.0007	0.0013	0.0031	0.0003	-	-	0.0005	0.0001
<b>Hazardous Wastes Recycled</b>													
Used engine oil	kg	-	-	-	-	198.14	195.00	-	-	-	-	198.14	195.00
Used engine oil intensity	kg/Segment revenue HK\$'000	-	-	-	-	0.0004	0.0006	-	-	-	-	0.0000	0.0000
Lube oil	L	-	-	210.00	530.00	1.00	36.00	-	-	-	-	211.00	566.00
Lube oil intensity	L/Segment revenue HK\$'000	-	-	0.0001	0.0002	0.0000	0.0001	-	-	-	-	0.0000	0.0001
Batteries	kg	1.17	0.47	40.00	-	-	-	-	-	200.00	68.00	241.17	68.47
Batteries intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	0.0000	-	-	-	-	-	0.0009	0.0004	0.0000	0.0000
Fluorescence tubes	kg	-	-	117.49	60.00	-	-	-	-	800.00	800.00	917.49	860.00
Fluorescence tubes intensity	kg/Segment revenue HK\$'000	-	-	0.0000	0.0000	-	-	-	-	0.0036	0.0042	0.0001	0.0002

PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses <sup>9</sup>		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
Wastes from electronic and electrical equipment	kg	-	1,026.00	686.80	58.00	57.00	22.60	-	-	2,046.00	610.00	2,789.80	1,716.60
Wastes from electronic and electrical equipment intensity	kg/Segment revenue HK\$'000	-	0.0004	0.0003	0.0000	0.0001	0.0001	-	-	0.0091	0.0032	0.0004	0.0003
<b>Non-hazardous Wastes Disposed<sup>r</sup></b>													
Paper <sup>s</sup>	kg	12,665.72	17,858.64	6,568.84	6,990.09	18,850.91	14,831.69	2,898.50	971.10	4,998.72	1,830.22	45,982.69	42,481.74
Paper intensity	kg/Segment revenue HK\$'000	0.0043	0.0064	0.0027	0.0033	0.0393	0.0470	0.0198	0.0073	0.0223	0.0095	0.0074	0.0076
Ink cartridges/Toners	kg	1.08	0.25	-	-	3.00	1.00	24.10	18.20	-	-	28.18	19.45
Ink cartridges/Toners intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	-	-	0.0000	0.0000	0.0002	0.0001	-	-	0.0000	0.0000
Carton boxes	kg	15.71	14.50	-	3.20	5,360.00	412.00	53.76	-	-	-	5,429.47	429.70
Carton boxes intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	-	0.0000	0.0112	0.0013	0.0004	-	-	-	0.0009	0.0001
Plastic	kg	104.16	5.80	-	33.90	720.00	16.00	-	-	-	-	824.16	55.70
Plastic intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	-	0.0000	0.0015	0.0001	-	-	-	-	0.0001	0.0000
Metal cans	kg	-	-	-	-	705.00	487.00	-	-	-	-	705.00	487.00
Metal cans intensity	kg/Segment revenue HK\$'000	-	-	-	-	0.0015	0.0015	-	-	-	-	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	-	-	1,050.00	3,300.00	-	-	-	-	-	302,000.00	1,050.00	305,300.00
Wood Intensity	kg/Segment revenue HK\$'000	-	-	0.0004	0.0016	-	-	-	-	-	1.5736	0.0002	0.0050
Food waste	kg	-	-	-	-	3,890.00	13,237.24	-	-	-	-	3,890.00	13,237.24
Food waste intensity	kg/Segment revenue HK\$'000	-	-	-	-	0.0081	0.0420	-	-	-	-	0.0006	0.0024
Glass bottles	kg	-	-	-	0.40	-	2.00	-	-	-	-	-	2.40
Glass bottles intensity	kg/Segment revenue HK\$'000	-	-	-	0.0000	-	0.0000	-	-	-	-	-	0.0000
General waste	kg	34,422.90	35,487.10	51.00	2,229.10	789,195.00	589,315.00	-	-	-	-	823,668.90	627,031.20
General waste intensity	kg/Segment revenue HK\$'000	0.0116	0.0127	0.0000	0.0010	1.6442	1.8690	-	-	-	-	0.1322	0.1127

## PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses <sup>9</sup>		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
Woven bags	kg	25.00	-	-	-	-	-	-	-	-	-	25.00	-
Woven bags intensity	kg/Segment revenue HK\$'000	0.0000	-	-	-	-	-	-	-	-	-	0.0000	-
<b>Non-hazardous Wastes Recycled</b>													
Paper	kg	3,985.30	3,470.80	18,828.00	146,046.50	14,550.00	8,155.00	-	-	117,902.00	121,791.00	155,265.30	279,463.30
Paper intensity	kg/Segment revenue HK\$'000	0.0013	0.0012	0.0078	0.0686	0.0303	0.0259	-	-	0.5261	0.6346	0.0249	0.0503
Ink cartridges/Toners	kg	80.30	86.48	15.05	27.10	112.08	133.26	-	-	20.00	20.00	227.43	266.84
Ink cartridges/Toners intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	0.0000	0.0000	0.0002	0.0004	-	-	0.0001	0.0001	0.0000	0.0000
Carton boxes	kg	-	87.20	98,634.50	68,770.40	6,773.00	6,165.56	-	-	-	-	105,407.50	75,023.16
Carton boxes intensity	kg/Segment revenue HK\$'000	-	0.0000	0.0408	0.0323	0.0141	0.0196	-	-	-	-	0.0169	0.0135
Plastic	kg	54.60	39.50	2,973.00	11,930.80	3,602.00	6,932.93	-	-	16,487.00	16,791.10	23,116.60	35,694.33
Plastic intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	0.0012	0.0056	0.0075	0.0220	-	-	0.0736	0.0875	0.0037	0.0064
Metal cans	kg	61.91	-	1,121.00	20,752.40	1,550.00	2,609.04	-	-	13,415.80	12,845.40	16,148.71	36,206.84
Metal cans intensity	kg/Segment revenue HK\$'000	0.0000	-	0.0005	0.0097	0.0032	0.0083	-	-	0.0599	0.0669	0.0026	0.0065
Cooking oil	L	-	-	-	-	8,935.00	7,183.00	-	-	-	-	8,935.00	7,183.00
Cooking oil intensity	L/Segment revenue HK\$'000	-	-	-	-	0.0186	0.0228	-	-	-	-	0.0014	0.0013
Wood	kg	-	-	-	-	-	-	-	-	40,400.00	104,200.00	40,400.00	104,200.00
Wood intensity	kg/Segment revenue HK\$'000	-	-	-	-	-	-	-	-	0.1803	0.5430	0.0065	0.0188
Food waste	kg	-	-	2,902,201.00	2,728,918.00	239,776.76	184,370.00	-	-	85,463.00	35,598.00	3,227,440.76	2,948,886.00
Food waste intensity	kg/Segment revenue HK\$'000	-	-	1.1999	1.2819	0.4995	0.5847	-	-	0.3814	0.1855	0.5182	0.5300
Glass bottles	kg	5.10	12.78	7,588.00	15,093.65	20,776.00	20,895.28	-	-	128,297.00	141,290.00	156,666.10	177,291.71
Glass bottles intensity	kg/Segment revenue HK\$'000	0.0000	0.0000	0.0031	0.0071	0.0433	0.0663	-	-	0.5725	0.7362	0.0251	0.0319
Tetra pak	kg	974.86	621.66	-	-	-	-	-	-	-	-	974.86	621.66
Tetra pak intensity	kg/Segment revenue HK\$'000	0.0003	0.0002	-	-	-	-	-	-	-	-	0.0002	0.0001

- <sup>g</sup> Significant increases in various aspects from FY2020/2021 are mostly due to Lantau Yacht Club's ("LYC") first year in operation, other significant increases are noted separately.
- <sup>h</sup> The NO<sub>x</sub> emissions are confined to the LPG use in the hotel and leisure businesses, the vessel emissions in Discovery Bay and the vehicular emissions across our operations.
- <sup>i</sup> The SO<sub>x</sub> emissions are confined to the LPG use in the hotel and leisure businesses, the vessel emissions in Discovery Bay and the vehicular emissions across our operations.
- <sup>j</sup> The PM emissions are confined to the vessel emissions in Discovery Bay as well as the vehicular emissions across our operations.
- <sup>k</sup> The sewage is confined to the vessel emissions in Discovery Bay.
- <sup>l</sup> Scope 1 emissions include combustion of LPG, natural gas, Euro V diesel, diesel, unleaded petrol, marine light diesel, charcoal, wood, and fugitive emissions from refrigerant. Scope 2 emissions include indirect emissions from electricity. Scope 3 emissions include emissions from business air travel.
- <sup>m</sup> This data is confined to our operations in mainland China.
- <sup>n</sup> This data is confined to our hospitality operations in Thailand.
- <sup>o</sup> Increase is due to LYC's first year in operation and DBGC resuming part of its operations after closure from renovations during the previous financial year.
- <sup>p</sup> Lower FY2020/2021 figure is due to DBGC closure for renovations between Aug 2020 and Oct 2021, only two courses were operational during that period. All courses were reopen on 1 Oct 2021 and resumed to normal operation and maintenance. Therefore, the irrigation water usage for FY2021/2022 increased significantly.
- <sup>q</sup> We used lube oil for maintaining facilities that were no longer under warranty.
- <sup>r</sup> Increase in waste disposal for carton boxes, plastic & metal cans in the Hotel and Leisure Businesses is due to excellent business performance in F&B department.
- <sup>s</sup> The amount of waste paper was estimated from paper procurement.

# PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
<b>Social</b>													
<b>Total Workforce</b>													
<b>By gender</b>													
Male	No. of people	131	136	295	281	441	485	16	20	347	369	1,230	1,291
Female	No. of people	181	183	166	175	366	387	103	124	82	87	898	956
<b>By age group</b>													
Under 30	No. of people	42	39	83	99	196	232	33	42	29	37	383	449
30-50	No. of people	196	209	303	290	399	445	63	71	142	146	1,103	1,161
Above 50	No. of people	74	71	75	67	212	195	23	31	258	273	642	637
<b>By employment type</b>													
Full-time	No. of people	301	308	458	446	770	837	85	105	395	416	2,009	2,112
Part-time	No. of people	5	7	2	10	26	17	34	39	32	38	99	111
Temporary	No. of people	6	4	1	–	11	18	–	–	2	2	20	24
<b>By geographical region</b>													
Hong Kong	No. of people	214	229	103	104	455	438	119	144	429	456	1,320	1,371
Mainland China	No. of people	84	76	322	316	183	197	–	–	–	–	589	589
Thailand	No. of people	14	14	36	36	169	237	–	–	–	–	219	287
<b>By employee category</b>													
General employee	No. of people	180	194	400	395	689	712	101	119	394	425	1,764	1,845
Male	No. of people	64	76	264	255	378	397	10	10	321	344	1,037	1,082
Female	No. of people	116	118	136	140	311	315	91	109	73	81	727	763
Middle managers	No. of people	113	113	55	57	91	147	18	25	32	29	309	371
Male	No. of people	57	53	24	24	46	83	6	10	24	23	157	193
Female	No. of people	56	60	31	33	45	64	12	15	8	6	152	178
Senior managers	No. of people	19	12	6	4	27	13	–	–	3	2	55	31
Male	No. of people	10	7	3	2	18	10	–	–	2	2	33	21
Female	No. of people	9	5	3	2	9	3	–	–	1	–	22	10

PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
Employee with disabilities	No. of people	–	–	–	–	4	6	–	–	–	–	4	6
Employee entitled to parental leave	No. of people	275	308	427	446	526	837	119	105	429	416	1,776	2,112
Male	No. of people	120	130	273	280	247	469	16	18	347	334	1,003	1,231
Female	No. of people	155	178	154	166	279	368	103	87	82	82	773	881
Employee that took parental leave	No. of people	5	10	7	7	8	11	6	6	5	7	31	41
Male	No. of people	2	7	4	3	6	5	–	1	3	3	15	19
Female	No. of people	3	3	3	4	2	6	6	5	2	4	16	22
<b>Employee Turnover Rate</b>													
<b>By gender</b>													
Male	%	22.30	25.34	23.53	29.26	38.25	33.89	40.00	22.73	14.27	9.41	26.51	24.88
Female	%	23.98	26.02	33.83	21.39	31.91	35.01	50.22	17.74	14.72	8.33	31.43	26.39
<b>By age group</b>													
Under 30	%	46.34	17.72	34.78	37.00	37.96	56.65	83.12	16.28	25.35	10.13	40.93	42.06
30-50	%	22.59	30.14	27.05	24.57	39.22	27.23	39.42	22.07	21.33	13.16	30.78	25.01
Above 50	%	12.24	16.67	18.79	18.44	24.46	21.50	22.64	13.11	8.97	6.91	15.99	14.04
<b>By geographical region</b>													
Hong Kong	%	29.89	15.74	43.06	25.71	37.66	20.37	48.69	18.49	14.35	9.22	30.06	16.02
Mainland China	%	9.52	60.00	24.16	29.01	19.17	50.00	–	–	–	–	20.53	40.07
Thailand	%	–	–	8.70	2.90	43.68	44.07	–	–	–	–	37.62	37.97
<b>Health and Safety</b>													
Work-related fatalities	No. of people	–	–	–	–	–	–	–	–	–	–	–	–
Work-related illness	No. of people	1	–	2	4	17	15	1	1	31	30	52	50
Lost days due to work injury	Days	1	–	150	77	224	625	381	154	1,493	1,400	2,249	2,256
Contractor's work-related fatalities	No. of people	–	–	–	–	–	–	–	–	–	–	–	–
Contractor's lost days due to work injury	Days	–	36	–	–	1	–	–	–	–	245	1	281

PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
<b>Development and Training</b>													
<b>Employee trained by gender</b>													
Male	%	65.63	56.92	91.13	88.93	81.41	70.79	41.67	38.89	88.61	69.46	83.65	72.62
Female	%	87.86	70.22	86.67	93.37	86.09	68.75	20.55	12.64	96.25	58.54	81.82	66.89
<b>Employee trained by employee category</b>													
General	%	77.65	63.59	88.69	90.39	81.93	65.29	19.40	11.25	89.29	68.05	82.20	68.85
Middle managers	%	79.46	66.96	96.30	91.23	96.67	91.84	38.89	36.00	105.41	55.17	88.10	77.57
Senior managers	%	78.95	58.33	83.33	100.00	81.48	61.54	–	–	133.33	100.00	88.52	67.74
<b>Employee trained by geographical region</b>													
Hong Kong	%	79.61	60.55	67.33	62.77	71.05	50.37	23.53	17.14	90.15	67.31	75.12	55.97
Mainland China	%	79.01	73.68	95.33	100	96.72	94.92	–	–	–	–	93.50	94.91
Thailand	%	57.14	78.57	100.00	80.56	100.00	82.83	–	–	–	–	97.26	82.33
<b>Average training hours of employee trained by gender</b>													
Male	Hours	10.89	8.13	14.42	10.83	17.68	26.48	12.60	222.57	13.12	8.88	14.88	17.57
Female	Hours	9.80	13.62	18.00	9.99	21.12	29.78	6.60	10.09	17.40	11.73	17.22	19.36
<b>Average training hours of employee trained by employee category</b>													
General	Hours	7.93	8.03	15.52	11.21	17.52	27.62	5.00	8.22	12.40	9.11	14.72	16.56
Middle managers	Hours	11.88	17.6	16.13	6.38	27.49	28.72	13.86	177.22	22.08	14.25	19.14	25.62
Senior managers	Hours	20.00	6.43	21.40	3.03	28.40	30.25	–	–	11.75	4.00	21.72	14.62
<b>Average training hours of employee trained by geographical region</b>													
Hong Kong	Hours	12.48	14.54	20.10	16.29	12.57	13.40	8.10	92.72	14.04	9.36	13.60	14.29
Mainland China	Hours	4.84	5.05	16.12	10.09	10.04	12.30	–	–	–	–	12.83	10.32
Thailand	Hours	6.00	9.32	3.44	3.33	40.69	58.43	–	–	–	–	33.09	49.25
Total amount invested in training	HKD equivalent	310,834.38	197,864.00	553,652.03	173,349.00	587,195.52	280,757.00	23,300.00	168,262.00	716,318.00	264,342.00	2,191,299.93	1,084,574.00

PERFORMANCE DATA SUMMARY

Segment	Unit	Property Development		Property Investment & Management		Hotel and Leisure Businesses		Healthcare		Discovery Bay City Management & Transportation		Total	
		2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021	2021/2022	2020/2021
<b>Service-related Complaints Received</b>													
Service-related Complaints Received	No. of complaint	11	1	13	187	172	270	9	4	302	400	507	862
<b>Total Suppliers</b>													
Hong Kong	No. of supplier											207	263
Mainland China	No. of supplier											549	873
Thailand	No. of supplier											1,161	734
Japan	No. of supplier											-	2
Other	No. of supplier											17	19
<b>Green Procurement Amount</b>													
Green Procurement Amount	HKD equivalent											104,721,718.46	35,757,057.76
<b>Total Products Sold or Shipped Subject to Recalls for Safety and Health Reasons</b>													
Recalled cases	%											0	0
<b>Community Investment</b>													
In-kind sponsorship and donations	HKD equivalent											3,822,033.00	3,392,344.00
Total service hours	Hours											185	44

<sup>t</sup> FY2020/2021 recorded a higher than normal amount of training hours as dentists were subsidised to join courses.

Aspect	HKEX KPI	Description	Page Number/ Remarks
<b>A. Environmental</b>			
A1 Emissions	A1	General Disclosure	22–31
	A1.1	The types of emissions and respective emissions data	58
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total and intensity	58
	A1.3	Total hazardous waste produced and intensity	60
	A1.4	Total non-hazardous waste produced and intensity	61–62
	A1.5	Description of emission target(s) set and steps taken to achieve them	10, 22–25
	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, 26–28
A2 Use of Resources	A2	General Disclosure	22–31
	A2.1	Direct and/or indirect energy consumption by type in total and intensity	58–59
	A2.2	Water consumption in total and intensity	59
	A2.3	Description of energy use target(s) set and steps taken to achieve them	10, 23–25
	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	22–31
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	22–31
A4 Climate Change	A4	General Disclosure	22–31
	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	29–30

Aspect	HKEX KPI	Description	Page Number/ Remarks
<b>B. Social</b>			
B1 Employment	B1	General Disclosure	34–41
	B1.1	Total workforce by gender, employment type, age group and geographical region	64
	B1.2	Employee turnover rate by gender, age group and geographical region	65
B2 Health and Safety	B2	General Disclosure	34–41
	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	65
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	35–38
B3 Development and Training	B3	General Disclosure	34–41
	B3.1	The percentage of employees trained by gender and employee category	66
	B3.2	The average training hours completed per employee by gender and employee category	66
B4 Labour Standards	B4	General Disclosure	34–41
	B4.1	Description of measures to review employment practices to avoid child and forced labour	39
	B4.2	Description of steps taken to eliminate such practices when discovered	39
B5 Supply Chain Management	B5	General Disclosure	44–49
	B5.1	Number of suppliers by geographical region	67
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	47–49, 67
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	9, 47–49
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	9, 47–49

Aspect	HKEX KPI	Description	Page Number/ Remarks
B6 Product Responsibility	B6	General Disclosure	44-49
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reason	67
	B6.2	Number of products and service-related complaints received and how they are dealt with	67
	B6.3	Description of practices relating to observing and protecting intellectual property rights	45
	B6.4	Description of quality assurance process and recall procedures	45-47
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	45
B7 Anti-corruption	B7	General Disclosure	44-49
	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	45-46
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	44-45
	B7.3	Description of anti-corruption training provide to directors and staff	44-45
B8 Community Investment	B8	General Disclosure	52-57
	B8.1	Focus areas of contribution	52-57
	B8.2	Resources contributed to the focus area	52-57, 67

## SUSTAINABILITY COMMITMENT AND POLICY INDEX

To adequately address specific ESG issues in the industry and market, we also developed some group-wide policies on specific topics addressing local rules and regulations, including but not limited to:

Environment		
Internal policies	<ul style="list-style-type: none"> <li>• Sustainability Policy</li> <li>• Climate Change Policy</li> <li>• Environmental Policy</li> <li>• Project management guideline on controlling environmental emission during the construction phase and encouraging energy saving features</li> <li>• Other individual guidelines set up by business units to govern environmental practices such as wastewater discharge, chemical waste handling and air pollution control</li> </ul>	
Statutory regulations in place	<p>Hong Kong:</p> <ul style="list-style-type: none"> <li>• Ferry Services Ordinance (Cap. 104)</li> <li>• Air Pollution Control Ordinance (Cap. 311)</li> <li>• Waste Disposal Ordinance (Cap.354)</li> <li>• Water Pollution Control Ordinance (Cap.358)</li> <li>• Road Traffic Ordinance (Cap. 374)</li> <li>• Noise Control Ordinance (Cap. 400)</li> <li>• Ozone Layer Protection Ordinance (Cap. 403)</li> <li>• Environmental Impact Assessment Ordinance (Cap. 499)</li> <li>• Hazardous Chemicals Control Ordinance (Cap. 595)</li> <li>• Product Eco-responsibility Ordinance (Cap.603)</li> <li>• Motor Vehicle Idling (Fixed Penalty) Ordinance (Cap. 611)</li> </ul> <p>Thailand:</p> <ul style="list-style-type: none"> <li>• The Enhancement and Conservation of National Environmental Quality Act in Thailand</li> </ul>	<p>Mainland China:</p> <ul style="list-style-type: none"> <li>• Environmental Protection Law of the People's Republic of China</li> <li>• Environmental Impact Assessment Law of the People's Republic of China</li> <li>• Prevention and Control of Environmental Noise Pollution Law of the People's Republic of China</li> <li>• Prevention and Control of Atmospheric Pollution Law of the People's Republic of China</li> <li>• Marine Environmental Protection Law of the People's Republic of China</li> <li>• Energy Conservation Law of the People's Republic of China</li> <li>• Prevention and Control of Environmental Pollution by Solid Waste Law of the People's Republic of China</li> <li>• Self-monitoring technology guidelines for pollution sources – General Rule (HJ 819-2017)</li> <li>• Emission standard for industrial enterprises noise at boundary (GB12348-2008)</li> <li>• Integrated wastewater discharge standard (DB31/199-2018)</li> </ul>

Employee benefits and welfare; Child and forced labour prevention		
Internal policies	<ul style="list-style-type: none"> <li>Sustainability Policy</li> <li>Employee Handbook</li> <li>Employee Code of Conduct</li> <li>Group Human Resources (“HR”) Policy</li> </ul>	
Statutory regulations in place	<p>Hong Kong:</p> <ul style="list-style-type: none"> <li>Employment Ordinance (Cap.57)</li> <li>Inland Revenue Ordinance (Cap. 112)</li> <li>Employees’ Compensation Ordinance (Cap. 282)</li> <li>Sex Discrimination Ordinance (Cap.480)</li> <li>Mandatory Provident Fund Schemes Ordinance (Cap. 485)</li> <li>Disability Discrimination Ordinance (Cap. 487)</li> <li>Family Status Discrimination Ordinance (Cap. 527)</li> <li>Race Discrimination Ordinance (Cap. 602)</li> <li>Minimum Wage Ordinance (Cap. 608)</li> </ul>	<p>Mainland China:</p> <ul style="list-style-type: none"> <li>Labour Law of the People’s Republic of China</li> <li>Labour Contract Law of the People’s Republic of China</li> <li>Social Insurance Law of the People’s Republic of China</li> <li>Provisions of the State Council on Working Hours of Workers and Staff (No. 174 of the State Council of the People’s Republic of China)</li> <li>The Regulation on Paid Annual Leave for Employees (No. 513 Order of the State Council of the People’s Republic of China)</li> </ul> <p>Thailand:</p> <ul style="list-style-type: none"> <li>Labour Protection Law</li> </ul>

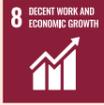
Occupational health and safety		
Internal policies	<ul style="list-style-type: none"> <li>Group Occupational Safety and Health Policy</li> <li>Sustainability policy</li> </ul>	
Statutory regulations in place	<p>Hong Kong:</p> <ul style="list-style-type: none"> <li>Occupational Safety Health Ordinance (Cap.509)</li> <li>Factories and Industrial Undertakings Ordinance (Cap.59)</li> <li>Fire Services Ordinance &amp; Regulations (Cap. 95)</li> </ul>	<p>Mainland China:</p> <ul style="list-style-type: none"> <li>Prevention and Treatment of Occupational Diseases Law of the People’s Republic of China</li> <li>Production Safety Law of the People’s Republic of China</li> </ul> <p>Thailand:</p> <ul style="list-style-type: none"> <li>Labour Control Act</li> <li>Occupational Safety, Occupational Health, and Environment Act</li> </ul>

Service and product responsibility		
Internal policies	<ul style="list-style-type: none"> <li>Sustainability Policy</li> <li>Supplier Code of Conduct</li> <li>Procurement Policy</li> <li>Tendering Policy</li> <li>Privacy policy statement and disclaimer shown on official website</li> <li>User guide of green procurement tracking function in property management system (“《物業管理系統中環保採購跟蹤系統使用指南》”)</li> <li>Guide of selecting materials and products meeting environmental requirements (“《挑選材料和產品的環保要求指引》”)</li> </ul>	
Statutory regulations in place	<p>Personal data protection:</p> <ul style="list-style-type: none"> <li>Personal Data (Privacy) Ordinance (Cap. 486) in Hong Kong</li> <li>Cyber Security Law of the People’s Republic of China</li> <li>Protection of Consumer Rights and Interests Law of the People’s Republic of China</li> <li>Consumer Protection Act in Thailand</li> </ul> <p>Intellectual property right:</p> <ul style="list-style-type: none"> <li>Patents Ordinance (Cap. 514) in Hong Kong</li> <li>Trademark Law of the People’s Republic of China</li> <li>Patent Act in Thailand</li> </ul>	<p>Services and products related to different business segments:</p> <p>Hong Kong</p> <ul style="list-style-type: none"> <li>Sales of Goods Ordinance (Cap.26)</li> <li>Ferry Services Ordinance (Cap. 104)</li> <li>Road Traffic Ordinance (Cap. 374)</li> <li>Consumer Goods Safety Ordinance (Cap. 456)</li> <li>Discovery Bay Tunnel Link Ordinance (Cap. 520)</li> <li>Residential Properties (First-hand Sales) Ordinance (Cap.621)</li> </ul>

Anti-corruption		
Internal policies	<ul style="list-style-type: none"> <li>Sustainability Policy</li> <li>Employee Handbook</li> <li>Employee Code of Conduct</li> </ul>	
Statutory regulations in place	<p>Hong Kong:</p> <ul style="list-style-type: none"> <li>Prevention of Bribery Ordinance (Cap. 201)</li> </ul> <p>Mainland China:</p> <ul style="list-style-type: none"> <li>Criminal Law of the People’s Republic of China</li> </ul>	<p>Thailand:</p> <ul style="list-style-type: none"> <li>Civil and Commercial Law</li> <li>Criminal Law</li> </ul>

During the year, we were not subject to significant fines or non-monetary sanctions for non-compliance with laws or regulations relating to the abovementioned topics. Details of strategies we adopted can be referred to relevant sections of the Report. No concluded corruption legal cases were noted during the year.

The index below aims to provide better transparency regarding our continuous commitment towards the United Nations Sustainable Development Goals in response to their urgent call for action, by disclosing the specific targets and indicators HKRI is focused on within relevant Sustainable Development Goals identified during the reporting year.

Strategic Pillars	SDGs
Environment	 <p>SDG 3.9: Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p>
Human Capital, Community	 <p>SDG 4.4: Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship                      SDG 4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations                      SDG 4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>
Environment	 <p>SDG 6.4: Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity                      SDG 6.5: Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p>
Environment	 <p>SDG 7.3: Double the global rate of improvement in energy efficiency                      SDG 7A: Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>
Environment, Human Capital, Product Responsibility	 <p>SDG 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors                      SDG 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services                      SDG 8.4: Improve progressively, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead                      SDG 8.5: Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value                      SDG 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>

Strategic Pillars	SDGs
Environment, Product Responsibility	 <p>SDG 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all                      SDG 9.4: Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
Environment, Human Capital, Community, Product Responsibility,	 <p>SDG 11.2: Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons                      SDG 11.3: Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries                      SDG 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage                      SDG 11.5: Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations                      SDG 11.6: Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management                      SDG 11A: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>
Environment, Community, Value Chain	 <p>SDG 12.2: Achieve the sustainable management and efficient use of natural resources                      SDG 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses                      SDG 12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse                      SDG 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle                      SDG 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities                      SDG 12.8: Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>
Environment	 <p>SDG 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries                      SDG 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>
Environment	 <p>SDG 14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p>
Value Chain	 <p>SDG 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements                      SDG 16B: Promote and enforce non-discriminatory laws and policies for sustainable development</p>

# HKRI

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