

Environmental, Social and Governance Report

2020



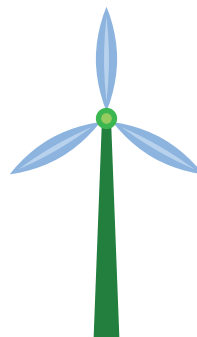
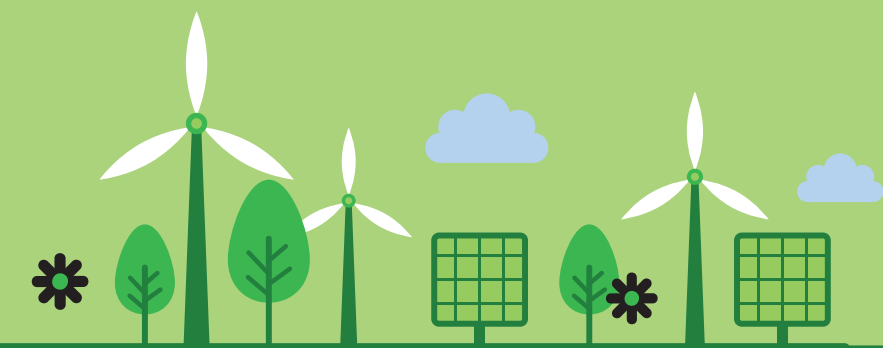
國浩集團有限公司
GuocoGroup Limited

A Member of the Hong Leong Group

(Stock Code: 53)

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About this Report

The Board of Guoco Group Limited ("Guoco" or the "Company") is pleased to present the environmental, social and governance ("ESG") report of the Company to provide an annual update on the sustainability performance of Guoco and its subsidiaries (collectively, the "Group" or "Guoco Group") for the year ended 30 June 2020 ("FY2020"). The report is prepared in accordance with the ESG Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the "Stock Exchange").

The businesses of the Group include Principal Investment, Property Development and Investment, Hospitality and Leisure Business and others with a geographical span covering Hong Kong, China, Singapore, Malaysia, the United Kingdom and New Zealand. The business activities are substantially undertaken by our subsidiary groups shown below. Our listed subsidiaries also publish their standalone sustainability reports or operating responsibility statement with reference to the sustainability reporting requirements of their respective stock exchanges. These reports can be accessed on their corporate websites.



Business Profile

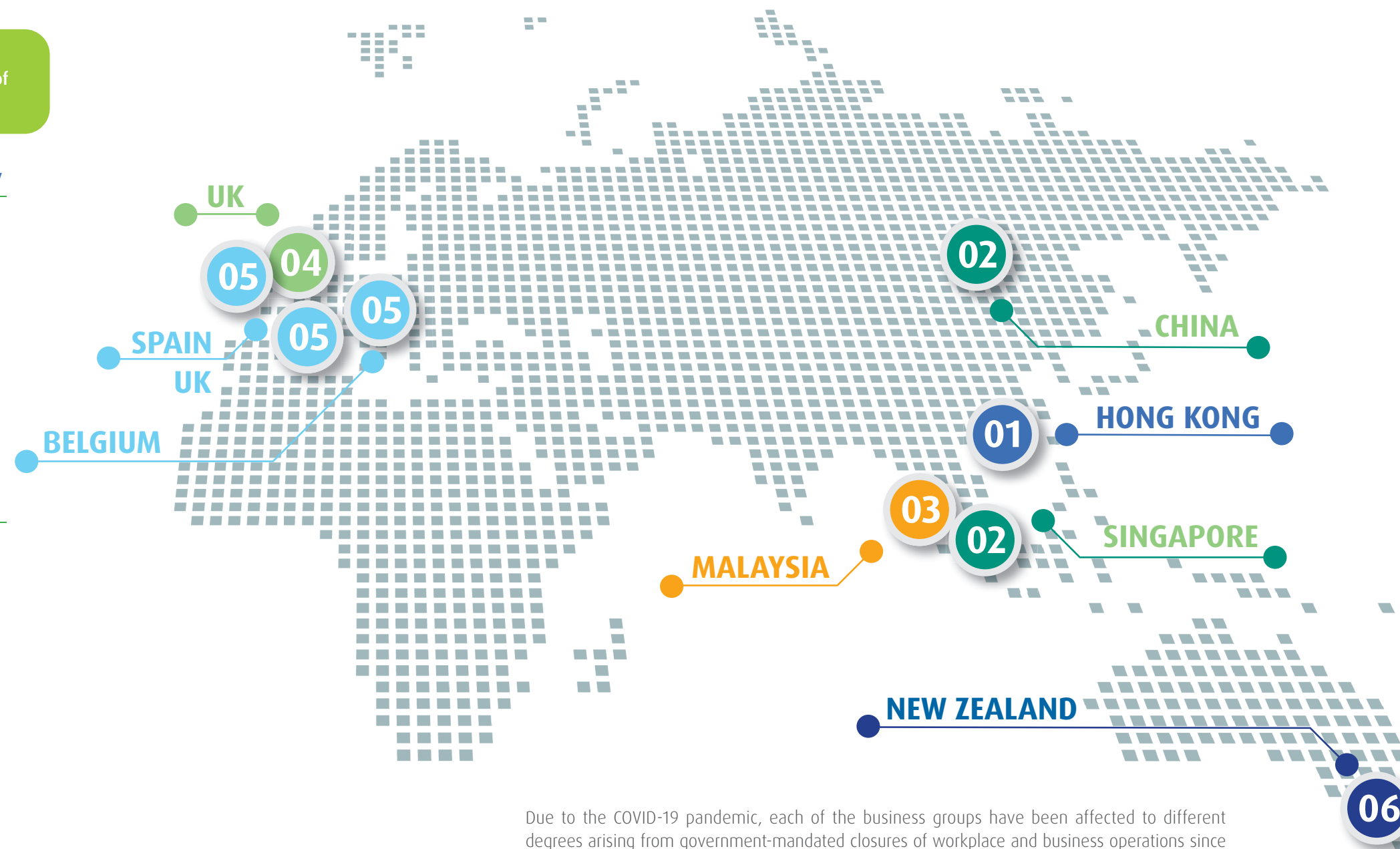
Business	Subsidiary Group	Principal Business	Geographical Span	Website
Principal Investment	GuocoEquity Assets Limited	Investment and treasury management	Headquartered in Hong Kong. Investments in global markets	 國浩集團 GuocoGroup www.guoco.com
Property Development and Investment	GuocoLand Limited ("GuocoLand", listed on Singapore Exchange ("SGX"))	A premier regional property company engaging in property development, property investment, hotel operations and property management	Singapore, China and Vietnam	 GuocoLand www.guocoland.com
	GuocoLand (Malaysia) Berhad ("GLM", listed on Bursa Malaysia Securities Berhad)	An established property developer in developing community-centric residential townships as well as innovative commercial and integrated development projects	Malaysia	 GuocoLand (Malaysia) www.guocoland.com.my
Hospitality	GL Limited ("GL", listed on SGX)	GL owns GLH Hotels Limited ("GLH") which is the largest hotel owner-operator in London with 5,000+ rooms, operating the majority of its hotels under four owned brands: Amba Hotels, Guoman Hotels, Thistle and Thistle Express. It also operates Hard Rock London under a 3 rd party brand	United Kingdom ("UK")	 gl. www.gl-grp.com
Leisure	The Rank Group Plc ("Rank", listed on London Stock Exchange)	A leading European gaming company headquartered in Great Britain with established gaming based entertainment operations including bingo clubs and casinos together with branded websites and mobile offerings	UK, Spain and Belgium* <small>(*Rank has announced on 29 October 2020 that it has entered into an agreement to dispose of its Belgian casino business)</small>	 Rank Group www.rank.com
Others	Manuka Health New Zealand Limited ("MHNZ")	A leading New Zealand company in production, distribution and sales of branded premium manuka honey and bee-based natural products	New Zealand Export to 45 countries globally	 Mānuka Health NEW ZEALAND www.manukahealth.co.nz

About this Report (Cont'd)

Report Scope

This report outlined the commitment to and progress towards sustainability through disclosure of selected performance measures of significant assets and operations of our respective subsidiary groups.

<div> <div>GuocoLand 02</div> <div> <p>Singapore: Guoco Midtown, Guoco Tower, Martin Modern, Midtown Modern, Sofitel Singapore City Centre, 20 Collyer Quay</p> <p>China: Guoco Changfeng City in Shanghai, 18T in Chongqing</p> </div> </div>	<div> <div>01 GuocoEquity</div> <div> <p>Operation of Hong Kong headquarter</p> </div> </div>
<div> <div>GL 04</div> <div> <p>Core hospitality business covering 13 owner-operator hotels in top London locations</p> <p>(Note : This Report covers performance for first 9 months of FY2020 due to temporary closure of its hotels as a results of the COVID-19 pandemic)</p> </div> </div>	<div> <div>03 GLM</div> <div> <p>Portfolio of residential, commercial and industrial developments, property investment and management and hotel business in Malaysia</p> </div> </div>
<div> <div>MNHZ 06</div> <div> <p>Apiculture, manufacture, sale and distribution operations in New Zealand</p> </div> </div>	<div> <div>05 Rank</div> <div> <p>Gaming based entertainment operations including 13 Mecca bingo clubs and 52 Grosvenor Casinos in the UK, 9 premium Enracha bingo clubs in Spain and a casino in Belgium* together with branded websites and mobile offerings</p> <p>(*Rank has announced on 29 October 2020 that it has entered into an agreement to dispose of its Belgian casino business)</p> </div> </div>



Due to the COVID-19 pandemic, each of the business groups have been affected to different degrees arising from government-mandated closures of workplace and business operations since March this year. The environmental data disclosed in this report does not represent the normal operations of a full year. While many of the key initiatives aimed at improving our sustainability practices were suspended in the last quarter of FY2020, we repositioned our focus towards our employees with primary concern involving around their health and safety, in tandem with job protection and retention as well as reaching out to the communities to serve those in need. We also kept up our environmental protection effort on energy savings while ensuring our properties and venues remained protected and safe during the lockdown period.

Our Core Values

Guoco Group, being part of the larger Hong Leong Group, is built on the strong heritage of value creation for our stakeholders and communities within which we operate. Over the years, we have taken a progressive approach in integrating sustainability into our businesses, towards a stronger, more resilient group. We are committed to: growing our businesses responsibly, balancing environmental factors with economic considerations, as well as creating a positive impact for our stakeholders and contributing to our communities.

Our core values continue to serve as our compass in all that we do.

These are our values :



It is our belief that our values will be the foundation and principles for the Group's continued dedication to long-term sustainable corporate practices, taking into account the interests of our stakeholders, and thereby contribute to our core objective of realising long term shareholder value and business sustainability.

Guoco ESG Framework

To further enhance the Group-wide efforts on sustainability reporting, we established a holistic ESG framework across all business groups. The Board of Guoco has set forth a mission "**Guoco Sustainability Value Creation**" to provide a roadmap for all business groups to proceed towards the same direction of creating sustainable long term value for all stakeholders.

An integrated four-pillar sustainability approach, namely: Towards a Greener Future, Empowering our People, Conducting Business with Honour and Caring for our Community, was introduced to provide an overarching ESG framework for all our business groups to build their own ESG capabilities under the same premises and to manage their operational conduct according to their industries and countries in which they operate.

Guoco Mission & Four-Pillar Approach





Group Sustainability Governance

Governance Structure

The Group's governance structure underpinned a solid edifice to integrate sustainability efforts at all levels from the Board of Directors of Guoco (the "Board"), Board Committees to the respective boards of business groups and committees / offices as well as their operations for developing and delivering our commitment towards **"Guoco Sustainability Value Creation"**.

The Board has overall responsibility for sustainability at Guoco Group. Through the support of the Group ESG Steering Committee, the Board is accountable for setting forth the sustainability mission and the related reporting framework, and oversees significant policies which guide the implementation of relevant ESG strategies at the business group level. The Board Audit and Risk Management Committee also assists in managing the related risks.

Group-wide sustainability philosophy, visions and messages for adoption by the business groups continue to be reviewed and developed under the guidance of the Group ESG Steering Committee during the year.

Business Group Level

The boards of directors of our business groups, with the support of their respective committees or offices, discharge the ESG accountability for the corresponding business groups. They provide oversight on the formulation of policies, strategies, initiatives and goals, etc. to maintain their relevance in line with the Group's mission and reporting framework and to monitor the overall ESG performance at the business group level.

GL and GuocoLand have its own Sustainability Committees which are tasked to review and select material ESG factors based on the significance to the business and the key stakeholders and maintain oversight of how these ESG factors and the related risks and opportunities are managed. Such functions are overseen by the Group Managing Director's office at GLM. At Rank, safer gambling committee has been established to assist in the formulation and monitoring of Rank's safer gambling strategy.

The day-to-day implementation of the sustainability approach of each of the business groups are undertaken by the respective working groups and taskforces.



Our Approach

Being an integrated group with diverse businesses and a multiple geographical footprint across Asia, Europe and Australasia, the material sustainability issues facing our business groups are different.

Materiality is defined as any area that the Group's businesses have the greatest impact on and have the greatest influence on our businesses and stakeholders. Materiality assessments were conducted to identify sustainability issues that are considered more relevant to our specific business activities and markets. They prioritise the material topics that have significant impacts on the Group's ability to achieve its mission of **"Guoco Sustainability Value Creation"** based on the importance of these issues to our key stakeholders, regulators' expectations and industry benchmarks.







Material Topics

Pillars	Material Topics	Key Impact Boundary / Stakeholder Groups				
		GuocoLand	GLM	GL	Rank	MHNZ
Towards a Greener Future	1. Energy consumption & savings	• Development projects • Managed properties	• Managed properties	• Investors • Community • Suppliers	• Operation • Venues/ premises	
	2. Waste management				• Suppliers	• Production
	3. Environmental compliance	• Development projects • Managed properties				• Apiculture
	4. Climate Change					• Apiculture
Empowering our People	5. Human capital development & Relations	• Employees	• Employees	• Employees • Suppliers	• Employees	• Employees
	6. Occupational health & safety	• Employees • Workers • Tenants • Visitors	• Employees • Regulators • Contractors	• Employees	• Employees	• Employees
Conducting Business with Honour	7. Anti-corruption	• All business operations	• All business operations	• Regulators • Investors		
	8. Product quality & safety / customer satisfaction & safety	• Development projects • Managed properties	• All construction projects	• Customers	• Customers • Regulators • Other operators	• Apiculture • Customers • Regulators
	9. Supply chain management		• All construction projects • Contractors	• Suppliers	• Suppliers	• Distributors • Apiculture
	10. Regulatory compliance-marketing & labelling			• Customers		• Customers • Regulators
	11. Intellectual property			• Employees • Customers		
Caring for our Community	12. Community engagement			• Community • Employees		• Community • Employees
	13. Supportive measures to cope with COVID-19				• Community • Employees	

Stakeholder Engagement

Communication and engagement with our stakeholders are fundamental to the Group's sustainability. Our business groups regularly conduct stakeholder engagement exercises to better understand their needs and expectations. Such engagements are important to provide insights for identifying areas for growth and improvement.

Stakeholder Groups, Engagement Platforms and Frequency

Stakeholder	Engagement Platforms	Frequency
 Employees	<ul style="list-style-type: none"> • Performance review discussions • Management / operations meetings • Lunch talks • Knowledge sharing session • Internal newsletters and e-communications • Festive celebrations • Employee engagement survey • Staff excursions • Scorecard • Employee volunteerism • Training courses 	<ul style="list-style-type: none"> • Throughout the year
 Shareholders / Investors	<ul style="list-style-type: none"> • General meetings • Annual / interim results announcements and reports • Announcements and circulars • Corporate websites • Investor meetings / Analyst briefings • Media releases • Email and phone channels 	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually • Regularly
 Guests /Customers	<ul style="list-style-type: none"> • Email and phone channels • Letters • Networking sessions • Survey / Research • Meetings • Customer service teams • Social media channels • Festive events • In-person feedback • User manuals 	<ul style="list-style-type: none"> • Throughout the year
 Suppliers	<ul style="list-style-type: none"> • On-site inspections / visits • In-person meetings • Online procurement platform • Email and phone channels • Supplier assessments 	<ul style="list-style-type: none"> • Weekly • Monthly • Quarterly • Annually • Regularly • Ad hoc
 Regulators / Government	<ul style="list-style-type: none"> • Regulatory filings • Circulars and guidelines • Ad-hoc enquiries • On-site inspections • Responding to public consultations • In-person meetings • Email and phone channels 	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually • Regularly • Ad hoc
 Community	<ul style="list-style-type: none"> • Partnering with charity organisations • Participation in community / fund raising exercises • Employee volunteer programmes • Community dialogue 	<ul style="list-style-type: none"> • Ad hoc

ESG Highlights of Guoco Group for FY2020

To further enhance the Group-wide efforts on sustainability reporting, the Board of Guoco has set forth a mission “**Guoco Sustainability Value Creation**” and established a holistic 4-pillar ESG framework across all business groups:



Pillar 1 -

Towards a Greener Future



The Group, as a global corporate citizen, is committed to minimising the environmental impact of our operation and seeks to entrench the philosophy into a Group-wide awareness and culture of caring for the environment. This serves as the building block of all initiatives, policies and practices of our business groups, aiming to improve energy efficiency and resources usage as well as reducing waste starting from the humblest of steps.

At GuocoLand & GLM

As a property developer and manager, GuocoLand and GLM are committed to minimising the environmental impact of their operations. Setting the tone from the top, environmental issues are considered in the formulation of its strategy. These include improving its energy efficiency, using resources efficiently and reducing waste. In doing so, each of GuocoLand and GLM aligns itself with international and national priorities while mitigating climate related risks.

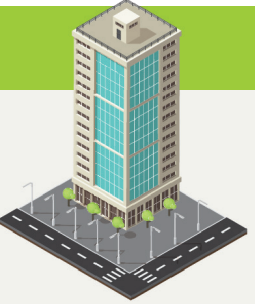
Sustainable Developments

GuocoLand and GLM develop sustainable developments that adhere to green building ratings and certifications. Green building ratings typically assess the overall environmental performance of the buildings in all stages, from design and construction to operation. These accreditations not only differentiate their developments from their peers, but also meet the increasing demand for green buildings.

GuocoLand's efforts were further recognised in 2020 as it was conferred the Singapore Building and Construction Authority ("BCA") Green Mark Champion Award, in recognition of its strong commitment towards corporate social responsibility and substantial number of Green Mark buildings at Gold level or higher.

Property	Award
<div>  <div>Guoco Tower</div> </div>	<ul style="list-style-type: none"> • BCA Green Mark Platinum • LEED Platinum certified
<div>  <div>Sofitel Singapore City Centre</div> </div>	<ul style="list-style-type: none"> • BCA Green Mark Platinum • Platinum status for Planet 21 Programme by Accor
<div>  <div>Guoco Midtown</div> </div>	<ul style="list-style-type: none"> • BCA Green Mark Platinum
<div>  <div>Martin Modern</div> </div>	<ul style="list-style-type: none"> • BCA Green Mark Gold^{Plus}
<div>  <div>Midtown Modern</div> </div>	<ul style="list-style-type: none"> • Working towards BCA Green Mark Gold^{Plus}

Highlights of Green Building Features




BCA Green Mark Platinum

LEED Platinum certified

Guoco Tower, Singapore

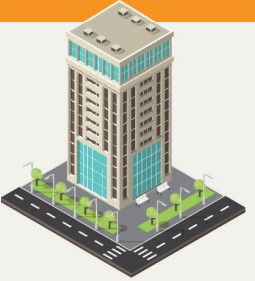
- The energy-efficient building services contribute to around 30% energy savings compared with similar buildings
- The development captures and recycles 75% of rainwater which helps reduce water consumption by 35%
- An online building management system monitors energy, utilities and water usage, to optimise the air-conditioning system and reduce building energy consumption



Designed to meet LEED Platinum Pre-certification

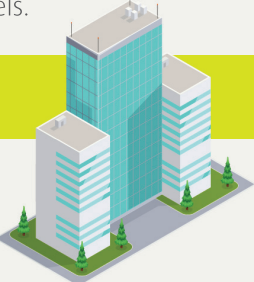
Guoco Changfeng City, Shanghai, China

- Solar photovoltaic panels on the roof
- Rainwater recycling system for landscape irrigation
- High performance mechanical, electrical and plumbing system
- Use of energy-efficient major equipment



18T, Chongqing, China

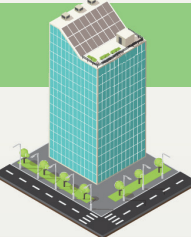
- Adopted smart construction solutions and technology to include environment monitoring measures to ensure water and soil conservation during the excavation processes.
- Programmes in place to monitor air pollution (particulate matter 2.5 and particulate matter 10) and noise levels to minimise disruption to neighbours.
- Applied mist spray to better manage dust levels.



Green Building Index (GBI) certified | LEED Gold Certified

Menara Guoco & Menara Hong Leong, Malaysia

- Building automation system is in place to measure the energy usage and the automatic control efficiency of the air conditioning system i.e. Fan Coil Unit (FCU), Air Handling Unit (AHU) and chillers.
- Equipped with rain harvesting system to recycle rain and to contain cooling tower water for landscaping.



Emerald Hills and Emerald 9, Malaysia

- Electronic vehicle charging (EV) stations to encourage use of sustainable modes of transport.
- Equipped with rainwater harvesting tanks to recycle water for watering plants and landscaping.

1. BCA Green Mark is a symbol granted pursuant to the BCA Green Mark Scheme based on the efficiency of energy, water and material resource usage, sustainable operations and indoor environmental quality of a building.






2. LEED represents "Leadership in Energy and Environmental Design", is a globally recognised symbol of sustainability achievement and leadership developed by the U.S. Green Building Council.

Energy Consumption

Properties under development

At the development stage, GuocoLand ensures its projects incorporate energy-efficient design and features to ensure optimal building performance without compromising on the safety or comfort of tenants.

The table below details energy consumption at GuocoLand’s development projects in FY2020, which is mainly from non-renewable resources such as diesel fuel and gas. 56% of energy consumed at Guoco Changfeng City was from renewable sources such as air source heat pump and solar energy.

DEVELOPMENT PROJECTS	LOCATION	ENERGY CONSUMPTION (GJ ¹) IN FY2020
 <div>Guoco Midtown</div>	Singapore	5,022
 <div>Martin Modern</div>	Singapore	37,566
 <div>Midtown Modern</div>	Singapore	N.A. as construction had not commenced in FY2020
 <div>Guoco Changfeng City</div>	Shanghai, China	3,292
 <div>18T</div>	Chongqing, China	9,694

^{*} Source of conversion factors : 2016 United Nations Energy Statistics Yearbook

Properties under management

GuocoLand seeks to reduce energy consumption of its operational properties under management and ensure compliance with all relevant environmental laws and regulations. The environmental performance of each property is monitored with an aim to reduce energy consumption and improve operational efficiency. Measures adopted include the usage of energy-saving equipment, ongoing maintenance and fit-out, and encouraging tenants to adopt energy conservation measures.

GLM continues to engage an external energy consultant to inspect the properties under its management, including Menara HLX, Plaza Zurich, DC Mall and its carpark to identify means of reducing the overall energy consumption. The process involved the installation of intelligent energy monitoring devices and the careful assessment of energy consumption patterns.

Energy saving measures

GuocoLand	GLM
<ul style="list-style-type: none"> Ensuring projects incorporate energy-efficient design and features for development projects Appointing contractors who are ISO 14001-certified for development projects Adoption of environmentally friendly construction processes and sustainable sourcing of materials Usage of energy-saving equipment Ongoing maintenance and fit-out Tenants are encouraged to adopt energy conservation measures Employees to undergo training on energy conservation Employees to organise and participate in a clean-up event to raise environmental awareness 	<ul style="list-style-type: none"> Pre-setting maximum demand limit to benchmark actual electricity consumption. Management will receive notification if electricity consumption is beyond the limit Implementing zoning system to control lighting use Cutting down lighting carpark to retain those in crucial areas during non-peak hours and to shut down lighting during non-operation hours by installing a timer system Installation of LED lights to achieve progressive monthly energy savings Adding motion sensors to curb unnecessary lighting Shutting down several escalators and reducing numbers of entry points of DC Mall during COVID-19 lockdown when mall activities were low

Performance

GuocoLand’s managed buildings registered a reduction of energy consumption in FY2020. This was mainly due to the implementation of energy-saving initiatives over the course of the reporting period and government-mandated closure of workplace premises from April to June 2020 to reduce the risk of further local transmission of COVID-19.

The overall energy consumption of all properties under GLM’s management reduced from 39,216,111 kWh to 33,209,722 kWh (15.3% reduction) for FY2020. Plaza Zurich managed to reduce its average electricity monthly maximum demand from 1,697.17 kWh to 1,444.08 kWh (14.9% reduction) and Menara HLX managed to reduce its average electricity monthly maximum demand from 941.95 kWh to 669.32 kWh (28.9% reduction), respectively.

Building Energy Consumption (kWh)

	Location	FY2020	FY2019
GuocoLand	Singapore	22,666,359	23,873,852
Office: Guoco Tower, 20 Collyer Quay Hotel: Sofitel Singapore City Centre property			
GLM	Malaysia	33,209,722	39,216,111
Mall: DC Mall Office: Menara Guoco Tower, Plaza Zurich, Menara HLX, PJ City Block C & Block D, PJ City Common Area, DC Common Area, Wisma Hong Leong, Menara Hong Leong Residential: 3 Kia Peng Car Park: DC Parking			

At GL

As in FY2019, GL carried out a Carbon Footprint Assessment and environmental surveys in FY2020 to comply with its energy assessment obligations under the UK Energy Saving Opportunity Scheme and to track resource consumption.

Energy Consumption

GL is dependent on multiple sources of energy for many aspects of its operations, including lighting, heating and cooling, refrigeration and cooking.

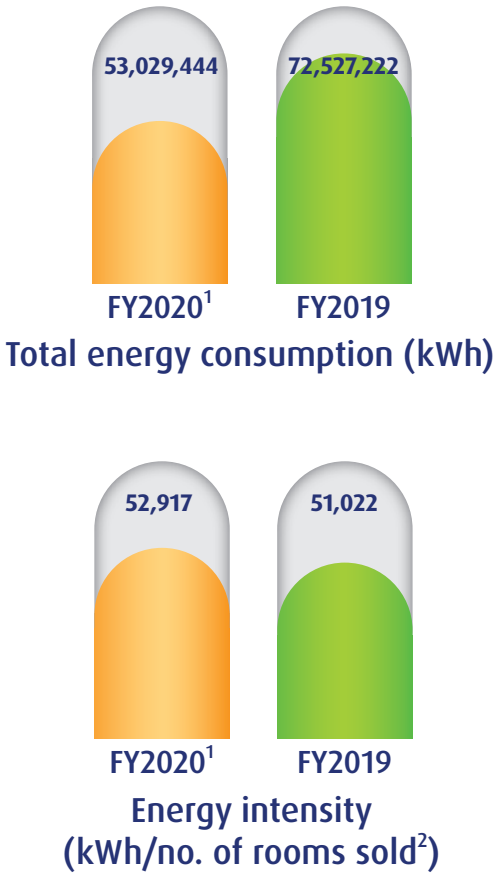
Energy savings measures

GL regularly monitors energy consumption, and continually looks for ways to improve the energy efficiency of its buildings and facilities, for example:

- Maintaining an online dashboard which displays real-time energy, water and waste consumption metrics and their associated costs and facilitates analysis of consumption activities and track progress on a granular level relative to targets
- Installation of LED lights where possible
- Setting optimal points for ventilation, air-conditioning, and heating
- Making repairs or upgrades for hotel equipment where applicable

Performance

In the first 9 months of FY2020, GL consumed 53,029,444 kWh of energy. Taking into consideration hotter weather in the final quarter of FY2020, it is believed that GL’s energy consumption for a full FY2020 would be similar to that for previous financial year if hotels could have remained opened throughout FY2020.



¹ 9 months from 1 July 2019.
² The number of rooms sold in FY2020¹ was 1,002,156.



Water consumption

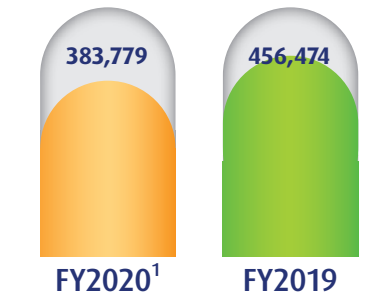
GL's operations rely on water. Practicing responsible use of this critical resource is a key step to improve GL's overall sustainability.

Measures

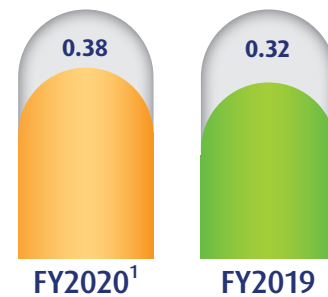
GL reminds hotel guests to embody sustainability values through informational materials in all of the in-stay rooms and bathrooms, for example, encouraging guests to reuse their linens and be mindful when using water in bathrooms.

Performance

The availability of more hotel rooms in the first 9 months of FY2020 as compared to the preceding financial year led to higher water consumption in FY2020 on a pro-rated basis.



Water consumption (m³)



Water intensity (m³/no. of rooms sold¹)

¹ 9 months from 1 July 2019.

² The number of rooms sold in FY2020¹ was 1,002,156.



Waste reduction

GL generates waste throughout operations, which is collected by waste contractors. GL is re-tendering waste contract and is looking to improve waste reporting and set up a new tracker to closely monitor our waste.

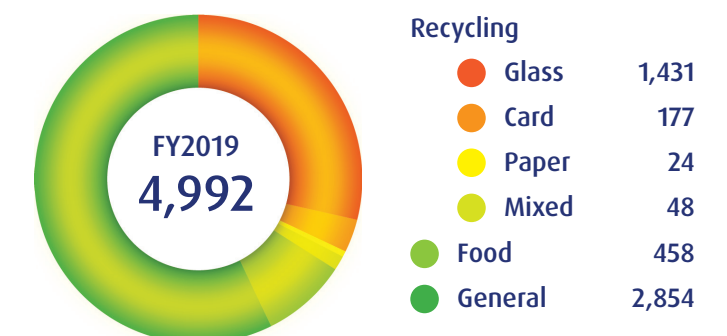
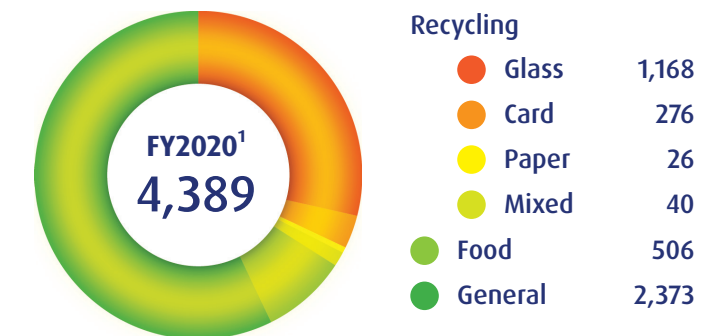
Measures

- Diverting recyclable waste away from general waste streams
- Correct sorting
- Disposal of waste (including segregating food waste from general waste to send for composting)
- Reducing reliance on single-use plastics
- Removal of the use of plastic straws across hotels
- Replacing plastic soap bottles with dispensers

Performance

Through environmental surveys and using dashboard, GL tracked the waste output across all of its hotels. Recycled waste has increased to 46% of total waste in FY2020, from 43% in the previous financial year.

Total Non-Hazardous Waste (Metric Tonnes)



¹ 9 months from 1 July 2019.

At Rank

Rank recognises its responsibility to minimise impact on the natural environment and is committed to reducing energy consumption, carbon emissions, water usage and wastage.

Energy savings

Measures

- Implementing improved and accurate reporting of energy usage disseminated through the business
- Reviewing investments in energy saving technologies (controls for kitchen extracts, refrigeration, radiator valves, LED lighting back and front of house)
- Seeking accreditation e.g. Carbon Saver Gold Standard
- Providing employees the option to move to low emission/electric/hybrid company cars

Performance

KPIs	FY2020	FY2019	Change
Gas (kWh)	60,088,597	71,895,740	(16)%
Electricity (kWh)	55,798,051	75,963,726	(27)%
Road Travel (kWh)	3,352,251	4,548,901	(26)%
Total (kWh)	119,238,899	152,408,367	(22)%

Total energy consumption for Rank for the reporting period has decreased by 22% to 119,238,899 kWh.

Water usage and waste management

Measures

- Water – take advantage of de-regulation, combine Scottish and English volumes to get better terms, plus centralised billing and account management
- Trial waterless urinals
- Reviewing food waste and plastic use in venues in partnership with suppliers
- Setting waste targets in Rank’s venues

Performance

KPIs	FY2020	FY2019	Change
Total water usage (m³)	237,306	301,790	(21)%
Non-recycled waste generation (tonnes)	228	326	(30)%
Waste recycled (tonnes)	2,132	2,894	(26)%
Hazardous waste generation (tonnes)	2.53	1.89	34%

Performance on waste control has been affected due to COVID-19 lockdown. Rank will continue to undertake measures to reduce water usage and waste.

At MHNZ

MHNZ, our wholly owned honey products producer and distributor, takes various measures and initiatives to mitigate emissions and use energy efficiently to comply with all relevant laws and regulations for New Zealand including the New Zealand emission regulations.



Pillar 2 -

Empowering our People

Our people are pivotal to the Group’s operations. We attract, motivate and retain talent through a mix of competitive compensation package and benefits, healthy engagement with our people and a focus on human capital development. We aim to create a diverse, welcoming culture and a safe working environment in which our people are engaged, nurtured and empowered to reach their full potential.

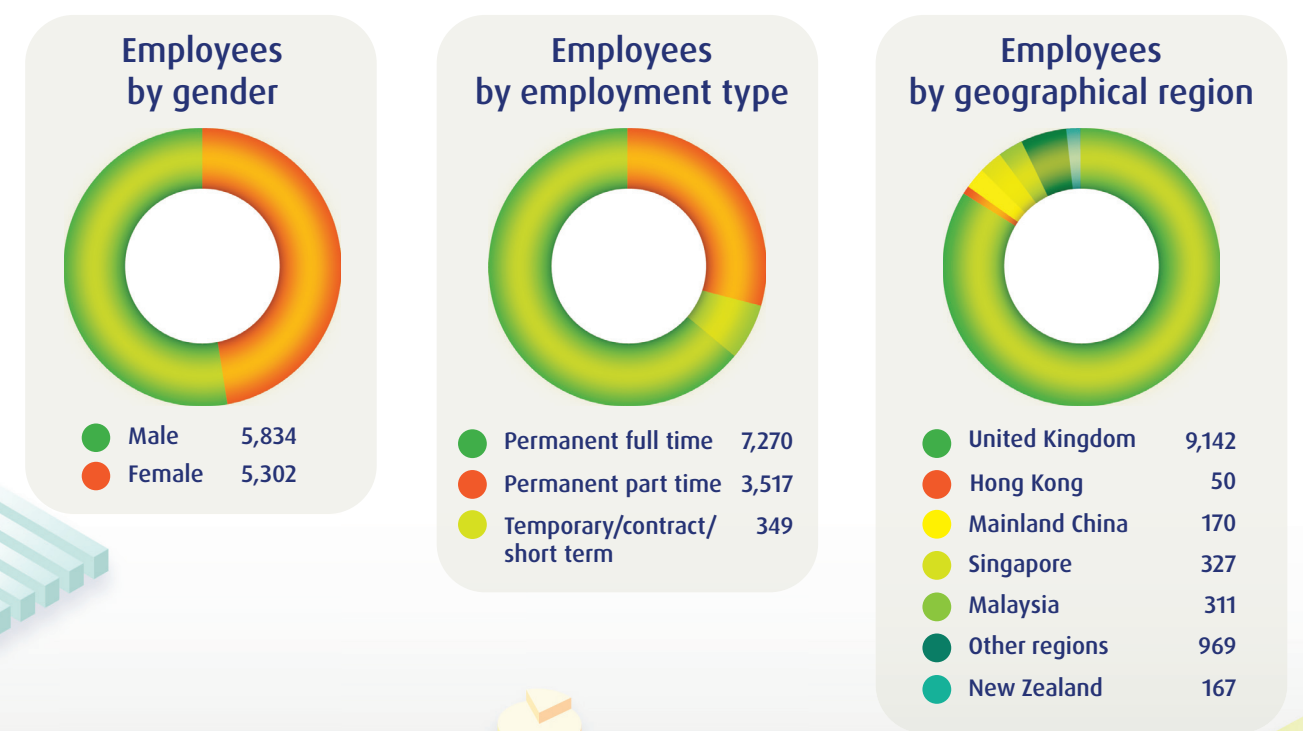
Our employees are rewarded fairly for their contributions, and remuneration is in line with internal, industry and market benchmarks. The Human Resources department periodically reviews the Group’s performance appraisal system to enhance the performance management process.

All employees undergo an annual performance appraisal, which evaluates the individual’s achievements against a comprehensive set of financial and non-financial targets to deliver business results. To promote the enduring success of the Group, long-term incentive schemes such as executive share scheme are also incorporated in the remuneration framework for key management personnel.

The Group offers a range of benefits to our employees to promote health, personal development and worklife harmony. Initiatives include insurance coverage, medical and dental benefits, staff engagement activities and employee discount schemes at the Group’s properties, hotels and for purchasing the Group’s products. The Group also provides pro-family benefits and welfare practices aligned with the profamily legislation. Both female and male employees are entitled to parental leave.

Employment Profile

As at 30 June 2020, the Group employed 11,136 staff.



Our group companies in Hong Kong, namely Guoco Management Company Limited, Hong Leong Insurance (Asia) Limited and Hong Leong Bank Berhad, Hong Kong Branch were granted the Good MPF Employer Award in recognition of our efforts in protecting and enhancing the employees’ retirement needs.



Staff Engagement

We value the views of our people and are always looking for different ways to ensure that they can provide feedback on what works well and what could be improved. Our business groups adopt various engagement tools and exercise to ensure that the internal communication is timely, clear and supportive.

At GuocoLand

Annual Exercise to identify training needs: An exercise to identify training needs is conducted annually as part of the performance appraisal where GuocoLand employees and their supervisors discuss areas for improvement, developmental needs and career plans. GuocoLand employees are provided with appropriate training and support to continually improve their skillsets, allowing them to contribute effectively to GuocoLand.

GLM Sports and Social Committee: GLM formed a GLM Sports and Social Committee to foster GLM employees’ communication and relationship, support GLM employees’ health and well-being, and encourage GLM employees to engage in charitable purposes and other meaningful activities.

At GL

Peakon Employee Engagement Tool: GL employed a Peakon employee engagement tool to measure GL’s employee engagement and to encourage frequent conversations with and feedback from GL employees. The tool has enabled GL to stay in touch with the needs of GL employees and react quickly to common issues that are raised. GL would continue its face to face employee forums when these become possible after the COVID-19 disruption is over.

At Rank

Rank continued with the use of two employee opinion surveys, an in-depth survey in July 2019 and a high level “pulse” survey in January 2020 to act as a “temperature check” of engagement and progress across the business. Importantly, the results of the January 2020 “pulse” survey showed that Rank’s overall employee engagement score improved from 66% to 73%.

Talking STARS and Leading STARS: Through STARS (Service, Teamwork, Ambition, Responsibility and Solutions) values, Rank continues to build a culture that support Rank’s colleagues to be the very best that they can be and deliver for the customers time after time. Talking STARS and Leading STARS sessions are held bi-annually and provide a forum for key staff individuals from across the business to debate issues impacting the Rank Group. Talking STARS generally focuses on matters including culture and communication and Leading STARS focuses more on operational efficiencies and transformational change.

Town Halls: Rank’s executive directors and senior management are actively involved in the engagement with the employees through Town Halls, which are accessible to all Rank’s offices to watch and participate. Town Halls are also the forum in which STARS awards are presented, offering recognition of individuals and/or teams, having been nominated by their colleagues, for demonstrating Rank’s values in their work.


Employee Voice: Rank employee voice meetings are held bi-annually and enable elected representatives from different areas of the business to meet with members of the executive committee and senior management of Rank to discuss issues of concern raised from within the business and potential resolutions.



Health, safety and staff wellbeing

Ensuring the health and safety of our staff team is a priority for the Group. Our business groups have in place occupational health and safety procedures to provide practical advice and controls for all workplaces in accordance with relevant standards. We consider compliance with statutory requirements a starting point and endeavour to practise improved health and safety standards throughout our businesses.

FY2020

	Company	No. of work-related fatalities	No. of non-fatal work place injuries	Target	Met
 Occupational Health & Safety	GuocoLand	0	11	To maintain zero work-related incident resulting in fatality	✓
	GLM	0	0	To achieve zero work place incident and zero fatality	✓
	GL	0	3	To maintain no serious work related employee injuries or fatalities	✓
	Rank	0	-5%	To reduce no. of employee accidents in UK by 5% vs FY2019	✓

At GuocoLand

Workplace Safety and Health (“WSH”) Management System

During the design and construction phases, GuocoLand worked closely with its business partners to identify and reduce risks and assess the potential impacts on health and safety.

At the project development stage, GuocoLand worked with its main contractors and consultants to create a safe and healthy working environment and encourage GuocoLand employees to take greater ownership of WSH.

GuocoLand’s main contractors are required to provide relevant occupational safety and health trainings to their workers, set up on-site committees and convene regular meetings to provide oversight of WSH procedures, and provide insurance coverage for workers in the event of injuries or fatalities. They must also monitor and report non-compliances or incidents to GuocoLand project development teams.



Adopting an Active and Healthy Lifestyle

Complimentary workouts were conducted regularly by Virgin Active and the Health Promotion Board at Guoco Tower’s outdoor urban park for all GuocoLand employees and tenants before the COVID-19 pandemic outbreak. Employees at GuocoLand also participated in the Corporate Challenge category of the National Steps Challenge™ organised by the Health Promotion Board. Employees at Sofitel Singapore City Centre also took part in Accor Singapore Sports Day 2019.

Health Campaign in Shanghai

In Shanghai, close to 50% of GuocoLand employees participated in a health campaign to encourage residents to be more physically active by rewarding participants with points based on the number of steps they take. GuocoLand employees received awards and cash prizes for their high step count. The campaign was organised by the Youth League Committee of Shanghai Putuo District, Shanghai Putuo Supervision Institution of Health and Family Planning Commission and the Shanghai Center for Disease Control and Prevention.



GuocoLand China employees participating in a health campaign in Shanghai, China

At GLM



GLM Sports and Social Committee

In FY2020, the GLM Sports and Social Committee organised sport activities, including badminton and futsal sessions on a biweekly basis. The activities are open to all employees regardless of their department and ranks. However, due to the COVID-19 pandemic, these activities were disrupted.

E-Communication Channel

GLM has implemented an e-communication channel to reach out and stay connected with GLM staff during the Malaysia Movement Control Order (“MCO”), called ‘GLM Buzz’. This channel also provided GLM employees with resources for psychosocial support.

Safety First

GLM continued to conduct annual fire drills and regulator internal briefings for Emergency Response Team to reduce response time in the event of any unforeseen accidents or catastrophe. In light of COVID-19, GLM ensured the provision of personal protective equipment to employees, including face masks, hand sanitisers and hand gloves as well as additional protective gears for front line staff.



Badminton and futsal sessions





At GL

Occupational Health and Safety

GL has clear health and safety policies in place to provide a safe and supportive work environment that is compliant with all relevant legislation. All management are obliged to attend safety training on-site, while all employees have access to e-learning modules on safety and are required to complete on-line refresher training annually. GL's health and safety policy is published online and in its employee handbook.

GL also regularly circulates health and safety information and best practices on its intranet, GLH Connect, including any updates to regulations. Hotel employee concerns and views are represented and managed through on-site health and safety teams at each of its hotels. These teams also manage and oversee guest health and safety concerns. Risk assessments are carried out on roles that are identified as having a high risk of occupational disease, and routine monitoring and reporting. Internal audits are conducted twice a year, which help maintain high standards of risk assessments. All work-based accidents are recorded in the Hotel's Accident and Incident Reports in line with company policy.

Mental Health Awareness Week



GL continued its commitment to GL employees' mental wellness and held its second Mental Health Awareness Week in FY2020. A variety of activities took place across the business, including team sports, yoga classes, meditation classes, team walks and some of GL employees chose to hold their meetings in the fresh air of some of London's wonderful parks.

At Rank

Manage Health and Safety Risk

Rank is committed to providing its colleagues in the UK and overseas with a safe and healthy (H&S) working environment. Until lockdown was introduced in March 2020, Rank was on course to improve H&S awareness and mitigate H&S risk. It rolled out various initiatives including a new poster campaign to raise awareness of key safety issues, launch of a new near miss reporting system for the venues business and a full review of ways of working between the H&S team, maintenance and the venues operations. As at March 2020, the number of accidents in the UK venues had decreased by 5%.

Social distancing measures, capacity constraints, extensive cleaning regimes, hand cleaning and sanitisation facilities and extensive Perspex screening to provide additional protections for Rank employees were developed and introduced during lockdown in preparation for the 'all clear' from governments to reopen. All of Rank's venues' employees have been through training programmes in the new operational procedures to protect them and their customers. All colleagues were provided with mental health awareness information, articles and support by way of newsletters and the intranet.

Special measures against COVID-19



Human Capital Development

Our ability to remain competitive within the industries relies on the continuous development of our employees’ skills, experience and knowledge. Resources are committed to continued development of our employees for not only improving effectiveness, efficiency and alignment with business direction, but also for the purpose of providing a platform for self-development and fulfillment. The business groups organised workshops, seminars and training programmes for employees covering various aspects to improve their level of skills and knowledge and maximise their potentials. They are also encouraged to enrol in external study opportunities and job-related courses to enrich themselves through acquiring higher professional skills and qualifications. Our career development programme is designed to enable our employees to progress within the Group, offering mobility between group companies and teams, and the opportunities to work within different areas of operation and to participate in cross-group projects.

With the challenges presented by the COVID-19 pandemic, investing in the training and development of our people is vital for a human resource strategy that meets the well-being and long-term interests of our people as well as the needs of the Group’s business. Despite the impact of COVID-19 on the operations, the Group achieved a total employee training hour of 105,822.

	Principal Investment	Property Development & Investment	Hospitality & Leisure	Others	Total
Total workforce	50	807	10,074	205	11,136
Training hours	1,360	35,293	62,682	6,487	105,822

Staff Training and Development

At GuocoLand

In FY2020, the average number of training hours undergone by each employee at Singapore and China offices was 19.1 hours. Over the course of the year, employees attended training and development programmes covering IT skills, cyber security, facilities management, project management, crisis management, organisational management such as the Kaizen 5S programme, leadership skills, communication skills, digital marketing and customer service. Employees are also encouraged to join external training courses, seminars, workshops or programmes that will enhance their knowledge and skillsets.

Knowledge, Skill and Ability Enhancement

In view of the business lull amid the COVID-19 pandemic, employees at Sofitel Singapore City Centre took the opportunity to strengthen their skillsets and capabilities. Employees attended training courses relating to hotel operations and leadership courses, which were partially covered by government funding. As such, there was a marked increase in training hours for the Sofitel Singapore City Centre employees in FY2020 compared to the prior year.

Group Leadership Forum

A leadership forum was held in Singapore which was chaired by the President & CEO of GuocoLand. The forum was attended by the business leaders and individuals with key roles within GuocoLand and GLM.

At GL

Online e-Learning Platform, FLOW

GL introduced a new on-line e-learning platform, FLOW. It is a hospitality-specific system that allows GL to change content easily, add modules when required and supplement it with additional resources such as TED Conferences LLC talks.

Despite having to close GL hotels due to the COVID-19 pandemic, GL educates its employees on measures and precautions against COVID-19 infection via the FLOW learning platform.

A variety of training supports

- GLH Apprenticeship scheme partnership with HIT Training Limited
- 2-day Front Office training for all new employees
 - Recruitment training for recruiting managers, with a focus on behaviours.
 - Bite-sized 90-minute workshops targeted at management level, on topics such as How to Manage Conflict, How to be Assertive, How to Think Strategically, How to Make the Perfect Presentation and How to Hold a Challenging Conversation.
 - Partnered with the Henley School of Executive Education to provide Leadership development



On-line e-learning platform, FLOW

At Rank

All-round training approach

From the point of recruitment, all colleagues are made aware of Rank’s STARS values (Services, Teamwork, Ambition, Responsibility and Solutions) and these are incorporated within the initial induction programme to ensure they have a great start to their Rank career.

All colleagues at Rank are required to complete mandatory training on a regular basis, which includes essential e-learning modules on the policies relating to safer gambling, anti-bribery, anti-money laundering and health and safety. The respective training modules are reviewed periodically to ensure their effectiveness. Through training and engagement, Rank ensures its colleagues are skilled and motivated to positively interact with its customers to serve their needs.



Pillar 3 - Conducting Business with Honour



We aim to uphold good business ethics and integrity and to develop long term relationships with our business partners based upon fairness, mutual trust and benefit.

Business Ethics

Corporate Code of Conduct

Conducting business with honour is of utmost important to the Group to safeguard the reputation and interests of the Group and our stakeholders. The Group has established policies and procedures espousing good business conduct and ethics.

Anticorruption Practices

We are dedicated to upholding integrity and honesty in our operations, and have adopted zero tolerance towards fraud, corruption and unethical actions. The Group has implemented policies on anti-corruption and procedures concerning offering or accepting gifts and gratuities. All employees are required to become acquainted with and to abide by these policies and procedures.

Whistle-Blowing Policy

The policy states what steps need to be taken when someone has a concern, including who to contact, who to speak to if in doubt and how the law protects whistle-blowers. The purpose is to provide proper avenues or channels for employees and any other person to raise or report concerns or issues about serious wrongdoings, misconduct, malpractices or improprieties in matters relating to the Group.

Labour Standards

We object to child and forced labour. This fundamental proposition is non-negotiable and its observance is compulsory across all our business groups, their contractors, suppliers or service providers.

Child Protection Policy

We, all our employees and our service providers have a responsibility towards the child we interact with in our business affairs and to safeguard the welfare of children. Our Child Protection Policy offers guidance in reporting any allegation or concern that an employee, a service provider or a guest has harmed or may have harmed a child, or may have committed a criminal offence against or that is related to a child, the allegations and concerns should be reported to a designated officer, who will report to the local authority or the police.

Modern Slavery Policy

GL and Rank have maintained a Modern Slavery Policy pursuant to the statutory obligations under the UK Modern Slavery Act which offers guidance in identifying suspected cases of forced labour, as well as human trafficking. The suppliers also abide by a code of conduct to prohibit them from using, participating in or benefitting from such practice.

Intellectual Property Right

We strive to protect the Group's intellectual property rights and respect third party intellectual property rights according to all related applicable laws and regulations.

The Group's worldwide portfolio of intellectual property, including trademarks, designs and patents, are reviewed from time to time to ensure new and existing rights are adequately preserved. We also require our service providers, suppliers or business partners to undertake and warrant as appropriate that there is no infringement of third party intellectual property rights. Infringement, whether of our own rights and that of others, is not tolerated.

Data Protection

The Group takes its data protection and privacy obligations very seriously. We have established internal policies, manual and processes to comply with the applicable data protection laws. We also regularly review and revise internal policies and processes in response to operational needs and any regulatory changes.



Supply Chain Responsibility

We recognise that our operations are highly dependent on a responsible and sustainable supply chain that allows us to receive the goods and services we require. As a responsible business, we are keen to safeguard our values including in relation to our supply chain to protect our principles of ethics and lawfulness.

Our business groups have derived policies and guidelines for supplier selection and contractor selections (procurement policy). Legal and regulatory compliance, work safety track record, material quality, labour reliability (i.e. prohibition of illegal workers), are some of the criteria that are considered when selecting these suppliers or contractors.

 Selecting Certified Green Builders	GuocoLand appointed contractors and suppliers in accordance with its procurement policies, whom are expected to sign and abide by GuocoLand Supplier Code of Conduct. In Singapore, GuocoLand's appointed main contractors are bizSAFE certified and their WSH management systems are audited by external independent consultants. The project team will work with the contractors and consultant closely to ensure compliance with workplace safety and health regulations.
 Stringent Tender Process for contractors	GLM has stringent tender processes in place which include social and environmental requirements. The awarded contractor is also stipulated to a site public safety clause which requires them to comply with all prevailing site and public safety regulations, by-laws and other statutory requirements as well as compliance with the Occupational Safety and Health Act 1994.
 Supplier Assessment	To protect GL's principles of ethics and lawfulness, most critical suppliers undergo a high-level supplier assessment during which they are rated on several criteria.
 Suppliers abide by Code of Conduct	At GL, all suppliers are requested to sign up to a Code of Conduct during tenders as well as when suppliers log onto GL's new online procurement platform launched in November 2019. The Code stipulates our position on areas such as human rights, labour conditions, environmental protection and business ethics.
 Modern Slavery Act 2015 ("MSA")	Rank ensured that all suppliers completed the MSA questionnaire. It is a requirement for the suppliers listed in the database to confirm that they perform checks within their supply chain to mitigate Rank's exposure under that outlined by the MSA.
 Environmentally Conscious	Rank gives consideration to suppliers being environmentally conscious. In the procurement policy, suppliers have to provide guidelines, information and resources for the purchase of products that have the least negative impact on the environment.
 Vendor Approval Program	MHNZ's key suppliers are subject to a vendor approval program. These suppliers are also audited by MHNZ to ensure a high level of conformity.

Product/Service Responsibilities

"To consistently provide goods and services of the highest quality at competitive prices" is one of our core corporate values. Our business groups are committed to delivering products and services to the satisfaction of their customers.

Homebuyers and tenants

GuocoLand and GLM are committed to building quality developments that enhance the quality of lives of their occupants and members of the community.

At GuocoLand

- At the design stage of the development projects, GuocoLand works closely with the relevant authorities to receive the planning and building approvals and ensures that its construction projects adhere to safety regulations.
- During the construction stage, the BCA conducts checks on the superstructure of GuocoLand buildings to ensure they are structurally sound.
- Prior to the handover of properties to homebuyers and tenants, volatile organic compounds are purged to mitigate the potential short-and-long-term adverse health effects.
- GuocoLand cleaning and maintenance vendors are required to submit a list of chemicals used before carrying out any procedures to safeguard against potential health risks to GuocoLand's employees, tenants and customers.
- GuocoLand is committed to consistent and transparent disclosures of information to prospective homebuyers and ensures that the marketing advertisements are clear, fair and present the development accurately. GuocoLand also abide by the COVID-19 (Temporary Measures) Act 2020 to provide relief for customers who are unable to fulfil their contractual obligations.

	Properties	Locations	Award
 GuocoLand Ranked TOP 10 among Singapore developers for quality workmanship	Guoco Tower	Singapore	2020 FIABCI World Prix d'Excellence Awards World Gold Winner Mixed-use Development category
	Martin Modern	Singapore	The Ninth PropertyGuru Asia Property Awards Best Luxury Condo Architectural Design Best Luxury Condo Development Best Luxury Condo Interior Design Best Luxury Condo Landscape Architectural Design categories
	Guoco Changfeng City	Shanghai, China	Shanghai Putuo District 2019 Annual Regional Development Contribution Award First Class

At GLM

- The Quality Assessment Systems in Construction (QLASSIC) inspects GLM buildings and awards points based on structure, architecture and monitoring and evaluation procedures.
- Keeping abreast with best practices and compliance in with regards to its operations in producing quality living homes by regularly attending conferences and informational courses.
- Customer Relation Management Department is tasked with handling customer feedback pertaining to any issues or defects that may arise upon handing over units.
- Practising on reporting defects on a weekly fortnightly basis. These defects reported are analysed by its project team with the objective of continuous improvement.

At GL

Hotel guest satisfaction and safety

GL places great emphasis on the comfort and safety of guests in its hotels so that guests have a memorable stay and return to stay with them. Hotel employees are expected to adhere to the highest standards of ethics and professionalism as demonstrated in the ethical and equal opportunity policies and principles. In line with these principles, GL conscientiously track results of the extensive guest satisfaction survey over time and make a concerted effort to incorporate any feedback.

The survey follows the guest journey beginning with reservation and check-in to check-out and everything that falls in between, including front desk service, in-room experience, problem resolution, food and drink quality and satisfaction, facilities and overall service. The responses are collated along with online reviews from approximately 200 websites onto a single platform, ReviewPro. ReviewPro allows GL to examine the consolidated feedback and inform each individual hotel's guest experience improvement plan.

To protect customer and employee safety, GL continues to undertake two audits per year through an external company, NSF, to maintain health and safety, hygiene, and fire safety compliance and to share and regularly review the results of such audits with the general managers of GL hotels.



At Rank

Safer Gambling

Rank is committed to building sustainable relationships with its customers by providing them with a safe environment in which to play, whether at venues or online. In addition to providing a safe, fair and enjoyable experience for all customers, Rank also endeavors to identify the signs and minimise the impact of gambling-related harm for those customers who require support. Measures include:

- Rank introduced safer gambling controls, set time and spend limits on slot machines, enabling customers to better manage their play.
- Rank completed the cross-operator, collaborative trial of algorithms developed in partnership with Focal Research to detect potentially at-risk customers (or "gambler of interest") in Rank casinos. The algorithms assess granular data on customer play and behaviour, allowing for a nuanced and data-driven approach to identification of risk of potential gambling related harm.
- Rank worked in combination with other casino operators and Focal Research to develop further sophisticated algorithms that will allow assessment and detection of at-risk customers on its electronic roulette products. Data from the algorithms is delivered via an insightful dashboard, which has been rolled-out to all the Grosvenor venues.



MHNZ

Quality and Safety of Manuka Honey

MHNZ has a complete quality control and process as follows:

- MHNZ owns the full process from the hive to jar - from its 25,000 beehives, to its own extraction and processing facility and in-house quality testing laboratory to ensure that the honey produced is guaranteed to meet quality and food safety standards as well as retaining its potent natural properties.
- MHNZ test every jar of Manuka honey three times throughout the extraction, process and packing process to ensure that it is true to label and pure from contaminants.
- MHNZ pioneered compound methylglyoxal (MGO) as a transparent testing and rating system that gives consumers assurance of quality.
- To ensure the absolute integrity and purity of precious Manuka honey, MHNZ has a strict quality testing process which includes microbiology, toxins, sugars, pollen, moisture content, flavour, colour and enzyme activity.



Pillar 4 -

Caring for our Community



We aim to contribute for the betterment of our society, to create collective advancement and harmonious community relationships.



Social integration within the living community



Serving the needs of local communities




Volunteering



Reaching out to the community under COVID-19

The Group has long been committed to the corporate value of creating wealth for the betterment of society and strongly believes that a business organisation cannot detach itself from its social responsibility. Collective advancement and harmonious community relationships create win-win possibilities. To this end, we are dedicated to charity works and active engagement with communities.



Donations

US\$2,086,000

Areas of Contribution

Healthcare, Culture, Sports, Poverty, Vulnerable Groups, Community Needs

Guoco

Supporting 2019/2020 Hong Kong & Kowloon Walk for Millions of The Community Chest of Hong Kong.

Participation in the 2019/20 Corporate and Employee Contribution Programme of The Community Chest of Hong Kong.

Guoco, together with three group companies in Hong Kong namely Guoco Management Company Limited, Hong Leong Insurance (Asia) Limited and Hong Leong Bank Berhad, Hong Kong branch have been awarded “Caring Company” designation by The Hong Kong Council of Social Service for a sixth year in recognition of the continuous dedication and enduring efforts in performing corporate social responsibilities.



GuocoLand

Donating to REDAS Solidarity Project Fund of Real Estate Developers Association of Singapore.

Supporting the BB Share-a-Gift Project of The Boys' Brigade in Singapore.

Collaboration with SPD (Serving People with Disabilities) in Singapore.

Collaboration with Bizlink Centre in Singapore.

Participation in the SGX Bull Charge Charity Run 2019 in Singapore.

GLM

Participation in the refurbishment of the Red Ants Library managed by Pertubuhan Kebudayaan Dan Rekreasi Sungai Pelek.

GL

Participation in the Metropolitan Police’s Christmas Tree Project jointly organised by The Childhood Trust and Metropolitan Police Service in London.

Participation in c4ws Homeless Project in London.

Rank

Partnership with Carers Trust in the UK.

Community Kitchen in the UK.

Social integration within the living community

The urban park at Guoco Tower in Singapore frequently hosts activities focused on the three core themes of fitness, music and play. These include group fitness programmes, outdoor movie screenings, live music performances, communal play installations and festive markets.

Discover Tanjong Pagar

GuocoLand is a member of Discover Tanjong Pagar, one of the nine precincts selected to participate in the pilot Business District Improvement programme under the pilot of the Singapore Urban Redevelopment Authority ("URA"). GuocoLand partners with other property and business owners to drive the transformation of the precinct through programmes and campaigns to support businesses and bring the Tanjong Pagar community together.

Key events organised in FY2020 include a precinct-wide Christmas gift donation drive for underprivileged individuals, greening and enhancement works for Tanjong Pagar community green, and Tanjong Pagar Day Out, an event organised by the URA as part of the 2019 Architectural Heritage Season. In addition, a series of fitness activities were organised to promote wellness in the community, including using augmented reality and location-based technology to encourage urban running. GuocoLand will continue to support Discover Tanjong Pagar's placemaking programme, with a goal of rejuvenating Tanjong Pagar and inspiring collective ownership of the precinct.

Serving the needs of local community

We continue to support our local communities through community programmes and donations to charities and institutions of a public character.

Supporting The Community Chest of Hong Kong

Guoco has always been supporting The Community Chest of Hong Kong ("The Community Chest") which raises funds for over 160 social welfare member agencies to provide services to more than 2.5 million beneficiaries in Hong Kong. Guoco participated in the 2019/20 Corporate and Employee Contribution Programme donated over HK\$1,000,000 towards this fund-raising programme. In January 2020, the Hong Kong staff joined the Walk for Millions for the fourteen year rolling. Our staff also participated in the Dress Casual Day, Skip Lunch Day, Love Teeth Day and the Chest Green Day organised by The Community Chest. To recognise our enthusiastic participation and contribution, Guoco has been awarded the Award of Excellence on the year 2019/20.



Serving the Disabled Community

GuocoLand worked with organisations that help persons with disabilities such as SPD (Serving People with Disabilities) and Bizlink Centre to create festive greeting cards to its business associates in Singapore.

Metropolitan Police's Christmas Tree Project

In December 2019, GL's London and Heathrow Support teams donated items to two charities in the run up to Christmas - The Childhood Trust (collection of gifts for children of all ages to be delivered by the Metropolitan Police to children in need in GL local area).



Caring the Homeless in London

GL's London and Heathrow Support teams also donated items to support the c4ws Homeless Project (a charity which helps to support the homeless in the Kings Cross/Angel area of London, providing shelter and support to get them back in employment).

Volunteering

"Reaching out to you" is a corporate motto. Our employees are encouraged to contribute their time and skills to various social causes to create positive impact and support to those in need in the communities.

Outreach Programmes in Singapore

GuocoLand employees at Sofitel Singapore City Centre have organised their own outreach programmes. These include pairing up with participants from Movement for the Intellectually Disabled of Singapore to participate in the Spartan Race (Special Spartans category); joining the Purple Parade to support inclusion and celebrate abilities of persons with special needs; and partaking in the Yellow Ribbon Prison Run in support of ex-offenders.

Cheering with the elderly in China

GuocoLand employees organise monthly arts and craft activities for residents at an elderly day care centre in Changfeng, Shanghai. Established since July 2019, this ongoing programme is aimed at bringing cheer to the seniors through a mix of physical and social interactions.



Welfare Activities for Construction Workers

GuocoLand organises quarterly welfare activities for construction workers at project sites in China. These include the provision of refreshments during summer or personal protective equipment for workers during winter and the distribution of welcome packs when construction on GuocoLand's Chongqing project commenced.

Refurbishment of the Red Ants Library

During FY2020, GLM undertook collaboration for the refurbishment of the Red Ants Library, a community library. This is managed by Pertubuhan Kebudayaan Dan Rekreasi Sungai Pelek, an organisation formed to cultivate positive values and forge relationships between the youth and members of the Sungai Pelek community through inclusive activities. The library is a community project aimed at transforming a donated old house into a comfortable and well-equipped library, to encourage reading habits amongst the Sungai Pelek community. However, due to the COVID-19 pandemic, this program was disrupted.

Reaching out to the community under COVID-19

Stepping up our care under COVID-19

Amid the Covid-19 pandemic, care packs comprising immunity-boosting supplements, alcohol-free hand sanitisers, toiletries and laundry supplies were distributed to approximately 900 construction workers at project sites in China to protect them from the pandemic.



Rank Cares – Partnership with Carers Trust

Rank employees are incredible ambassadors for Rank Cares, and they have raised a further £300,000 in the year bringing the total since the start of the partnership to £2.6 million. An incredible achievement in what has been a very difficult year for Rank venues. Most impressively of all, Rank employees continued to fundraise and support the charity throughout the COVID-19 pandemic and lockdown. Even though traditional fundraising events like sponsored runs have not been possible, Rank employees showed that money can still be raised with challenges like 'Walk the UK' which saw team members run, walk and cycle the equivalent of Land's End to John O'Groats either indoors or by sticking to their local streets and parks and by holding events such as virtual raffles all in the name of fundraising.

The money raised through Rank Cares is made available to the charity's grants panel adapted to the Carers Trust Emergency Care Grants during the COVID-19 pandemic, and has so far provided support for 12,000 unpaid carers.

Community Kitchen

From the start of the COVID-19 pandemic, Rank has been conscious of the need to contribute to the wider national effort to support National Health Service ("NHS"), key workers and the most vulnerable members of the communities during this time of crisis.

From March 2020, when the UK went into lockdown, Rank's UK venues have been facilitating the preparation and delivery of food and care packages through the 'community kitchens' for vulnerable people, including the homeless and elderly. Rank has been providing free lunches to NHS, Emergency Services and key workers in collaboration with Blue Light Card. Rank has been providing free parking at over 40 sites across Grosvenor and Mecca estates to NHS and critical care workers via the Your Parking Space and Just Park websites.



In addition, Rank donated unused food from many of its venues following their closures in March and Rank has made over 11,000 calls to the most vulnerable group of customers and those who have been isolating.

Free Online Bingo Rooms

Rank's Mecca have been running free online bingo rooms together with online chat facilities so customers can not only play for free, but can stay connected to their friends from club.

Rank has stepped up to further support its partner charity, Carers Trust. Rank's digital team have increased the number of charity bingo games available through Meccabingo.com and 100% of the profits from these games are going to Carers Trust, as well as ongoing fundraising taking place through 'Text to Donate' campaign and various other individual and team challenges throughout lockdown.

Performance Data Summary

Environmental Performance Data

Unit		Principal Investment		Property Development		Hospitality and Leisure		Others		Total	
		2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Greenhouse Gas (GHG) emissions											
Scope 1 emissions	metric tonne CO _{2e}	NA	NA	NA	NA	16,805	21,528	680	NA	17,485	21,528
Scope 2 emissions	metric tonne CO _{2e}	188	185	21,414 ²	27,798	22,283	32,062	119	NA	44,004	60,045
Total GHG emissions	metric tonne CO _{2e}	188	185	21,414 ²	27,798	39,088	53,590	799	NA	61,489	81,573
Waste											
Non-hazardous waste produced	tonne	0.40	0.43	NA	NA	6,749	8,610	41.54	NA	6,790.94	8,610.43
Energy consumption											
Gasoline / Petrol	kWh	NA	NA	8,123,179 ³	NA	1,189,682 ⁴	1,390,153 ⁴	7,354	NA	9,320,215	1,390,153
Diesel	kWh	NA	NA	6,384,419 ³	414,261 ³	2,162,571 ⁴	3,226,162 ⁴	235,634	NA	8,782,624	3,640,423
Natural gas	kWh	NA	NA	515,910 ³	NA	113,118,041	108,317,684	11,500	NA	113,645,451	108,317,684
Other fuels	kWh	NA	NA	19,684,324 ³	38,760 ³	NA	925,000 ⁵	NA	NA	19,684,324	963,760
Total direct energy consumption	kWh	NA	NA	34,707,832 ³	453,021	116,470,294	113,858,999	254,488	NA	151,432,614	114,312,020
Electricity consumption	kWh	232,020	231,823	33,209,722 ²	49,613,743	55,798,051 ⁴	111,144,004	1,213,946	1,033,522	90,453,611	162,023,092
Gas consumption	kWh	NA	NA	NA	6,611,611 ³	NA	NA	NA	119,152	NA	6,730,763
Total indirect energy consumption	kWh	232,020	231,823	33,209,722 ²	56,225,354	55,798,051 ⁴	111,144,004	1,213,946	1,152,674	90,453,611	168,753,855
Water consumption											
Water consumption	m ³	NA	NA	NA	1,132,467	621,085	758,264	3,332.91	1,431	624,417.91	1,892,162
Packing materials											
Packaging material used for finished products	tonne	NA	NA	NA	NA	456 ⁴	456 ⁴	211.24	292	667.24	748

Note: Environmental KPIs which are not included above are either not material or not applicable to our businesses.

1. Not applicable to Guoco

2. Not applicable to GuocoLand

3. Not applicable to GLM

4. Not applicable to GL

5. Not applicable to Rank

6. Not applicable to MHNZ

Performance Data Summary

Social Data

		Principal Investment		Property Development		Hospitality and Leisure		Others		Total	
		2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Staff information											
Total workforce		50	51	807	1,580	10,074	10,129	205	151	11,136	11,911
2020											
By gender											
Male		19		406		5,277		132		5,834	
Female		31		401		4,797		73		5,302	
By employment type											
Permanent full time		50		799		6,238		183		7,270	
Permanent part time		0		0		3,507		10		3,517	
Temporary/Contract/Short term		0		8		329		12		349	

Note: 2019 data (except total workforce) was not available





Performance Data Summary

Social Data

	Principal Investment	Property Development	Hospitality and Leisure	Others
2020				
Turnover Rate				
By gender				
Male	10.53%	18.72%	38.20%	12.12%
Female	9.68%	18.20%	35.75%	13.70%
By age group				
under 30 years old	25%	NA	NA	10.26%
30-50 years old	13.04%	NA	NA	15.20%
Over 50 years old	4.35%	NA	NA	7.32%
By geographical region				
Hong Kong	10%	0%	0%	0%
Mainland China	0%	12.43%	0%	0%
Malaysia	0%	17.68%	0%	0%
New Zealand	0%	0%	0%	14.97%
Singapore	0%	22.32%	0%	0%
United Kingdom	0%	0%	40.82%	0%
Others	0%	0%	0%	2.78%
Health and Safety				
Number of fatalities	0	0	0	0
Rate of fatalities (%)	0%	0%	0%	0%
Lost days due to work injury	0	NA	NA	100
Number of reported injuries	0	11	3	20

Note: 2019 data was not available



Performance Data Summary

Social Data

	Principal Investment	Property Development	Hospitality and Leisure	Others	Total
2020					
Training					
Percentage of employees received training					
By gender					
Male	26.32%	99.51%	92.15 ^b	100%	NA
Female	61.29%	99.00%	94.56 ^b	100%	NA
Total training hours	1,360	35,293	62,682	6,487	105,822
Average training hours per employee	56.65	44.06	6.45	31.64	9.50
By gender					
Male	4.00	36.65	6.64	32.00	NA
Female	70.50	36.47	6.25	31.00	NA
By employee category					
Senior Managerial level or above	33.00	15.10	3.53 ^b	40.00	NA
Managerial level	34.50	66.50	4.57 ^b	30.00	NA
Executive level	5.50	37.29	2.25 ^b	20.00	NA
Non-Executive level	1.50	34.43	4.75 ^b	35.00	NA
Supply chain management					
Number of Suppliers	NA	368 ^a	2,591	25	2,984 ^a
Product responsibility					
Percentage of products subject to recalls	NA	NA	NA	0%	NA
Number of complaints received (per million units sold)	NA	NA	NA	37.38	NA
Anti-corruption					
Number of concluded legal cases	0	0	0	0	0

Note: Social KPIs which are not included above are either not material or not applicable to our businesses. 2019 data was not available.

a. Not applicable to GuocoLand

b. GL data not included



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