



Pacific Century  
Premium Developments  
盈科大衍地產發展

STOCK CODE: 00432

SUSTAINABILITY  
REPORT  
2021



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# ABOUT PCPD'S SUSTAINABILITY REPORT

This is the sixth sustainability report issued by Pacific Century Premium Developments Limited ("PCPD") (Stock Code: 00432), together with its subsidiaries in Hong Kong and internationally (the "Group"). The purpose of this report is to communicate to stakeholders our commitments and performance on sustainability operations.

## REPORTING SCOPE

This report provides an overview of the Group's sustainability performance during the reporting period of 1 January to 31 December 2021.

It covers PCPD's operations in Hong Kong, Indonesia and Japan, projects under development in Thailand, and hotel operation and laundry service operations in Japan, reflecting PCPD's role as a property developer, investor, manager and operator. In this reporting year, we have further expanded our reporting boundary to cover our project developments in Japan and Hong Kong, and the golf operations in Thailand.

In this report, we outline both qualitative and quantitative information on our approach, initiatives, and performance in addressing material sustainability issues. For more details on corporate governance, please refer to the Corporate Governance Report on p.24 of our 2021 Annual Report.

## REPORTING STANDARDS

This report is prepared in accordance with the "comply or explain" provisions of the Environmental, Social and Governance Reporting Guide (the "ESG Reporting Guide") in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "HKEX"). PCPD believes that our stakeholders should be well-informed of our environmental, social and governance ("ESG") information in order to make insightful decision. In this regard, we apply the reporting principles stated in the ESG Reporting Guide during the preparation of this report.

## REPORTING PRINCIPLES

### Materiality

Stakeholder engagement and materiality review is conducted to ensure relevancy and materiality of the sustainability issues identified to our business operations and stakeholders. The result of stakeholder engagement and materiality review defines the key information to be disclosed during the preparation of this report.



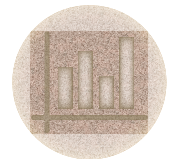
### Balance

This report provides both PCPD's achievements and areas for improvement in an unbiased and accurate manner with a true and fair view on our sustainability performances.



### Quantitative

The environmental and social performances are presented quantitatively as well as discussions of the trends observed and year-to-year comparisons where applicable. The detailed descriptions of the calculation standards, conversion factors, changes in scope, and boundaries of figures can be found in the remarks of the Data Tables.



### Consistency

This report adopts consistent methodologies to allow a fair and meaningful comparison of our performance over time. Unless specified, percentage changes presented in this report represent the comparison of 2019, 2020 and 2021 data.



This report has been reviewed and approved by PCPD's board of directors (the "Board") and both Chinese and English versions are available on HKEX's website and the Sustainability section of our official website.

All the feedbacks and opinions from our stakeholders are the keys to our success. Please let us know your thoughts and questions on our ESG management approach and performance by contacting our Corporate Communications Department:

Mail: 8th Floor, Cyberport 2, 100 Cyberport Road, Hong Kong  
Email: [ir@pcpd.com](mailto:ir@pcpd.com)

# DEPUTY CHAIRMAN AND GROUP MANAGING DIRECTOR'S MESSAGE

The global pandemic has brought various challenges to our industry as well as the society around the globe. Amid these unprecedented times, the pandemic has reminded us of the need to catalyse the address of climate change and accelerated us to assess and adjust our business models towards sustainable operations and developments to which the Group has always committed.

The pandemic has reaffirmed that sustainability is critical to any company's long-term business success. ESG factors in an integrative business model enable a more informed and forward-looking decision-making process, leading the Group to be better prepared for the challenges ahead.

## PLACING SUSTAINABILITY AT OUR CORE

The Board recognises that ESG issues have a significant impact on our business operations and may have financial and operational ramifications for the Group. The Board takes responsibility for the Group's sustainability strategy, risk management, and performance, as well as ensuring alignment with the Group's business plan.

During the reporting year, with the assistance of the Sustainability Committee, the Board continues to oversee the Group's sustainability strategy, material sustainability risks and opportunities, establishment of environmental targets and the associated progress monitoring and management approaches.

We have enhanced our efforts to speed up the low-carbon transition and implemented further sustainable practices so as to align with the HKSAR Government's objective to achieve carbon neutrality by 2050. In addition to our ongoing environmental initiatives, we have also established a series of directional targets for greenhouse gas emissions, water use, and waste diversion in this reporting year and will establish a group-wide Climate Change Policy in 2022. To proactively support the government's emission goals and to meet our established emission reduction target, we have conducted studies of the application and implementation of energy saving measures across all business segments.

## CREATING SAFE AND HEALTHY ENVIRONMENT FOR OUR STAKEHOLDERS

Our priority has always been to ensure the health and safety of our staff and customers. Over the years, we have established robust management systems to guide our safety management, processes, and responsibilities in our daily operations. We have achieved our safety objectives through consistently conducting risk assessments, practicing safe working procedures, and offering trainings.



Our swift reactions in response to the COVID-19 pandemic outbreak, in particular to effectively prevent transmission and properly handle suspected and confirmed cases of COVID-19 infection, demonstrated our well-established processes and systems for business continuity. We work with various business divisions to ensure our established procedures and measures are being followed strictly and correctly.

Following local government's guidelines, special work and operation arrangements were implemented at our different premises to reduce risk of infection, monitor individual health status, and practice social distancing among our staff members and customers. We were able to maintain close monitoring and adapt our operation as situation changed through our strong and effective communication and coordination framework and system that were being put in place.

## DRIVING CLIMATE RESILIENCE

Given our global exposure, we expect climate change to have an increasing effect and impact on PCPD's operations in the medium to long term. To reduce our carbon footprint and improve our overall climate adaptability and resilience, a group-wide Climate Change Policy will be established in 2022. This is to ensure our climate risk management plan aligns with the best local and worldwide industry practices for identifying, assessing, and managing climate risks in a systematic and proactive manner. In practice, we adopt a life-cycle approach to mitigate the environmental consequences of our operations by focusing on green building design and operational energy management in respect of our different portfolio in different geographical locations around the world.

## DEPUTY CHAIRMAN AND GROUP MANAGING DIRECTOR'S MESSAGE



We continue to incorporate green building design into our developments at PCPD. Pacific Century Place, Jakarta (“PCP Jakarta”), our flagship project in Indonesia, is the first office building to receive LEED Platinum Award, as well as Indonesian GreenShip New Building V.1.2 Platinum Certification and Singapore Building and Construction Authority (BCA) Green Mark Gold Certification. The project’s energy and water efficiency, resource conservation, and climate resilience are considerably improved by its integrative design, vast greenery, and sustainable choice of materials and construction processes. In addition, we also strive to incorporate BEAM Plus New Buildings V1.2’s requirements into our new construction project-Glenealy in Hong Kong.

Energy conservation and efficiency enhancement have significant role in mitigating carbon footprint in the operating stage of a building. We track our energy consumption over time to better understand the trend, evaluate current energy management techniques, and identify more potential areas for reduction. We also actively interact with our tenants, residents, and suppliers through green lease terms and conditions, guidelines, surveys, and awareness-raising programs, to trigger sustainability in our value chain.

### LOOKING AHEAD

In the midst of this challenging year, it is more critical than ever to create a vigorous and sustainable foundation and maintain close relationships with our stakeholders.

We will continue to adapt to the changing landscape and improve our resilience to sustainability risks and opportunities way forward. During the reporting year, we have established a set of directional targets to help heighten our environmental performance. Looking forward, we will continue to explore the opportunities in setting quantitative targets to improve our environmental performance, management and disclosure in addition to our decarbonisation efforts. The Board will be kept informed on the Group’s progress made against our environmental targets on a regular basis.

We would like to express our heartfelt gratitude to all of our stakeholders for their contributions to the Group’s sustainability efforts. We are convinced that by working together with our stakeholders with shared common sustainability goals, we will be able to overcome the challenges ahead and create long-term positive values for the environment and society.

**Benjamin Lam**  
*Deputy Chairman and Group Managing Director*

# PCPD AT A GLANCE

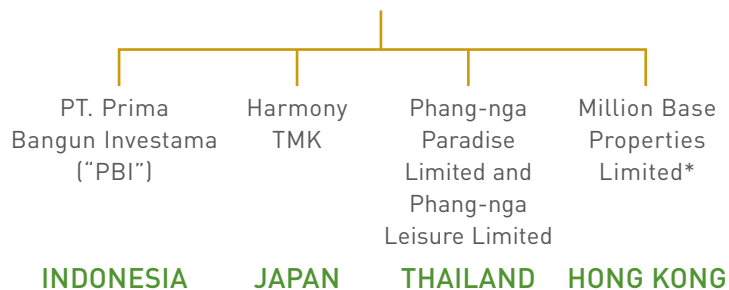
PCPD is founded and headquartered in Hong Kong. Our fundamental operations include property development, investment and management in premium-grade residential and office buildings, luxury resorts and hotels across Hong Kong and the Asia Pacific region.

Public health and climate change are some of the emerging sustainability challenges for everyone and every business in the world. It is our objective to explore opportunities to integrate more forward-looking initiatives in our operations to enhance our resilience and adapt to the new normal.

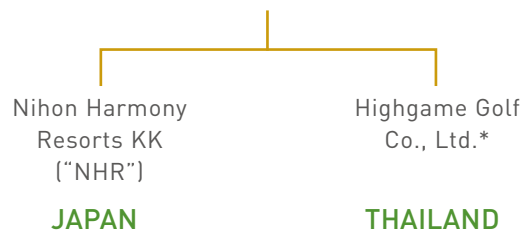
## OUR BUSINESS



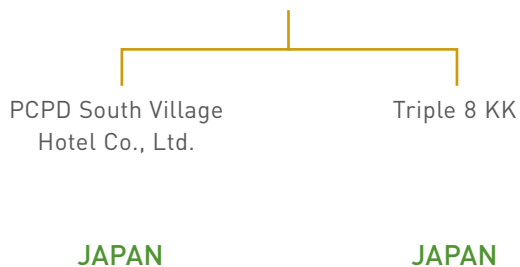
### Property Investment & Development



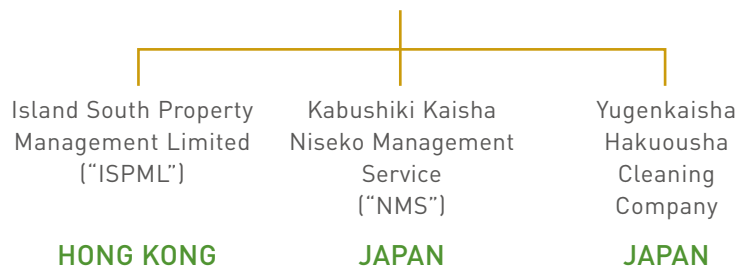
### Recreation & Leisure



### Hotel Operation



### Property Management and Other Services



\* Newly included in the reporting boundary this year

# PCPD AT A GLANCE

## OUR PERFORMANCE

### CUSTOMER SATISFACTION

Customer satisfaction rate on general management - security and safety at Bel-Air

**99.2%**



Ski operation

**86%**

**↓ 18%**

Decrease in rate of customer complaints at Bel-Air



### TALENT DIVERSITY AND DEVELOPMENT



Total number of employees group-wide

**1,066**

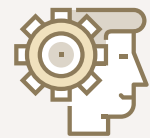


Male to female employees

**1.37:1**

**11.6 hours**

of training received per employee



### ENVIRONMENTAL STEWARDSHIP

**2,060.65 tonnes**

of waste diverted from landfill through recycling



### GREEN BUILDING CERTIFICATIONS

LEED Platinum-

**PCP Jakarta, Indonesia**



Greenship New Building V.1.2 Platinum Certification -

**PCP Jakarta, Indonesia**

# PCPD AT A GLANCE

## OUR PRESENCE

### LEGEND



Property Investment & Development



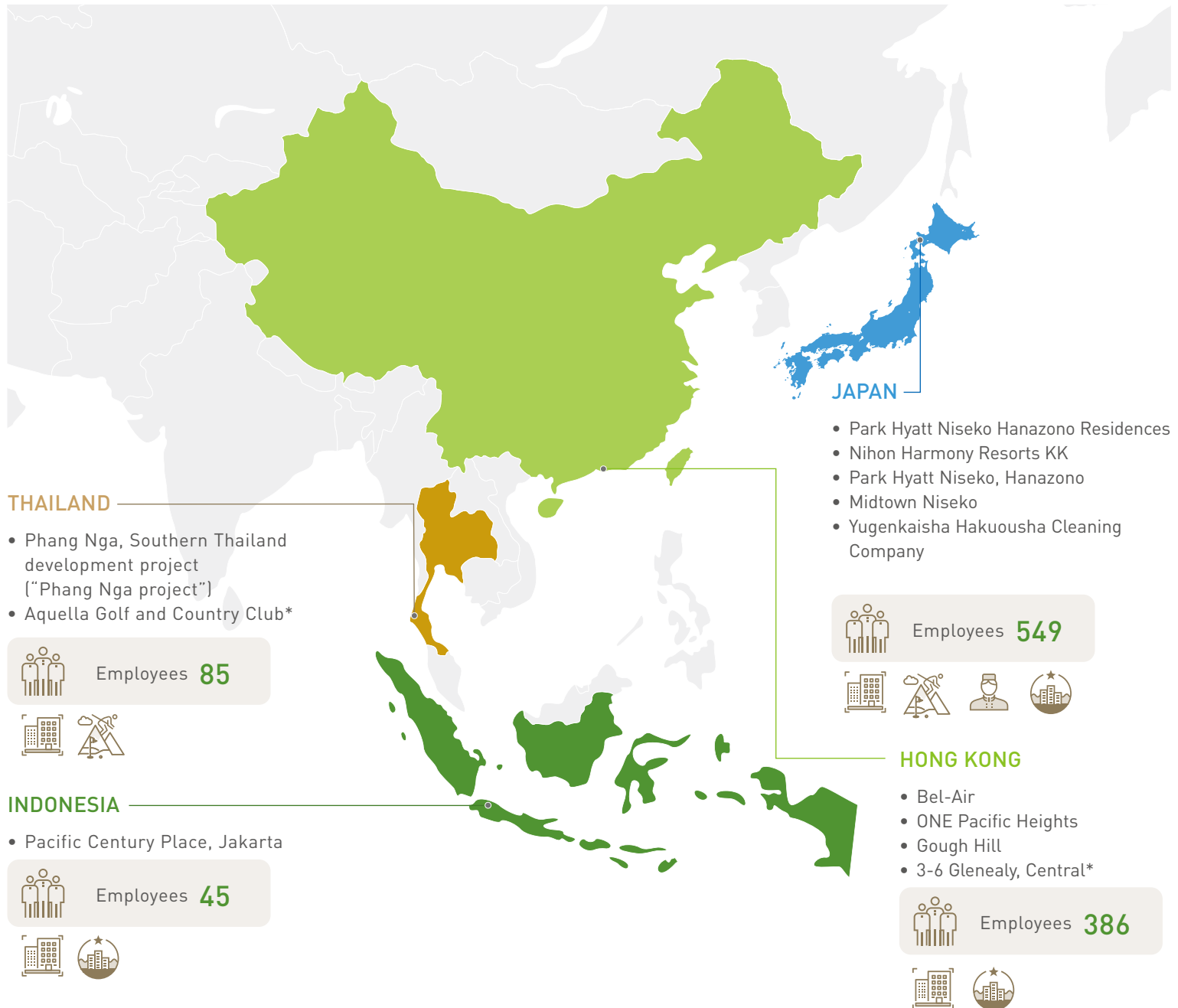
Recreation & Leisure



Hotel Operation



Property Management and Other Services



\* Newly included in the reporting boundary this year



# PCPD AT A GLANCE

## PROPERTIES UNDER DEVELOPMENT



Project	Usage	Size	Year of completion
Phang Nga, Southern Thailand	Residential and hospitality	Site area approximately 1,700,000 square metres	Golf and country club and golf course completed in 2020; The first phase of residential development has been commenced since 2018 and to be completed in stages
3-6 Glenealy, Central, Hong Kong	Residential/commercial	Total gross floor area of approximately 9,000 square metres	To be completed by mid of 2025

## PROPERTIES UNDER MANAGEMENT



Project	Usage	Size	Year of completion
PCP Jakarta, Indonesia	Commercial	Total gross floor area of approximately 93,000 square metres	2017
Park Hyatt Niseko Hanazono Residences, Hokkaido, Japan	Residential	Medium-over 100 residential units	2019
Bel-Air, Hong Kong	Residential	Large-over 2,000 luxury residences	2008
ONE Pacific Heights, Hong Kong	Residential	Medium-over 100 luxury boutique apartments	2009
Gough Hill, Hong Kong	Residential	Small-fewer than 10 residential houses	2004

Size: Small (fewer than 100 units)    Medium (between 100 to 2,000 units)    Large (more than 2,000 units)

## HOTEL OPERATIONS



Project	Usage	Size	Year of completion
Park Hyatt Niseko, Hanazono, Hokkaido, Japan	Hospitality	100 rooms	2020
Midtown Niseko, Hokkaido, Japan	Hospitality	Midtown East: 82 rooms Midtown Niseko: 278 rooms	Midtown East: 2017 Midtown Niseko: 2019

## PCPD AT A GLANCE

### AWARDS AND RECOGNITION

We have received numerous recognitions from local and international organisations over the years recognising our contributions in environmental, social and governance which are summarised in the list below.

Category	Award, charters or membership	Organisation	Awardee
ENVIRONMENTAL STEWARDSHIP	Final Platinum Certification for LEED BD+C: Core and Shell Version 2009	U.S. Green Building Council	PCP Jakarta
	Greenship New Building V.1.2 Platinum Certification	Green Building Council Indonesia	
	Highly Commended Best Green Development	South East Asia Property Awards	
	BCA Green Mark Award (Gold BCA Green Mark International for Non-Residential Buildings Version NRB/4.1)	Building and Construction Authority of Singapore	
	Winner of Best Green Development:-	Indonesia Property Awards	
	Highly Commended Best Office Development		
	Special Recognition in Sustainable Development		
	Highly Commended Best Office Architectural Design		
	Hong Kong Green Organisation Certification-Energywi\$e Certificate Excellence Level	Environmental Campaign Committee	ISPML/Bel-Air
	Hong Kong Green Organisation		
	Hong Kong Green Organisation Certification-IAQwi\$e Certificate Excellence Level and Good Level		
	Hong Kong Green Organisation Certification-Wastewi\$e Certificate Basic Level		
	Quality Water Supply Scheme for Buildings-Fresh Water (Management System)-Gold	Water Supplies Department	
	Quality Water Supply Scheme for Buildings-Flushing Water (Gold)		
	Indoor Air Quality Certificate (Excellent Class)	Environmental Protection Department	
COMMUNITY CARE	Caring Company Logo	Hong Kong Council of Social Service	PCPD
	10 Years Plus Caring Company Logo		ISPML

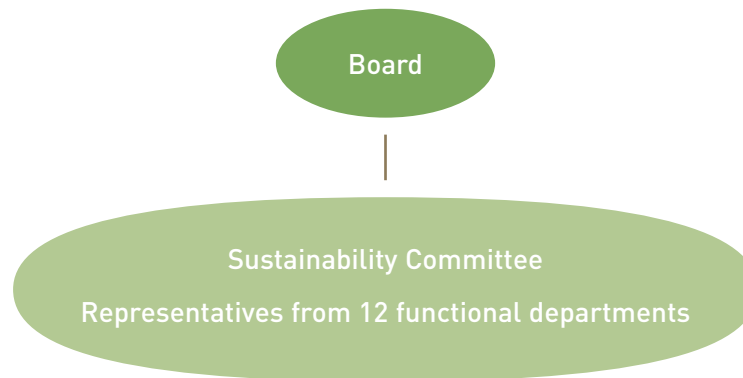
## PCPD AT A GLANCE

Category	Award, charters or membership	Organisation	Awardee
PRODUCT AND SERVICE EXCELLENCE	Registered Professional Facility Management Establishment	The Hong Kong Institute of Facility Management Limited	ISPML
	Member	The Hong Kong Association of Property Management Companies Limited	
	Member	The Hong Kong Management Association	
	Member	The Hong Kong Security Association	
	Hong Kong Island Best Security Services Awards 2020-2021-Outstanding Security Services-Residential Property Award	Crime Prevention Bureau and Regional Crime Prevention Offices, Hong Kong Police Force	ISPML/Bel-Air and ONE Pacific Heights
	Star Facility Certification	Global Biorisk Advisory Council®	Park Hyatt Niseko, Hanazono
	2020 Best Snow Hotel in Japan	Japan Ski & Snowboard Awards, Holidays with Kids	
	2020 World's Best New Ski Hotel	World Ski Awards	
	International Design Winner 2020	Interior Design Excellence Awards (IDEA)	
	Hospitality Design-Winner 2021	Australian Interior Design Awards (AIDA)	
	Best International Design-Winner 2021		
	2021 Spa and Wellness-Winner	Awards for Hospitality, Experience and Design (AHEAD)	
	2021 Lobby and Public Spaces-Winner		
	Hotel & Short Stay Interior Longlisted 2020	Dezeen Awards	
	2021 TripAdvisor Traveller's Choice	Trip Advisor	
GBAC STAR Facility Accredited	Global Biorisk Advisory Council		
Certified Hotel-Infection Prevention Measures Practice	Hokkaido Government		

# APPROACH TO SUSTAINABILITY

PCPD believes that sustainable commitment is critical to our long-term business success. Under our robust sustainability governance structure, the Board oversees the effective management of the Group's sustainability performances. We work towards aligning our sustainability values with our corporate strategy and maximizing the potential environmental and social opportunities in our operations.

## SUSTAINABILITY GOVERNANCE STRUCTURE



The Board oversees and monitors the Group's sustainability issues, strategy and performance. The Board also takes overall responsibility for ensuring compliance with relevant laws and regulations through maintaining effective risk management and internal control systems.

Reporting to the Board, the Sustainability Committee ("the Committee") is chaired by the General Counsel and Company Secretary and composed of representatives from 12 functional departments, allowing better coordination of sustainability efforts across multiple geographical regions where PCPD operates in. With its terms of reference approved by the Board, the Committee is responsible for integrating the Group's sustainability vision and mission into our operations, and reporting to the Group Managing Director, the Chief Financial Officer and the Project Director and undertaking duties including:

- Review the Group's sustainability strategy, principles and policies;
- Review and monitor the Group's sustainability risk exposures;
- Review the integration of the Group's ESG controls and procedures with its enterprise risk management programme;
- Set guidance and direction;
- Monitor the Group's progress on sustainability related activities;
- Provide recommendations to the senior officers and the Board on sustainability matters; and
- Produce necessary periodic disclosure pursuant to the legal and regulatory requirements.

To manage sustainability matters and incorporate sustainability management at all levels of the Group, the Committee held management meetings and discussions with the Board and Group's senior officers on a regular basis. PCPD's sustainability performances are reviewed, and environmental and social initiatives are executed as directed by the Committee. In 2021, qualitative environmental targets are set to reduce our carbon footprints and improve energy and water efficiency. For detailed information in our approaches and targets, please refer to Environment section of this report.

The Group will continue to enhance the Board's involvement in planning of sustainability strategies and prioritising the Group's sustainability issues in the forthcoming reporting years. We will continue to refine our review mechanisms and improve the effectiveness of our sustainability management.

For detailed information on the composition and responsibilities of the Board and its committees, please refer to the Corporate Governance Report on p.24 of the 2021 Annual Report and the Corporate Governance section on PCPD's website.

# APPROACH TO SUSTAINABILITY

## SUSTAINABILITY VISION AND POLICY

At PCPD, it is our mission to achieve long-term and sustainable business by creating a healthy and positive built environment for our customers, partners, and employees.

We strive to maintain a sustainable built environment by adopting premium building design, construction and management standards that promote the protection of the environment and the well-being of the society.

Our Sustainability Policy in place outlines the Group's approach in achieving the five sustainability commitments. As we expand our business in the Asia Pacific, our policy has always served as a directional guidance for our operations in different regions to promote integration of local sustainability issues into daily business activities and decision-making processes.

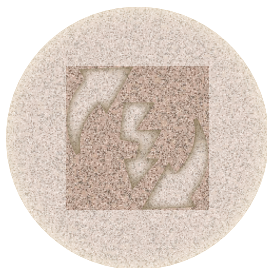
## OUR SUSTAINABILITY OBJECTIVES



Protect the natural environment and respect the local culture



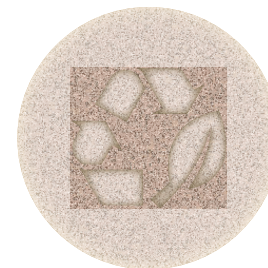
Minimise any adverse environmental and social impact on operation



Empower employees to take responsibilities for our sustainability commitments



Engage and work with our stakeholders to improve our sustainability performance



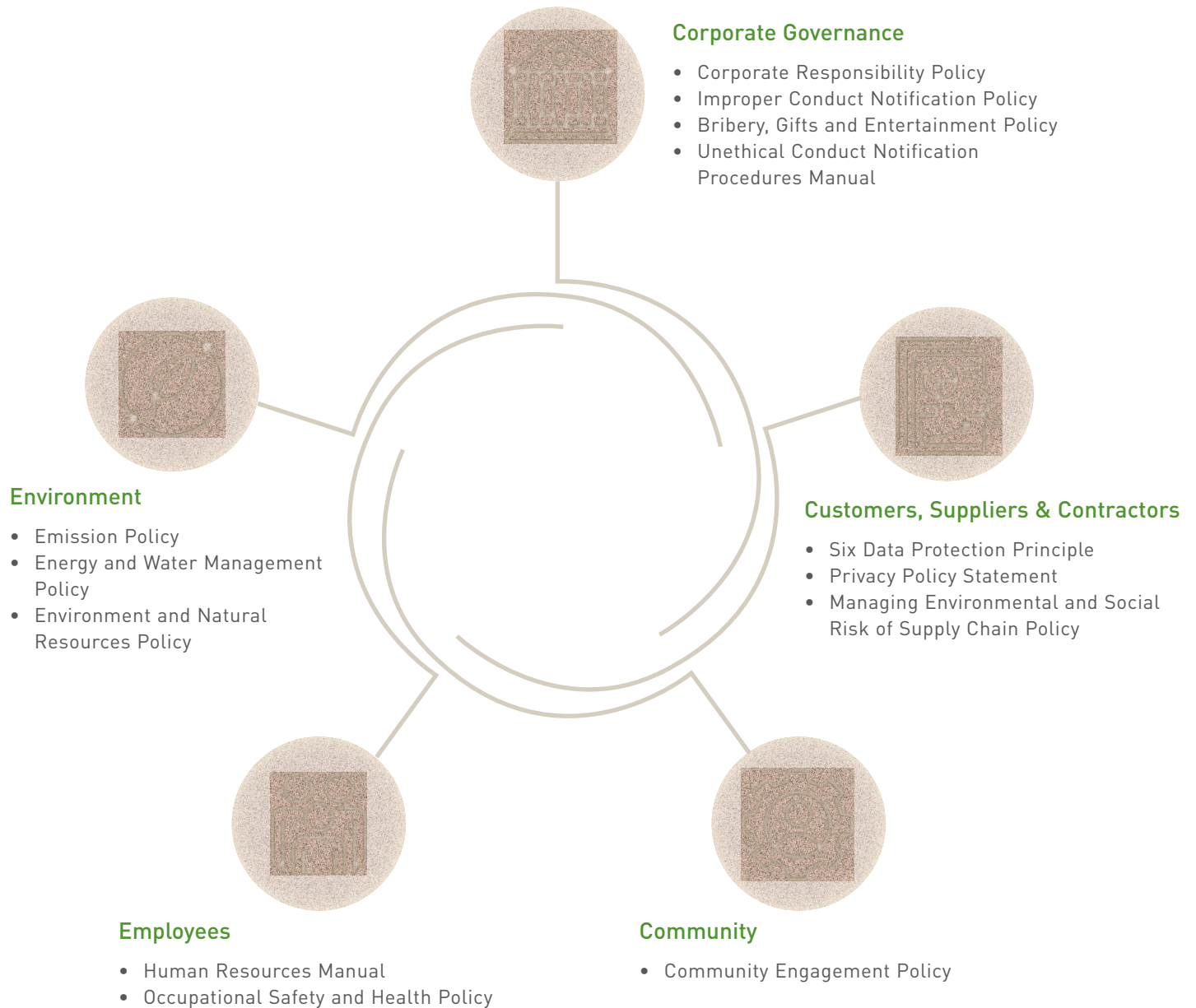
Collaborate with governments and local forums to promote industry best practices

# APPROACH TO SUSTAINABILITY

## KEY AREAS OF MANAGEMENT AND RELEVANT POLICIES

As part of our commitment to sustainability, the Group has formulated a series of sustainability policies and guidelines, along with management systems and procedures to ensure effective implementation processes:

### OUR SUSTAINABILITY POLICIES



We align our Group's risk management system with ISO 31000:2018 Risk Management-Principles and Guidelines and the "Three Lines of Defence" model. After assessing the effectiveness of our risk management and internal control systems, the evaluated results are reported to the Board on a regular basis. Directors are informed about the significant risks that may impact the Group's performance. Policies and controls are established to facilitate the management and mitigation of such identified risks.

For further details on PCPD's risk management, internal control system and principal risks and uncertainties identified, please refer to the Corporate Governance Report on p.24 of the 2021 Annual Report.

# APPROACH TO SUSTAINABILITY

## STAKEHOLDER ENGAGEMENT

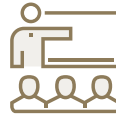
To ensure the interests of stakeholders are considered in our decision-making process, we engage our key stakeholders via a wide range of communication channels to collect feedback and opinions to pursue continuous improvement of sustainability performance.

### EXTERNAL STAKEHOLDERS



#### Customers and tenants

- Customer/tenants satisfaction surveys
- Newsletters and magazines
- Daily/weekly walkthroughs
- Mobile apps
- Social Networking Sites (SNS)
- General meetings
- Emails
- Corporate website
- Customer websites
- Social media



#### Suppliers and business partners

- Newsletters
- Direct communications
- Supplier trainings, workshops and forums
- Conference calls
- Virtual meetings



#### Investors and analysts

- Annual general meetings
- Annual, interim and sustainability reports
- Announcements, circulars and press releases
- Emails
- Corporate website



#### Government and regulators

- Issue-specific collaborations
- Ski season opening event
- Visits



#### NGOs

- Collaborative projects
- Emails



#### Community

- Newsletters to residents of our managed properties
- Press releases
- Websites
- SNS
- Collaborative projects
- Social media

### INTERNAL STAKEHOLDERS



#### Management

- Employee satisfaction surveys
- Internal communications
- Communication with employee representatives
- Regular general staff meetings
- Monthly management meetings
- Monthly committee meetings
- Company intranet



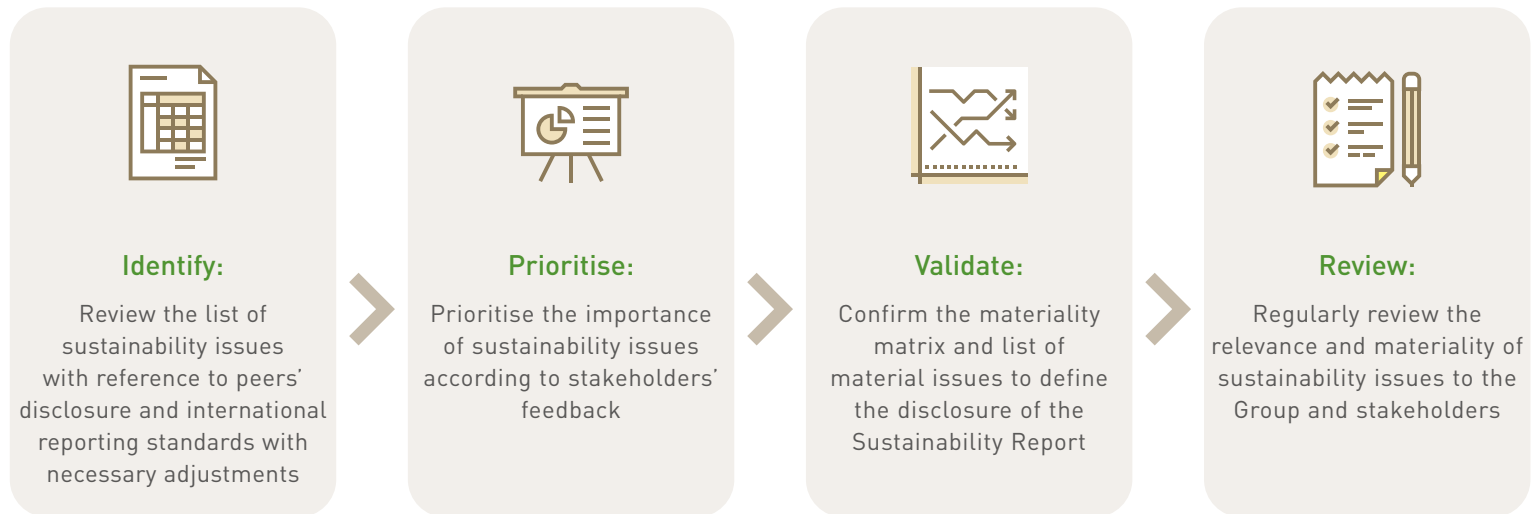
#### General Staff

Despite the COVID-19 pandemic has disrupted normal operation, PCPD has been adopting more digital communication channels such as online meetings, emails and webpage updates to stay connected with our stakeholders. Websites on special arrangements under COVID-19 pandemic and internal communication platforms have been in place to notify all employees on health and safety protections in our hotel operations.

# APPROACH TO SUSTAINABILITY

## MATERIALITY ANALYSIS

We gather feedback from stakeholders with a four-step materiality assessment approach. We identify, prioritise, validate and regularly review the importance of sustainability issues to both our business continuity and stakeholders.

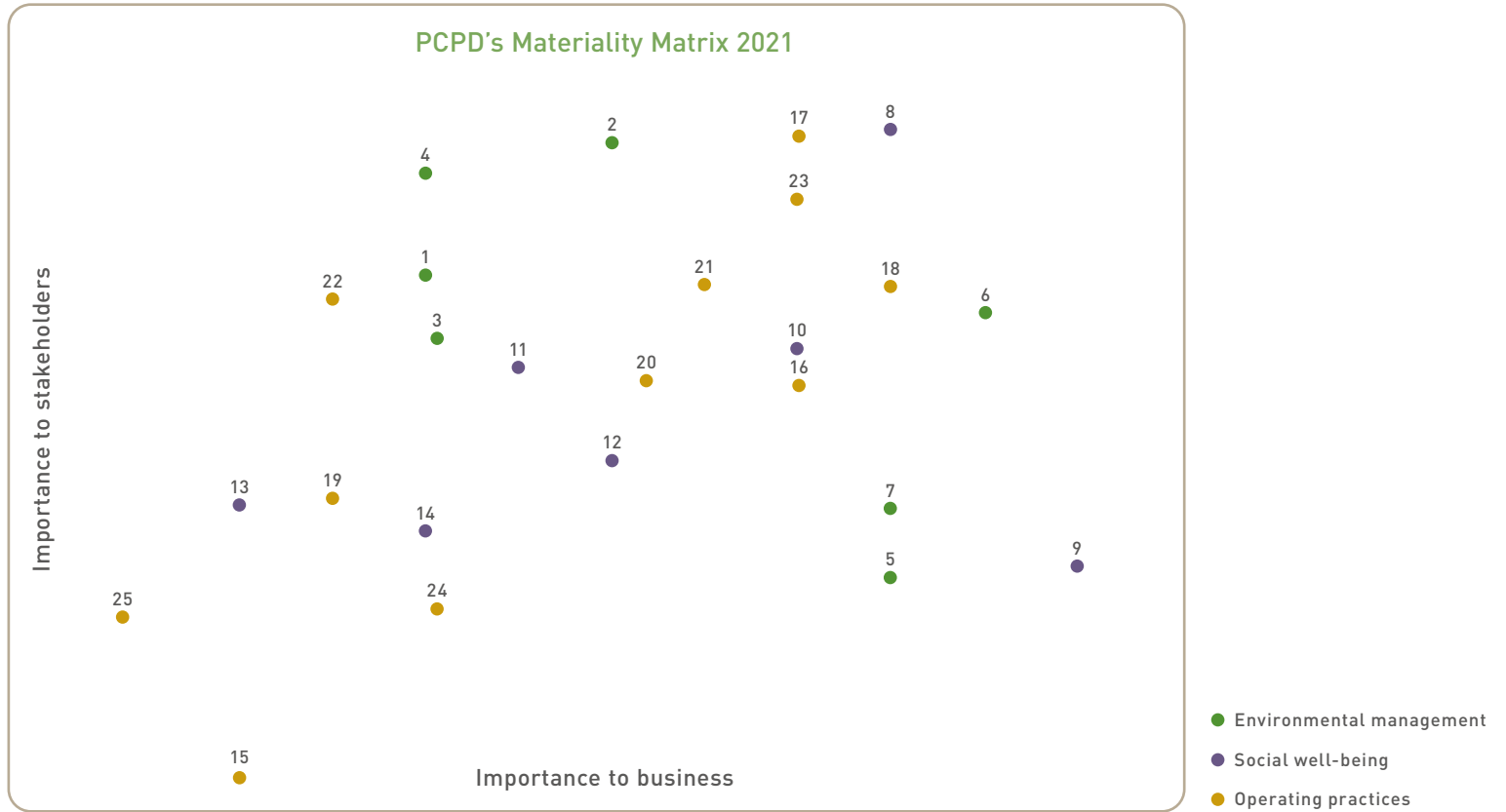


A list of 25 sustainability issues were identified benchmarking industry reporting practices and international standards. The sustainability issues were mapped onto the materiality matrix based on the results of the stakeholder engagement exercise in which a total of 12 sustainability issues were identified as material. The material sustainability issues are regularly reviewed and validated by the Committee to better reflect the importance and relevance to the stakeholders and the Group, forming the basis for the preparation of this report.



# APPROACH TO SUSTAINABILITY

## OUR MATERIALITY MATRIX



Category	No.	Sustainability issues
Environmental management	1 <span style="color: green;">●</span>	Greenhouse gas emissions
	2 <span style="color: green;">●</span>	Energy consumption
	3 <span style="color: green;">●</span>	Water consumption
	4 <span style="color: green;">●</span>	Waste
	5 <span style="color: green;">●</span>	Environmental impact of construction
	6 <span style="color: green;">●</span>	Sustainable buildings development
	7 <span style="color: green;">●</span>	Use of materials
Social well-being	8 <span style="color: purple;">●</span>	Occupational health and safety
	9 <span style="color: purple;">●</span>	Labour standards in supply chain
	10 <span style="color: purple;">●</span>	Talent attraction and retention
	11 <span style="color: purple;">●</span>	Inclusion and equal opportunities
	12 <span style="color: purple;">●</span>	Human rights and non-discrimination
	13 <span style="color: purple;">●</span>	Community engagement
	14 <span style="color: purple;">●</span>	Community investment

Category	No.	Sustainability issues
Operating practices	15 <span style="color: yellow;">●</span>	Customer engagement in environmental issues
	16 <span style="color: yellow;">●</span>	Training and development
	17 <span style="color: yellow;">●</span>	Legal compliance
	18 <span style="color: yellow;">●</span>	Anti-corruption
	19 <span style="color: yellow;">●</span>	Procurement and supply chain management
	20 <span style="color: yellow;">●</span>	Customer satisfaction
	21 <span style="color: yellow;">●</span>	Customer privacy
	22 <span style="color: yellow;">●</span>	Economic performance
	23 <span style="color: yellow;">●</span>	Customer health and safety
	24 <span style="color: yellow;">●</span>	Anti-competitive behavior
	25 <span style="color: yellow;">●</span>	Indirect economic impacts

# APPROACH TO SUSTAINABILITY

## MATERIAL SUSTAINABILITY ISSUES

As a developer, investor, manager, and operator of premium properties, the health and safety of our customers, employees, and business partners have always been our top priority. The COVID-19 pandemic has been a global call to action for a resilient business model with adequate preparedness and responsiveness to address environmental or social risk events.

The below table illustrated the level of materiality of the 12 material sustainability issues identified by PCPD, as well as their boundary of impacts to our value chain. With the consideration of the stakeholders' needs and concerns, our management approaches on the material issues have been addressed and discussed in different sections of this report.



Category	No.	Sustainability issues	Boundary of Impact				Level of materiality
			Planning and Development	Construction	Pre-handover	Operation	
Environmental management	1 ●	Greenhouse gas emissions					*
	2 ●	Energy consumption					**
	4 ●	Waste					*
	6 ●	Sustainable buildings development					***
Social well-being	8 ●	Occupational health and safety					***
	9 ●	Labour standards in supply chain					*
	10 ●	Talent attraction and retention					**
Operating practices	16 ●	Training and development					**
	17 ●	Legal compliance					***
	18 ●	Anti-corruption					***
	21 ●	Customer privacy					**
	23 ●	Customer health and safety					***

\*\*\* Critical  
 \*\* Highly important  
 \* Important

# CUSTOMER

PCPD makes every effort to deliver an exceptional experience for our customers. To drive sustainable growth for our business, it is our priority to actively engage our residents, tenants and guests and understand their needs through rigorous quality assurance mechanisms. In particular, the health and safety as well as privacy of our customers are taken seriously at PCPD.

## PRODUCT QUALITY AND RESPONSIBILITY

### Customer Health, Safety and Well-being

By means of our safety and quality management systems, PCPD ensures that our management approach, standards and responsibilities of different levels of staff are clearly defined.

Park Hyatt Niseko, Hanazono has achieved multiple certifications, GBAC (Global Biorisk Advisory Council) Star accredited for its effective cleaning, disinfection, and infectious disease prevention program. We strictly follow Hazard Analysis Critical Control Point System (HACCP) guidelines and operational standards. Also, we are planning to obtain ISO 22000:2018 Food Safety Management System and HACCP by mid-2022 and mid-2023 respectively.

Apart from strong emphasis on safety awareness of our customers and employees, PCPD focuses our safety management particularly on identification, elimination and control of potential hazards in our entities. Potential health and safety risks are identified through assessments and inspections. At our ski operation, daily inspection and maintenance on key facilities and equipment, including our ski lifts are conducted. At the managed properties under ISPML, we carry out risk assessment and enhancement for different operating activities. For instance, accident analysis was undertaken to better understand the risks and prevent the

occurrence of road accidents. In addition, railings and water barriers were installed along pedestrian pathways as part of the improvement work.

Regular overhaul monitoring and cleaning of the indoor air conditioning system are performed in accordance with the maintenance schedule to safeguard a high standard of indoor air quality. At NMS and Midtown Niseko, inspections and filter cleaning are conducted on a regular basis. At Park Hyatt Niseko, Hanazono, we conduct indoor air quality check every two months and formaldehyde testing every year. The temperature of common area is also recorded and monitored daily. ISPML consistently maintained excellent indoor air quality performance and has continuously achieved the Indoor Air Quality Certificate (Excellent Class) at Club Bel-Air Bay Wing.

PCPD implements effective measures to enhance our customers' and employees' awareness on accident prevention. We established skier responsibility code and the Niseko Official Mountain Rules ("Niseko Rules") in which we ensure our guests awareness by putting signage on ski lifts, trail maps, brochures, village magazines and public announcement system. Staff who violates the Niseko Rules is subject to instant dismissal under the Red Card system. In addition, the Niseko mobile app developed by Niseko Promotion Board (NPB) provides various information including real-time weather forecast, snow report and interactive trail map with live ski lift and ski run opening status to guarantee a safe and enjoyable journey for our guests. At properties managed by ISPML, our staff receive regular trainings on the implementation of the safety standards and procedures established under the safety management system. Staff members are kept informed of major safety issues through quarterly Health, Safety and Environment Committee meetings and Safety Newsletter. At PCP Jakarta, we conducted a customer satisfaction survey to collect tenants' feedback on 9 aspects<sup>1</sup> to identify rooms for improvement in this reporting year. There were a total of 1,248 participants in this survey.

To refresh our staff members' knowledge on better emergency handling, we organise regular drills and training on our safety management system to safeguard efficient and effective procedures execution across our operations. For instance, at Midtown Niseko, Fire Drill Procedures outline the duties of respective staff members and clear evacuation procedures. At our ski operation and PCP Jakarta, frontline staff receive trainings on equipment operations and emergency handling. In particular, we pay special attention to accident black spots such as loading and unloading guests onto ski lifts. We ensure our on-site ski patrols can provide sufficient assistance to the injured and are able to send them to hospitals immediately in case of any injuries. Afterwards, incident report will be prepared for management review.

<sup>1</sup> The 9 aspects include air temperature, lighting, sound comfort, building cleanliness, pest control, friendliness and response, parking access and service, security, health, safety and environment.



Customer satisfaction rate on general management-security and safety at Bel-Air: **99.2%**

## CUSTOMER

In the face of COVID-19 pandemic, PCPD has adapted to new business normal and adopted an array of recovery and preventive measures. We strive to prevent our customers from health risks and enhance their ongoing wellness in long term. At our ski operation, a Crisis Management Plan has been developed to better response and minimise the impacts of emergencies. In addition, several operations have also developed guidelines for staff to safeguard customers' health, including Park Hyatt Niseko COVID Prevention Plan at Park Hyatt Niseko, Vacation Niseko Covid 19 Crisis Response and Precautionary Measures at NMS and Statement of Policies on Health, Safety, and Environment at PCP Jakarta.

**We continue to adopt stringent precautionary controls and hold effective communications with our customers and staff to reduce the risk of transmission across different operations. Major recovery and control measures are listed as below:**

- Require individuals to use mandated applications to limit the access to buildings and facilitate contact tracing
- Require every staff and customers to measure body temperatures and wear masks in all time
- Require service providers who have close contact with tenants such as cleaners and security staff to receive vaccination (unless not suitable) or undergo periodical antigen tests with negative results
- Regular disinfection of all common areas, rooms and shared equipment
- Encourage social distancing by restricting the number of people in common areas and meeting rooms
- Display customer-friendly signage regarding the precautionary measures in common areas and publish COVID-19 advisory material
- Adopt work procedure and isolation arrangement to ensure the health and safety of customers and staff in case of any confirmed cases
- Maintain regular communication with government departments and closely monitor the development of COVID-19 pandemic

Safeguarding health and safety and complying with laws are the indispensable parts of our operational management. During the reporting year, PCPD ensured compliance with relevant laws and regulations relating to customer health and safety and product responsibility across our operations. These include the Buildings Management Ordinance (Cap. 344) in Hong Kong; Building Standards Act, Real Estate Brokerage Act, Hotel Business Act, Food Sanitation Act and Railway Business Act in Japan; licensing requirements including the Minister of Manpower and Transmigration Regulations, Minister of Energy and Mineral Resource Regulations, Minister of Public Works Regulations, and Minister of Youth and Sport Regulations in Indonesia; and the building specification, permit and Environmental Impact Assessment Report requirements stipulated by local authorities and organisations in Thailand.

### Protecting Customers' Privacy

To maintain business integrity and build customers' long-term trust, we are committed to protecting the privacy of our customers. PCPD makes vigorous efforts in enforcing privacy and data security measures in all business operations. Guided by our management approach, we handle sensitive customer information carefully and adhere to the "Six Data Protection Principles" of the Hong Kong Personal Data (Privacy) Ordinance (the "Ordinance").

Under ISO 9001:2015 Quality Management System, ISPML has established the Standard Working Instruction on Procedures for Handling Personal Data, Residents' Information and Confidential Documents and CCTV Surveillance Records to safeguard customers' data. Internal and external audits are conducted annually to ensure the procedures are implemented effectively. Additionally, ISPML co-organises trainings with the Privacy Commissioner for Personal Data, Hong Kong, to provide customers' data privacy related trainings for representatives of management team, covering legal requirements on handling of personal data.

To tackle privacy issues amidst the COVID-19 pandemic outbreak, we ensure that only necessary information is collected and disclosed. When we need to inform the public and relevant parties of confirmed or suspected cases of infection, we guarantee that no personal information of the residents, guests or tenants concerned will be disclosed to the public when making announcements.

During the reporting year, we have complied with the Ordinance in Hong Kong and other relevant laws and regulations in our operating locations.

# CUSTOMER

## SERVICE EXCELLENCE

### Quality Management System

Our commitment to quality is demonstrated by our efforts to improve management standards and staff capacity. We define quality assurance roles and duties across our operations and ensure that our personnel are equipped with necessary skill sets to deliver service excellence.

At ISPML, we adopt several management certifications including ISO 9001:2015 Quality Management System and ISO 10002:2018 Quality management-Customer satisfaction to enhance our service quality. Our management takes part in our quality assurance process. 'Walk Management' approach is implemented where management representatives conduct regular property inspections to assess our service performance while Duty Manager Inspection is held to spot-check our staff performance every week. To facilitate management planning, reports are formulated and key findings are evaluated in our Monthly Continuous Improvement Meeting in which the results will be discussed with our management team and the Owners' Committee members as a post-inspection follow-up. Similar to ski operation, the Representative Director carries out daily inspections at operation sites and immediately addresses any irregularities. At our golf operation, we planned to conduct a golf specific performance analysis that includes mystery shopper audits and associate training support in the coming reporting year to identify our rooms for improvement on service quality.

At Park Hyatt Niseko, Hanazono, we underwent a quality standard audit HyQuality from third party and devised improvement policies according to the result in this reporting year. In particular, the improvement plan focuses on performance on cleanliness, working order and customer service. Training and Quality Assurance Manager reviews service quality issues from customer feedback channels including Hysat Post Guest Stay Survey, online booking platform and guest letters. If service quality issues are identified or re-training are required, the findings will be reviewed in the leadership meeting and daily operations meeting to formulate immediate action plans. We also adopt the HotSOS guest request management system to conduct daily inspections of housekeeping cleanliness performance and facilities management performance.

Customer feedback is vital to understanding our customers' needs and thus improving our services. All complaints are handled timely. At ISPML, a compliant logging system was newly launched in the reporting year to align with Property Management Services Authority's requirement. At Bel-Air, any complaints and enquiries reported in person at Tower Concierge

and Service Centre or by phone to Bel-Air Hotline will be acknowledged within one working day and addressed within seven working days. To ensure the complaints are handled in a professional manner, our management representatives evaluate complaints, monitor the handling procedures and report to top management with improvement recommendations. Two to four training sessions on complaint handling are provided to ISPML staff each year.

At our ski operation, complaints are reported to the business unit manager who then responds directly to the corresponding guest. It will be further escalated to General Manager and Representative Director for handling if necessary. Similar at Park Hyatt Niseko, Hanazono, standardised procedures are in place for proper complaint handling. The online workflow management system is developed to centralise all guests' request while Duty Managers are responsible for keeping record on the property management system. Received complaints will be followed up by the relevant Department Head within 24 hours. Any unresolved complaints will be escalated to the Division Head and General Manager.

During the reporting year, we received 221 complaints and 1,066 compliments from customers.

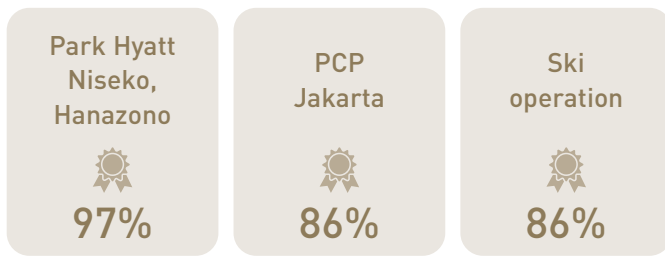
### Connecting with Occupants, Hotel and Resort Guests

We understand that customer feedback is essential to the long-term sustainability of our business, driving our efforts to meet customer expectations. We obtain valuable feedback from various channels including satisfaction survey and customer feedback form.

At the managed properties of ISPML, we obtain feedback regarding views on our property management, staff performance, resident programmes and communication channels from satisfaction survey every year. At Park Hyatt Niseko, Hanazono, guest feedback management platform Hysat was established for guests to provide post-stay feedback. Customers are invited to rate our services and facilities on a scale of 0-10. Similarly, at Midtown Niseko and ski operation, guests are invited to rate and comment their experience through feedback form. Reviews on social media and booking platforms are closely monitored and evaluated by our marketing team. Besides, to understand guests' satisfaction ratings on their visits to Niseko region, we evaluate the satisfaction survey results from NPB and our partnering booking platform, RoomBoss. At our golf operation, we assess our caddy performance with ratings and feedbacks provided by our customers. We also plan to launch guest satisfaction survey and organise monthly review meetings in the coming reporting year to continuously improve our service quality.

# CUSTOMER

## Customer satisfaction rate



Actively engaging with customers is a critical approach to facilitate their experience in our operations. As a consequence of the unprecedented COVID-19 pandemic, we increase digital engagement to connect our customers and update them with the latest information. For instance, at Bel-Air, we replace face-to-face meetings with online meetings and deliver our newsletter and updates via email to all Bel-Air Owners Committee and Sub-committee. Also, we encourage residents to reach our Service Centre through online communication for Home Repair Services (HRS) requests. At our ski operation, we update customers on the latest COVID-19 news through our official website. At our golf operation, we engage our customers through digital channels including company website and social media.

## SUPPLY CHAIN MANAGEMENT

Working closely with supply chain partners is critical to achieve long term sustainability in our business. We include environmental and social considerations in all aspects of supply chain management, from tendering to performance review and trainings. We share our expectations to contractors, subcontractors and business partners regarding their social and environmental performance.

At the tendering stage, our ESG criteria are included into our tender terms, and if applicable, our suppliers and contractors will be notified of our ESG requirements. A scorecard system is in place to assess and weight contractors' criteria on financial, technical abilities and sustainability performance during the prequalification assessment. PCPD prioritises suppliers and contractors who perform in line with our ESG standards, considering on their quality assurance and site safety plan, records related to occupational and health, as well as the attained environmental certifications.

Managing Environmental and Social Risk of Supply Chain Policy sets out minimum standards and practices on quality, material selection and production during the planning and design stage. We assure that the contractors acknowledge their understandings of our group-wide policies. We keep track of suppliers' performance and ensure they are in compliance with relevant environmental and regulatory requirements. For instance, prior to commencement of work at the ski operation, we require all contractors to provide detailed workplans on the recycling of all construction materials.

We periodically assess our partners' performance and guide them to meet our sustainability requirements. At ISPML and Phang Nga Project, contractors and suppliers are reviewed regularly on environmental and social aspects such as safety operation, workmanship, quality and environmental protection performance. To ensure quality and maintain communication along our supply chain, at Phang Nga Project, we conduct regular meetings with construction contractors, key subcontractors, consultants and employer's representatives on development progress.

Green Purchasing guidelines are also in place to prioritise sustainable natural resources certified by recognised standard or products containing low pollutants. For example, PCP Jakarta procures FSC certified wood, low VOC materials, materials with higher recycled content and materials sourced regionally or locally in their project. Similar procurement practices are performed at our other operations. During the reporting year, we have formally introduced the Guidance for Responsible Sourcing at Properties to provide better guidance in supplier selection at Park Hyatt Niseko, Hanazono. The Guidance advocates for sourcing responsible products, ranging from operating supplies, food and beverage, service providers to building materials.

We aim to contribute to minimisation of environmental and social risks including climate change, water risks, human right and animal welfare in near term and long term. Hyatt has incorporated sustainable procurement practices into the Environmental Sustainability Toolkit, in alignment with the Hyatt's 2030 framework and goals. In addition, we also provided related training for staff during this reporting year to raise their awareness on environmental conservation. At the ski operation, all local travel agents, land operators and accommodation providers are provided with quality-related trainings on our products and services. At PCP Jakarta, environmentally friendly materials are required in our procurement process.

# ENVIRONMENT

PCPD is committed to stay at the forefront in fighting against climate change through the identification of significant environmental impacts associated with our business and adopting mitigation measures throughout the building's lifecycle, as outlined in our Sustainability Policy.

## GREENHOUSE GAS EMISSIONS AND ENERGY

The real estate industry accounts for a significant part of global greenhouse gas ("GHG") emissions and climate change. In light of this, we seize opportunities to optimise energy use and resource utilisation in our daily operations. To effectively manage the impacts on our diverse global property portfolio, we have adopted a group-wide Emission Policy and Energy and Water Management Policy to steer our progress towards a low-carbon economy.

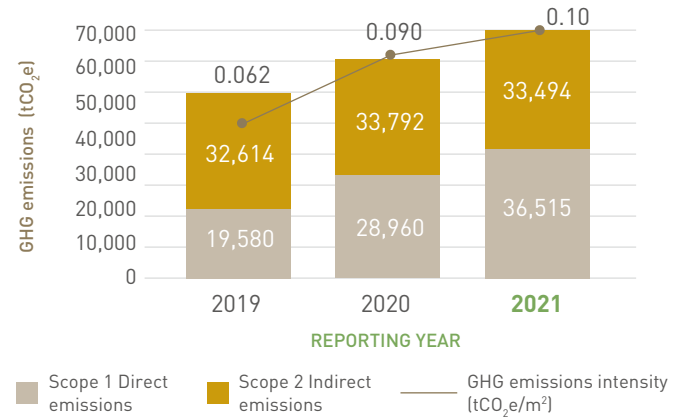
### Greenhouse Gas Emissions

The Emission Policy was established to serve as a guide for various business units in mitigating and monitoring various forms of GHG and air pollutants. We have expanded the Policy's scope to include our supply chain, urging our suppliers to embrace it as a best practice.

In 2021, we have established the following qualitative targets to showcase our commitment towards reducing our carbon footprint and enhancing environmental data disclosure.

Target	Objective
Conduct climate risk assessment	<ul style="list-style-type: none"> <li>To identify climate-related physical and transition risks that impact our business</li> </ul>
Establish Climate Change Policy	<ul style="list-style-type: none"> <li>To outline the approach to mitigate the climate-related risks in our business operation</li> </ul>
Formulate climate adaptation plan	<ul style="list-style-type: none"> <li>To propose various measures, including energy saving initiatives, which helps reduce energy consumption and facilitate the transition of PCPD to a low carbon business</li> </ul>
Report GHG Scope 3 data, including business travel	<ul style="list-style-type: none"> <li>To enhance environmental data disclosure and transparency</li> </ul>

**Total GHG Emissions (Scope 1 and Scope 2) by Year**



### Energy Performance

The Energy and Water Management Policy at PCPD establishes a defined framework for our energy management approaches, including machinery and equipment operation, procurement, green building certifications, and green office practices. We encourage business units to develop their energy management strategies in terms of their local contexts, which may include regulatory requirements, geographic and climatic factors, and stakeholder expectations.

At PCPD, the major sources of GHG emissions are electricity and diesel consumption. To reduce the GHG emissions, it is of utmost importance to reduce the overall energy consumption. We strive to improve the energy efficiency of our managed properties. At Bel-Air, 24 sets of energy efficient air-conditioning unit and 12 sets of energy efficient flushing water up-feed pump were deployed in 2021. Moreover, we continue to replace fluorescent tubes with LED lights in 2021 to lower our energy consumption. Around 60% of the lights in carpark are retrofitted with LED lighting.

To conserve energy at PCP Jakarta during COVID-19 period, we utilise the car park by gathering cars in specific floors and close the underutilised floors. The façade lighting turn on time is also shortened. We also installed daylight sensors and motion sensors to reduce the use of lighting. Energy efficient air-conditioning system is also implemented in the building.

At Park Hyatt Niseko, Hanazono, an online energy management system is adopted to track environmental data across all residences and hotels. We have also formulated energy saving strategies in response to different forecasted occupancy rate to determine precisely what facilities should be in operation.

# ENVIRONMENT

At our ski operation, we procured two ski lifts with “direct drive technology”, which help reduce 5% of the energy consumption comparing to the old model with gearbox. We also conserve electricity of the ski lifts by slowing down or even shutting down in response to undesirable weather conditions and low consumer load. Moreover, we limit the frequency of our shuttle service during off-peak hours. We upgraded our lighting system to a more energy efficient one, and they are only used when necessary. The indoor temperature within our buildings is maintained at the minimum comfort level to minimise energy use.



Direct Drive Motor at ski operation

## Air Quality Management

Along with GHG emissions, our Emission Policy covers other types of air emissions, such as nitrogen oxide (NOx), sulphur oxide (SOx), and respirable suspended particulate (RSP). These emissions contribute to air pollution and the depletion of the ozone layer. To PCPD, the primary source of these emissions is mobile combustion contributed by occupants’ transportation.

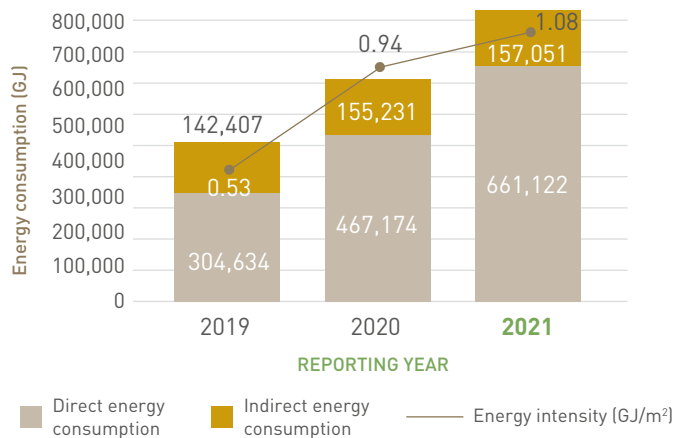
At Bel-Air, air purifiers have been installed at all restaurants, function rooms and gym to enhance the air quality. At our ski operation, we only purchase clean diesel snow groomers, such as 4-stroke model. We also pushed forward the upgrade of vehicle fleets to the AdBlue® model, converting air pollutants in the exhaust into nitrogen and water only.



Air purifiers have been installed at Bel-Air

PCP Jakarta promote zero emission commuting by providing 100 bicycle parking spaces in the building. Additionally, the foundation of the subway to connect to the neighbour building has been established so that once the neighbour building project completed, it could connect PCP Jakarta to the MRT in order to improve access to the public transportation network. We also encourage our tenants the use of electric vehicle (“EV”) to reduce roadside air pollution, alongside the prioritisation of free EV charging facilities.

## Total Energy Consumption and Intensity by Year





# ENVIRONMENT



EV charging facilities at PCP Jakarta

During the reporting year, we complied with the Air Pollution Control Ordinance (Cap. 311) in Hong Kong, Air Pollution Control Law in Japan, Indonesian Air Pollution Management Law-Act 41/1999, the Announcement of the Nation Environment Committee No. 10, 33 and 36 in Thailand and other relevant laws and regulations in our operating locations.

## WASTE MANAGEMENT

PCPD makes a concerted effort across all business units to minimise waste generation and to promote waste diversion from landfill. As such, we have established guidelines for the collecting, recycling, and dumping various types of waste. Additionally, we closely track regulatory developments and timely update our waste management strategies.

In 2021, we have established the following qualitative targets regarding waste reduction.

Target	Description
Implement “reduce, reuse and recycle” waste hierarchy for building components and materials	<ul style="list-style-type: none"> <li>To increase waste diversion to landfill</li> </ul>
Promote paperless operation	<ul style="list-style-type: none"> <li>To reduce paper consumption and promote digital transformation</li> </ul>
Engage employees, tenants and visitors in building their waste reduction and recycling awareness. For example, to expand food waste campaign to include more entities	<ul style="list-style-type: none"> <li>To encourage different stakeholders to participate in various waste reduction campaigns</li> </ul>
Collect different types of waste data, such as commercial waste	<ul style="list-style-type: none"> <li>To enhance environmental data disclosure and transparency</li> </ul>

ISPML advocates the recycling of a variety of waste types, including plastic, paper, carton box, metals, batteries, clothes, and food waste. Recycling bins or stations are located across the properties managed. We continued to organise the “Recycle & Get Rewarded!” Waste Reduction Campaign to educate our residents about recycling. When they recycle at our specified collection points, they can collect stamps to redeem gifts. In 2021, we started the recycling programmes for seasonal items such as peach blossom trees and mooncake boxes. All recyclable materials were sent to local recyclers or charitable organisations for proper handling. For hazardous waste, registered collectors are contracted to collect waste electrical and electronic equipment (WEEE) for disposal or recycling in compliance with the Hong Kong Government’s Producer Responsibility Scheme. The EPD or registered hazardous waste collectors gather fluorescent lights and batteries for further processing.

At PCP Jakarta, the handling of hazardous wastes are under strict regulation and quarterly reports are prepared for regulatory compliance.

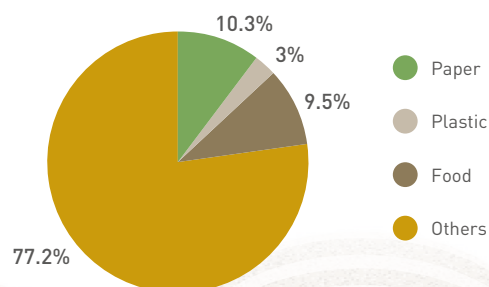
# ENVIRONMENT

Waste reduction programmes are implemented in various locations based on the nature of the business and the local context. No disposable utensils will be provided at our hotels, waste is classified into 21 categories before further handling. At our ski operation, waste generated is separated into recyclables, combustible, and non-combustible materials in accordance with applicable local laws and regulations. On every floor of PCP Jakarta, we provide recycling bins and recycling instructions to our tenants. Recyclables are collected and processed through a centralised procedure. For hazardous waste, they are being collected at a central location in the building, which are handled by specialised transportation and final handling vendors. During the construction stage of our properties, construction waste management plan will be implemented by our contractors to outline the waste handling procedures as well as the measures to minimise waste production.



In the reporting year, PCPD’s operations complied with the Waste Disposal Ordinance (Cap. 354) in Hong Kong, the Waste Disposal Law, Construction Recycling Law in Japan, the Indonesian Environment Waste Management and Disposal Law-Act 32/2009, the Ministerial Regulation No. 51 in Thailand and other relevant laws and regulations in our operating locations.

### Recycled Wastes by Type in 2021



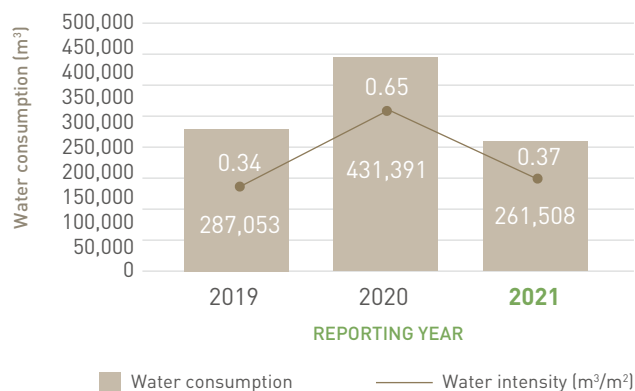
# WATER CONSERVATION

Water is primarily used for irrigation, flushing, and construction in PCPD. While we do not operate in water-stressed locations, our Energy and Water Management Policy specifies our overall strategic approach, and we strive to responsibly use water resources.

In 2021, we have established the following target to monitor the water consumption level and assess the water risk in locations of our business operations.

Target	Description
Conduct water risk assessments	<ul style="list-style-type: none"> <li>To assess the water-related business risks for each operating location</li> <li>To formulate strategies to reduce the reliance on freshwater and the freshwater consumption</li> </ul>

### Total Fresh Water Consumption by Year



## ENVIRONMENT

We regularly monitor the condition of the water supply and promote water conservation in our managed properties. If a water leakage or plumbing fault is identified, department and personnel are notified immediately. Bel-Air has deployed an automatic water efficient irrigation system that can mitigate uneven or over-irrigating of our vegetations. At PCP Jakarta, rainwater, treated blackwater from toilets and treated greywater from showers, faucets and washbasins are reused for chiller plants, landscape, and toilet flushing. During the year, we conserved a total of 113,704 m<sup>3</sup> of fresh water. In addition, there were 30,311 m<sup>3</sup> black and grey water received treatment before the wastewater drained to the city wastewater system. Moreover, we have implemented water efficient designs at the Glenealy project. Based on the latest design water supply system of the Glenealy project, an annual saving of approximately 34% of water consumption can be achieved by adopting higher efficiency sanitary fittings, such as water basin faucets, kitchen sink mixers and shower heads as well as designed water pressure, as compared with the baseline design. Such annual saving is much higher than the minimum of 10% as required by BEAM Plus.

During the reporting year, our operations complied with the Water Pollution Control Ordinance (Cap. 358) in Hong Kong, the Water Pollution Control Law in Japan, the Indonesian Water Pollution and Quality Management Law-Act 82/2001, the Announcement of the Nation Environment Committee No. 8 in Thailand and other relevant laws and regulations in our operating locations.

### SUSTAINABLE BUILDING DEVELOPMENT

As occupants and tenants began to recognise the environmental, social and economic benefits that green buildings provide, the market has shown a favorable demand for green buildings.

PCP Jakarta is the first office building in Indonesia to obtain LEED Platinum Award and Platinum Green ShipBuilding in Indonesia. Achieving these awards requires collective effort between us and our tenants in adopting a holistic environmental management approach. Tenant Fit-out Guidelines have been prepared to specify sustainability requirements and have been incorporated into our lease agreements as standard conditions. Additionally, we seek feedback from our tenants regarding the facilities and indoor environment during the walkthroughs.

Currently, the Glenealy project in Hong Kong is under construction. We aim to incorporate the requirements of BEAM Plus New Buildings V1.2 into our project design and participate in the green building assessment upon completion of construction in 2024/25.

## CLIMATE RISK ASSESSMENT AND ADAPTATION PLAN

PCPD recognises the impact posed by climate change on our business and believes that it is our obligation to address such challenge by mitigating climate risk and decarbonising our global operations and value chain for the long-term viability of the Group. We are dedicated to aligning our climate risk management plans with best local and worldwide industry practices for identifying, assessing, and managing climate risks in a systematic and proactive manner. A group-wide Climate Change Policy will be established in 2022 which will outline our commitment to decarbonise our operations and value chain, enhance the adaptability and resilience of our properties to climate-related risks.

During the year, we have conducted the climate risk assessment to identify climate-related risks and opportunities that can create significant impact on our business.

	Type	Driver	Implication
Risk	Physical Risk	Flooding	Flooding and extreme wind may cause physical damage to our properties and business disruption, hampering the profitability of the properties and increasing maintenance cost.
		Extreme wind	
	Transition Risk	Changing customer behaviour	Environmentally conscious tenants may prefer renting properties with higher resource efficiency to save operational cost, the Group may experience revenue loss if the change in customer behaviour is not captured.

# ENVIRONMENT

	Type	Driver	Implication
Opportunity	Products and Services	Development and/or expansion of low emission goods and services	The Group could benefit from the rental premium if green buildings are offered to environmentally conscious tenants which match their preferences.
	Energy Source	Expanded utilisation of renewable energy	Expand the adoption of renewable energy in the buildings that can enhance the Group's reputation, reduce the reliance on non-renewable energy and GHG scope 2 emission, lowering the carbon tax paid in jurisdictions that the Group is operating in.
	Resource Efficiency	Use of more efficient production and distribution processes	Installation of energy efficient equipment in the properties leads to reductions in energy consumption as well as operating costs in long run.

To mitigate and adapt to the impact of climate change, we have implemented various measures to address the issues brought by climate change. At Bel-Air, we installed additional anchor system for gondolas in our buildings to mitigate the risk of damage due to adverse typhoon weather. Support frames were also installed to minimise the possible damage to glass panel, glass door and shuttle lift lobby. At our ski operation, we are transitioning to a "less winter dependent" business model to reduce the reliance on revenue generated only in winter. We planned to introduce industry-leading activities to our visitors in green season.

Moving forward, we will formulate a climate adaptation strategy to mitigate the climate risks as well as to capture the opportunities identified.

## ENVIRONMENTAL AWARENESS

We continue to engage our employees, tenants, occupants, guests and local communities on various environmental matters through different communication channels, such as publications, programmes and activities.



Bel-Air publishes newsletters on a regular basis to inform residents on our environmental activities.

We sponsored Produce Green Foundation on their organic farm to promote green living and supported Earth Hour by switching off the lights in selected public areas of Bel-Air and ONE Pacific Heights in Hong Kong, and PCP Jakarta in Indonesia. We also encourage and supported the staff members to participate in the program in their homes.



PCPD supported Earth Hour 2021

# PEOPLE

Employees are the backbone of our business sustainable development. As a significant employer with 1,066 employees, PCPD strives to establish a healthy, rewarding, and courteous work environment where individuals can reach their full potential in the industries.

## HEALTH AND SAFETY

### Occupational Health and Safety (OHS) Management System

PCPD is dedicated to protecting our employees from health and safety risks. Our Occupational Safety and Health Policy outlines our general safety and health standards at work, covering job hazard analysis, safe working procedures, safety trainings and accident prevention. At PCPD, we encourage all line managers and staff to identify OHS hazards and follow the guidelines of injury prevention set out in the Policy.

Guided by the Policy, different business operations have built their respective OHS management systems in their operating locations. At our properties managed in ISPML, an ISO 45001:2018 certified Integrated Management System (“IMS”) is in place, with a Health Safety and Environment Committee established to monitor health and safety risks and performance. Park Hyatt Niseko, Hanazono has also adopted ISO 45001:2018 standards and is planning to certify its systems with HACCP.

### Hazard Identification and Controls

We require our line managers and supervisors to perform job hazard analysis to identify potential safety threats in the working environment. Results will be analysed and respective safe working procedures will be formulated to minimise the safety risks. For example, working in extremely hot days is prohibited to prevent workers from having heatstroke. All suspended elevated platform operators are required to attend training and outfitted with proper personal protective equipment when working at height. As part of the comprehensive medical package, all employees are covered by the work injury care programme which includes doctor consultation and rehabilitation treatments.

At Bel-Air, an annual audit against ISO 45001:2018 standards were conducted by a third-party safety consultant to evaluate its effectiveness. The Health Safety and Environment Committee also conducts internal audits on a monthly basis to identify potential hazards and implement appropriate corrective actions and measures. Our frontline personnel are informed of such findings in order to ensure that we continue to strive for improvements. To heighten the safety mindset of all staff, tailor-made safety training were provided to all frontline staffs, such as “Prevention of slip and trip during patrol” and staff Screen Equipment assessment to office staff.

In order to ensure OHS along our value chain, we communicate our expectations to suppliers by including OHS requirements in the tender documents of all our development projects and property management. At ISPML, we evaluate the OHS performance of major security service, cleaning service and construction contractors for our managed properties on a yearly basis. At Phang Nga project, workers can only begin work at height after receiving the approval from relevant stakeholders. During the supplier due diligence process, contractors are required to submit a safety management plan, which verifies that adequate site OHS measures are in place. Licensed safety officers who received statutory training are responsible for conducting weekly site safety inspections with our project management team and site manager. They identify OHS hazards and discuss them in regular site meetings to formulate mitigation actions. At Glenealy Project in Hong Kong, Pay for Safety Scheme, a scheme with its intention to help contracting parties under a construction project to manage site safety matters, was implemented in construction contracts to increase contractor’s incentive and awareness in promoting site safety.

### Safety Training and Awareness Raising

In addition to OHS management, PCPD devoted resources to training to raise employees’ OHS awareness and reduce OHS hazards. We equip them with knowledge and skills on standard work procedures and safety precautions. During the reporting year, 1,200 hours of Safety and Health Training Programmes and 38 drill sessions were organised for employees at properties managed by ISPML, covering lift trap and traffic accident prevention, and emergency handling under extreme weather. At Phang Nga project, seminars and morning calls on OHS subjects are held for site workers. At PCP Jarkarta, safety trainings such as First-Aid training and fire service training are provided to employees.

PCPD also attaches great importance on employee wellness. At the ski operation, discounted and free activities are given to staff members to encourage a work-life balance. Employees can take advantage of free season ski lift passes as well as free leisure activities with their families and friends. To raise employees’ understanding of wellness issues, we schedule discussions with industrial physicians on various health-related themes on a timely basis. Our management team also meets with the Health and Safety Committee regularly to review and assess related policies.

# PEOPLE

During the pandemic, PCPD reacted quickly to implement a set of measures to protect employees' health while keeping operations running smoothly. Apart from preventive efforts, the following recovery measures are implemented to safeguard a healthy workplace:

- Install sanitising equipment and conduct extensive disinfection in addition to regular cleaning
- Require staff to have daily temperature check and wear mask all the time
- Monitor the vaccination status of staff and encourage vaccination
- Provide paid vaccination leave and recovery leave
- Require staff to report duty only after tested negative to COVID-19 if they have symptoms of COVID-19 or suspected infection
- Provide full salary payment for employees under quarantine
- Offer full reimbursement of Polymerase chain reaction (PCR) test fee
- Adopt split-term work arrangement at Hong Kong office
- Provide training for staff to ensure they are aware of the policies and the measures developed

During the reporting year, our operations complied with the Occupational Safety and Health Ordinance (Cap. 509) in Hong Kong, the Labour Standard Law and Industrial Safety and Health Law in Japan, the Occupational Safety and Health Ministerial Decree No. 5/2018 in Indonesia, the Environment Health and Safety Act (Year 2011) in Thailand and other relevant laws and regulations in our operating locations.

## TALENT MANAGEMENT

We believe that talent contributes to our long-term viability and high-quality services. We endeavor to empower our staff to thrive in their career development. Our employees receive competitive remuneration packages with a variety of benefits and opportunities for advancement. We are also committed to fostering an equal, inclusive and diverse workplace which allows our employees to grow. In addition to group-wide policies, the Anti-Harassment Regulations at our ski operation reaffirm that employees are encouraged to contact Human Resources privately in the case of any form of harassment.

During the reporting year, PCPD complied with laws and regulations in our operating locations related to employment, non-discrimination, equal opportunities and labour standards. Key laws and regulations include the Employment Ordinance (Cap. 57), Sex Discrimination Ordinance (Cap. 480), Disability Discrimination Ordinance (Cap. 487), Family Status Discrimination Ordinance (Cap. 527) and Race Discrimination Ordinance (Cap. 602) in Hong Kong, Labour Standard Act (“the

Act”) and the local office’s Anti-Harassment Regulations made under the Act and lodged with the Labour Office in Japan, Labour Protection Act (Issue 7) B.E. 2562 in Thailand, as well as Law no. 13 Year 2003 concerning Manpower in Indonesia.

## Training and Development

PCPD endeavors to dedicate resources in educating and reviewing our employees’ career paths to help them advance professionally.

## Development Programmes

To maintain a high standard of customer service, we put efforts in strengthening the capacity of our staff. At ISPML, 210 training sessions covering leadership, security, environment, complaint handling, safety and customer services were arranged for our staff. During the reporting year, we maintained our job rotation programmes to widen staff’s exposure to diverse parts of property development.

At Park Hyatt Niseko, Hanazono, all levels of employees have a well-defined learning path that includes mandatory and optional courses. The Hyatt’s Global Development Essentials is developed, and mandatory courses are assigned automatically through our e-learning platform, deepening their roles and understanding in Hyatt’s business strategy. All new staff must complete an orientation programme and departmental training on service standards regarding their job duties. We also encourage employees to pursue additional learning opportunities based on their development needs and career aspirations. Also, refresher training in areas such as ethics, cyber security, privacy, human trafficking and conflict of interest is arranged to all employees every year.

Our supervisors and managers are provided with individualised training programmes. For instance, they take part in the Supervisory Development Programme to learn how to foster team diversity, staff motivation and constructive feedback. Managers are also required to join the Managerial Development Programme to gain coaching and leadership skills in order to enhance staff’s productivity.

In order to equip our employees with necessary skills and knowledge to cope with the changing environment, we subsidise full-time employees at all levels and departments to attend training programmes and professional development schemes for their career advancement. The Educational and Training Sponsorship Scheme is established to subsidise our staff to enrol part-time education courses. Staff who is seeking a bachelor’s or master’s degree in property management can apply for a scholarship from PCPD.

# PEOPLE

## Specialised Training

Specialised trainings are also conducted to meet the unique training needs of our local operations. At our ski operation, regular safety training on “Niseko Rules” is provided to all employees prior to the start of each winter season to refresh their grasp of the local ski area rules. Other training includes customer service, operational practice, rescue training, technical product training and ticketing for different departments. All employees are required to sign and follow the Niseko Sports employee manual before the commencement of employment.

Apart from the safety training, Niseko International Snowsports School provides all snow sports instructors with ongoing and individualised on-the-job training in skiing and snowboarding teaching technique throughout the snow season. Due to the pandemic and the continued closure of the Japanese international border, only 19 snowsports instructors were engaged in the 2020/2021 snowsports season. Under normal circumstances, approximately 150 instructors would be employed to provide the requisite levels of service to customers.

Employees are encouraged to take advantage of external training and certification courses to sharpen their competitive edge. The training provided to instructors allows them to prepare for globally recognised (International Snowsports Instructor Association (ISIA)) certification courses and examinations outside the Group.

## Talent Attraction and Retention

PCPD strives to attract and retain talents by offering competitive remuneration packages. We believe that talents should be compensated in accordance with their experience and knowledge. We promote wellness in the workplace as a compassionate employer by providing medical care, an annual comprehensive health check and free influenza vaccines to employees on a voluntary basis. Employees are also entitled to enjoy annual leaves and a range of special paid leaves including exam leave, volunteer leave, compassionate leave, marriage leave and parental leave. In addition, we have launched an employee referral programme to broaden our talent pool.

## EQUAL OPPORTUNITIES

Our commitment to promoting equal opportunity and non-discrimination are set out in our Human Resources Manual. We treat all staff with respect and dignity, and we ensure that all of them have equal opportunities for employment, training and career advancement. Discrimination and harassment behaviours are prohibited under the law. We provide employment opportunities regardless of their gender, disability, pregnancy, family status, race, colour, descent, national or ethnic origins, religion, age, sexual orientation, trade union membership.

To uphold diversity and inclusiveness in the workplace, we review the terms and conditions of employment regularly. We evaluate our staff based on the results of the Annual Performance and Development Review in our remuneration and promotion packages to guarantee that they are rewarded objectively and fairly. We aim to be a family-friendly employer that gives working mothers more support. To make things easier for them, we have a lactation room in the head office where nursing mothers can express breastmilk for their babies. To demonstrate our efforts in maintaining workplace inclusion, we published a Diversity, Equity and Inclusion Report at Park Hyatt Niseko, Hanazono, during the reporting year, and have made commitments and goals for diversity and inclusiveness to be achieved by 2025.

PCPD strives to listen to employees' rights. We encourage employees to discuss with their supervisors regarding employment related concerns. Cases of suspected discrimination are handled in accordance with the guidelines of Human Resources Manual. If a settlement is not achieved, employees may further discuss the issue with the management team and seek a representative third-party witness from the human resources department.

## LABOUR STANDARDS

Our Corporate Responsibility Policy applies to all PCPD employees. It sets out the standards of business ethics and integrity, and ensure all issues are conducted in accordance with applicable laws, regulations, and PCPD Group policies.

Parties can report any actual or suspected improper labour conduct to the Group, in accordance with the reporting procedures. An independent senior staff member of the Group on behalf of the Audit Committee is responsible for carrying out investigation regarding the labour misconduct, while impacts and follow up actions of the investigation, including the final decision and recommendations for improvement, will be reported to Audit Committee and other directors of PCPD.

## PEOPLE

PCPD adheres to all applicable laws and regulation related to labour standards. This includes compliance with local minimum wage ordinance and prohibition of the use of child labour and forced labour at our global operations. We closely monitor the evolution of labour and human rights laws and regulations and make use of best practices throughout the globe when assessing and updating our labour policies. We also require our suppliers not to violate human right laws and regulations and their practices are strictly monitored.

### ANTI-CORRUPTION

PCPD upholds the highest level of business ethics and governance standards across our operations. Our Bribery, Gifts and Entertainment Policy provides guidelines on management approaches and measures related to bribery and corruption issues prevention, identification and handling.

We provide related trainings and awareness raising initiatives to our staff to guarantee they perform proper conduct. For instance, at Park Hyatt Niseko, Hanazono, anti-bribery trainings are provided to all employees including general employees and employees of manager grade or above annually. New joiners will also receive trainings on ethics and Code of Business Conduct in the orientation programmes and online staff promotion program. During the reporting year, employees received a total of 104 hours of anti-bribery training.

Under the Improper Conduct Notification Policy, we have established whistleblowing procedures for employees and business partners to directly report any suspected misconduct to the Chairman of the Audit Committee, via the head of PCPD Group Internal Audit function. We ensure our reported cases are handled confidentially and relevant parties are protected. The Audit Committee monitors the investigation process continuously and reviews the results.

During the reporting year, our operations complied with the Prevention of Bribery Ordinance (Cap. 201) and Competition Ordinance (Cap. 619) in Hong Kong, Japanese Labour Standard Act and Companies Act in Japan, Securities and Exchange Commission's Rules and Regulations in Thailand, Law no. 20 year 2001 concerning Anti-Corruption Law in Indonesia and other relevant laws and regulations in our operating locations. No legal proceedings regarding dishonest, unethical and illegal behaviour were occurred.

## COMMUNITY

At PCPD, we bring the Group together to give back to the society by taking part in community services and addressing the community's needs. We strive to create positive impacts in the local communities by leveraging our strength and resources through donations, sponsorships, and corporate volunteer services.

To provide a clear guidance regarding contribution to the local communities, the Community Engagement Policy is in place with general approaches for our employees to follow. We deeply care and respond to requests from different community groups in need with an aim to benefit the community at large.

We have shifted our focus to COVID-19 relief programmes since 2020. In 2021, we allocated more resources to contributions for elderly and environmental organisations, while continued to focus on supporting to those in need under the pandemic. We supported and sponsored the Hong Kong Society for Rehabilitation, one of our long-term community partners, through procuring goods including food and hand sanitisers from its social enterprise.

Apart from the above, we also sponsored the Produce Green Foundation with its organic farming programme during the reporting year. The produce from organic farming were delivered to St. James' Project Care Neighbourhood Elderly Centre and distributed to the underprivileged and the elderly.

PCPD has been awarded the Caring Company Logo by the Hong Kong Council of Social Service since 2019 in recognition of our demonstration of good corporate citizenship.



Organic produce distributed to St. James' Project Care Neighbourhood Elderly Centre



# SUPPORTING INFORMATION

## DATA TABLES

### Environmental Performance

	UNIT	2019	2020	2021
<b>AIR EMISSIONS FROM GASEOUS FUEL CONSUMPTION</b>				
<b>KPI A1.1 The types of emissions and respective emissions data</b>				
NOx emission	kg	843.5	1,436.4	2,015.83
SOx emission	kg	4.2	7.2	10.08
<b>ENERGY AND CARBON EMISSIONS</b>				
<b>KPI A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and intensity</b>				
<b>KPI A2.1 Direct and/or indirect energy consumption by type in total and intensity</b>				
Diesel	litres	1,461,619.5 <sup>1</sup>	366,212.6 <sup>1</sup>	148,444.6
Petrol	litres	113,232.5 <sup>1</sup>	60,268.3	50,233.9
Kerosene	litres	40,680.5	144,010.3	115,258.0
Fuel oil	litres	131,016.0 <sup>1</sup>	2,233,356.5 <sup>1</sup>	2,188,365.2
Liquified Petroleum Gas	m <sup>3</sup>	9,642.6	13,481.5 <sup>1</sup>	18,924.4
Town Gas	m <sup>3</sup>	197,018.3	103,581.5	98,115.2
<b>Direct energy use</b>	GJ	310,285.7 <sup>1</sup>	467,818.9 <sup>1</sup>	601,122.0 <sup>3</sup>
<b>Direct CO<sub>2</sub>e emissions (Scope 1)</b>	tCO <sub>2</sub> e	19,934.9 <sup>1</sup>	28,790.5 <sup>1</sup>	36,515.2
Electricity purchased	kWh	39,557,492.6	43,119,800.2	43,625,304.9
<b>Indirect energy use<sup>3</sup></b>	GJ	142,406.9	155,231.3	157,051.1
<b>Indirect CO<sub>2</sub>e emissions (Scope 2)</b>	tCO <sub>2</sub> e	32,613.6	33,791.9	33,494.9 <sup>4</sup>
<b>Total energy consumption</b>	GJ	452,692.6 <sup>1</sup>	623,050.2 <sup>1</sup>	758,173.1
<b>Total greenhouse gas emissions</b>	tCO <sub>2</sub> e	52,548.5 <sup>1,2</sup>	62,580.0 <sup>1</sup>	70,010.1
Total gross floor area (GFA) of all properties/premises	m <sup>2</sup>	740,265.0 <sup>1</sup>	691,696.4 <sup>1</sup>	700,206.9
<b>Energy intensity</b>	GJ/m <sup>2</sup>	0.61 <sup>1</sup>	0.90 <sup>1</sup>	1.08
<b>Greenhouse gas emission intensity from buildings</b>	tCO <sub>2</sub> e/m <sup>2</sup>	0.071 <sup>1</sup>	0.090	0.10

<sup>1</sup> Figures are restated to reflect the actual situation in 2019 and 2020 respectively.

<sup>2</sup> Calculation is based on conversion factors provided by governments and research institutions: University of California at Berkeley (Diesel: 0.0386 GJ/litre, Petrol: 0.0342 GJ/litre), Japan Ministry of the Environment (Kerosene: 0.0367 GJ/litre, Fuel oil: 0.0391 GJ/litre, Diesel: 0.0377 GJ/litre, Petrol: 0.0346 GJ/litre), the Hong Kong and China Gas Company Limited (Town Gas: 0.01727 GJ/m<sup>3</sup>), Toshi Gas (Town Gas: 0.045 GJ/m<sup>3</sup>, Liquified Petroleum Gas: 0.0508 GJ/kg) and the Carbon Disclosure Project (Liquified Petroleum Gas: 0.0473 GJ/kg).

<sup>3</sup> Energy consumption from electricity is calculated based on the conversion factor (1 kWh = 0.0036 GJ) sourced from Electrical and Mechanical Services Department of HKSAR Government.

<sup>4</sup> Indirect CO<sub>2</sub>e emissions (Scope 2) is calculated based on default factors provided by suppliers and governments: Indonesia - Faktor Emisi GRK Sistem Interkoneksi Tenaga Listrik (0.994 CO<sub>2</sub>e kg/kWh), HK Electric (0.71 CO<sub>2</sub>e kg/kWh), Thailand Greenhouse Gas Management Organization (0.421 CO<sub>2</sub>e kg/kWh), Hokkaido Electric Power Co., Inc. (0.601 CO<sub>2</sub>e kg/kWh) and TEPCO (0.457 CO<sub>2</sub>e kg/kWh). Indirect CO<sub>2</sub>e emissions (Scope 2) also include indirect emissions from town gas consumption calculated based on the conversion factor provided by the Hong Kong and China Gas Company Limited (0.592 CO<sub>2</sub>e kg/Unit) and Toshi Gas (2.21 CO<sub>2</sub>e kg/m<sup>3</sup>).

## SUPPORTING INFORMATION

	UNIT	2019	2020	2021
<b>WASTE</b>				
<b>KPI A1.3 Total hazardous waste produced and intensity</b>				
<b>KPI A1.4 Total non-hazardous waste produced and intensity</b>				
<b>Non-hazardous waste disposal to landfill</b>				
Construction and demolition waste	tonnes	1,284.6	1,185.2	5,613.8
Residential and domestic waste	tonnes	2,919.8	3,184.1	3,033.0
Grease trap waste	litres	24,213.0	17,733.4	41,100.9
<b>Total weight of non-hazardous waste disposed to landfill<sup>5</sup></b>	<b>tonnes</b>	<b>4,204.4</b>	<b>4,369.3</b>	<b>8,646.7</b>
<b>Non-hazardous waste collected for recycling</b>				
Paper	tonnes	1,161.3 <sup>1</sup>	466.4	212.1
Plastic	tonnes	170.9 <sup>1</sup>	526.4	61.4
Food	tonnes	444.4	1,210.6	195.1
Metal (aluminum)	tonnes	9.9	10.0	4.3
Metal (steel)	tonnes	4.2	3.4	4.0
Glass	tonnes	44.7	37.8	47.0
Concrete waste	tonnes	377.7	0.6	1,490.0
Toner cartridge	tonnes	0.3	0.2	39.2
Others (e.g. styrofoam, wood)	tonnes	1.9	4.8	7.3
<b>Weight of non-hazardous waste recycled</b>	<b>tonnes</b>	<b>2,215.3</b>	<b>2,260.1</b>	<b>2,060.6</b>
<b>Non-hazardous waste produced</b>				
<b>Total non-hazardous waste produced</b>	<b>tonnes</b>	<b>6,419.7</b>	<b>6,629.4</b>	<b>10,707.3</b>
<b>Non-hazardous waste intensity</b>	<b>tonnes/m<sup>2</sup></b>	<b>0.0087<sup>1</sup></b>	<b>0.0096<sup>1</sup></b>	<b>0.0153</b>
<b>Hazardous waste produced</b>				
Fluorescent light bulbs and tubes	tonnes	0.13	0.11 <sup>1</sup>	0.63
Battery	tonnes	0.30	0.13	0.22
Waste electrical and electronic equipment (WEEE)	tonnes	0.20	0.08	0.03
Other (e.g. filter)	tonnes	9.0 <sup>1</sup>	102.0	149.13
<b>Total hazardous waste produced</b>	<b>tonnes</b>	<b>10.24<sup>1</sup></b>	<b>102.35<sup>1</sup></b>	<b>150.01</b>
<b>Hazardous waste intensity</b>	<b>tonnes/m<sup>2</sup></b>	<b>0.000001</b>	<b>0.000148<sup>1</sup></b>	<b>0.000214</b>
<b>WATER</b>				
<b>KPI A2.2 Water consumption in total and intensity</b>				
<b>Total fresh water consumption</b>	<b>m<sup>3</sup></b>	<b>287,052.9</b>	<b>431,390.8<sup>1</sup></b>	<b>261,508.1</b>
<b>Water Intensity</b>	<b>m<sup>3</sup>/sqm</b>	<b>0.39<sup>1</sup></b>	<b>0.62<sup>1</sup></b>	<b>0.37</b>
<b>Recycled water</b>	<b>m<sup>3</sup></b>	<b>92,441.0</b>	<b>107,585.0</b>	<b>113,704.0</b>

<sup>5</sup> Excluding grease trap waste (in litres).

# SUPPORTING INFORMATION

## Social Performance

	2019	2020	2021
<b>WORKFORCE PROFILE</b>			
<b>KPI B1.1 Total workforce by gender, employment type, age group and geographical region</b>			
<b>By gender</b>			
Male	682	595	616
Female	441	391	450
<b>By employment type</b>			
Permanent full-time staff	729	798	801
Temporary staff	70	8	30
Seasonal part-time staff	324	180	235
<b>By age group</b>			
Under 30 years old	356	203	235
30 to 50 years old	460	476	524
Over 50 years old	307	307	307
<b>By geographical region</b>			
Hong Kong	411	416	386
Japan	665	507	549
Indonesia	29	45	45
Thailand	16	17	85
Other locations	2	1	1
<b>Total workforce</b>	<b>1,123</b>	<b>986</b>	<b>1,066</b>

	2019		2020		2021	
	Total	%	Total	%	Total	%
<b>STAFF TURNOVER</b>						
<b>KPI B1.2 Employee turnover rate* by gender, age group and geographical region</b>						
<b>By gender</b>						
Male	70	15.5%	87	17.7%	98	20.1%
Female	34	12.3%	52	16.9%	79	25.2%
<b>By age group</b>						
Under 30 years old	28	21.1%	46	29.7%	56	37.8%
30 to 50 years old	49	14.5%	63	16.7%	74	18.8%
Over 50 years old	27	10.5%	30	11.3%	47	18.1%
<b>By geographical region</b>						
Hong Kong	83	20.2%	78	19.0%	97	25.1%
Japan	14	5.2%	53	16.3%	69	22.1%
Indonesia	3	10.3%	7	15.6%	1	2.2%
Thailand	2	12.5%	0	–	10	17.5%
Other locations	2	100%	1	100%	0	–
<b>Total number of leavers and turnover rate</b>	<b>104</b>	<b>14.3%</b>	<b>139</b>	<b>17.4%</b>	<b>117</b>	<b>22.1%</b>

\* Turnover rate = Number of leavers/Total number of permanent full-time staff

## SUPPORTING INFORMATION

	2019	2020	2021
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
KPI B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year			
KPI B2.2 Lost days due to work injury			
Total work-related fatalities	0	0	0
Number of lost days	63	432.5	467

	2019			2020			2021		
	Employee trained		Average training hour	Employee trained		Average training hour	Employee trained		Average training hour
	Total	%		Total	%		Total	%	
<b>EMPLOYEE TRAINING</b>									
KPI B3.1 The percentage of employees trained by gender and employee category									
KPI B3.2 The average training hours completed per employee by gender and employee category									
<b>By gender</b>									
Male	240	35.2%	4.8	223	37.5%	2.6	374	60.7%	10.6
Female	108	24.5%	2.4	105	26.9%	2.1	225	50.0%	12.9
<b>By employee category</b>									
Operational staff	270	31.0%	4.1	263	36.1%	2.3	489	60.3%	13.7
Administrative staff	76	31.5%	2.9	63	25.6%	2.7	107	43.9%	5.1
Executive staff	2	18.2%	3.4	2	18.2%	2.0	3	27.3%	3.6
<b>Total number and percentage of employee trained and average training hour</b>	<b>348</b>	<b>31.0%</b>	<b>3.8</b>	<b>328</b>	<b>33.3%</b>	<b>2.4</b>	<b>599</b>	<b>56.2%</b>	<b>11.6</b>

## SUPPORTING INFORMATION

By geographical region		2019		2020		2021	
		Total	%	Total	%	Total	%
<b>SUPPLY CHAIN</b>							
<b>KPI B5.1 Number of suppliers by geographical region</b>							
Group	Local	412	90.5%	412	92.8%	410	93.6%
	Non-local	43	9.5%	32	7.2%	28	6.4%
Hong Kong	Local	226	89.3%	191	88.8%	180	89.6%
	Non-local	27	10.7%	24	11.2%	21	10.4%
Japan	Local	33	91.7%	42	89.4%	40	100%
	Non-local	3	8.3%	5	10.6%	0	-
Indonesia	Local	49	84.5%	57	98.3%	55	98.2%
	Non-local	9	15.5%	1	1.7%	1	1.8%
Thailand	Local	104	96.3%	122	98.4%	135	95.7%
	Non-local	4	3.7%	2	1.6%	6	4.3%
Other locations	Local	0	-	0	-	0	-
	Non-local	0	-	0	-	0	-
<b>Total number of suppliers</b>		<b>455</b>	<b>100.0%</b>	<b>444</b>	<b>100.0%</b>	<b>438</b>	<b>100%</b>

	Total	Hong Kong	Japan	Indonesia	Thailand	Other locations
<b>COMMUNITY INVESTMENT</b>						
<b>KPI B8.2 Resources Contributed</b>						
Financial contributions (HK\$)	561,311.60	25,300.00	536,011.60	-	-	-
Volunteering hours contributed (hour)	77	2	75	-	-	-

# SUPPORTING INFORMATION

## HKEX REPORTING GUIDE CONTENT INDEX

General Disclosures and KPIs		Reference/Remarks
<b>Aspect A1 - Emissions</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.		Environment - Greenhouse Gas Emissions and Energy; Waste Management
KPI A1.1	The types of emissions and respective emissions data.	Supporting Information - Data Tables
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Environment - Greenhouse Gas Emissions and Energy
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environment - Waste Management
<b>Aspect A2 - Use of Resources</b>		
General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.		Environment - Greenhouse Gas Emissions and Energy; Water Conservation
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	Environment - Greenhouse Gas Emissions and Energy; Supporting Information - Data Tables
KPI A2.2	Water consumption in total and intensity.	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environment - Water Conservation
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	This is not considered material to the Group as our finished products do not involved the usage of packaging.
<b>Aspect A3 - The Environmental and Natural Resources</b>		
General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		Environment
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	

## SUPPORTING INFORMATION

General Disclosures and KPIs		Reference/Remarks
<b>Aspect A4 - Climate Change</b>		
General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		Environment - Climate Risk Assessment and Adaptation Plan
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	
<b>Aspect B1 - Employment</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		People - Talent Management; Equal Opportunities
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Supporting Information - Data Tables
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	
<b>Aspect B2 - Health and Safety</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		People - Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Supporting Information - Data Tables
KPI B2.2	Lost days due to work injury.	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	People - Health and Safety
<b>Aspect B3 - Development and Training</b>		
General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.		People - Talent Management
KPI B3.1	The percentage of employees trained by gender and employee category.	Supporting Information - Data Tables
KPI B3.2	The average training hours completed per employee by gender and employee category.	

## SUPPORTING INFORMATION

General Disclosures and KPIs		Reference/Remarks
<b>Aspect B4 - Labour Standards</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		People - Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	
<b>Aspect B5 - Supply Chain Management</b>		
General Disclosure Policies on managing environmental and social risks of the supply chain.		Customer - Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Supporting Information - Data Tables
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Customer - Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	
<b>Aspect B6 - Product Responsibility</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		Customer - Product Quality and Responsibility; Service Excellence
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	This is not applicable to the Group's nature of operation.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Customer - Service Excellence - Quality Management System
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	This is not considered material to the Group.
KPI B6.4	Description of quality assurance process and recall procedures.	Customer - Service Excellence - Quality Management System
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Customer - Product Quality and Responsibility - Protecting Customers' Privacy



## SUPPORTING INFORMATION

General Disclosures and KPIs		Reference/Remarks
<b>Aspect B7 - Anti-corruption</b>		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		People - Anti-Corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	
KPI B7.3	Description of anti-corruption training provided to directors and staff.	
<b>Aspect B8 - Community Investment</b>		
General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		Community
KPI B8.1	Focus areas of contribution.	
KPI B8.2	Resources contributed to the focus area.	Supporting Information - Data Tables