



HARBOUR CENTRE DEVELOPMENT LIMITED

Stock Code: 0051



SUSTAINABILITY REPORT 2022

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# Message from the Chairman GRI 2-1, 2-22

This Sustainability Report of Harbour Centre Development Limited (“HCDL”, and together with its subsidiaries, the “Group”) illustrates the Group’s endeavours, ambitions, and commitments along our sustainability journey during the reporting year.

Despite the business disruption brought on by the pandemic, sustainability remains at the top of the global agenda, with the increasing public’s attention on business resilience and the global focus on climate change. In addition to the Central Government’s and Hong Kong SAR Government’s pledge to carbon neutrality by 2060 and 2050 respectively, limiting global temperature rise to 1.5°C remained a continuous goal at The 27th Conference of the Parties of the United Nations Framework Convention on Climate Change (“COP27”). There are also tightening reporting disclosure requirements on Environmental, Social and Governance (“ESG”) and climate from the International Sustainability Standards Board (“ISSB”) and The Stock Exchange of Hong Kong Limited (“HKEX”), pushing forward the alignment with Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations. These complicated and fast-changing global trends once again highlight the importance of establishing a robust governance structure to ensure ESG incorporation in the Group.

To align with our long-standing mission of “Building for Tomorrow”, we pursue sustainable growth in our business with best practices and move beyond compliance. We have our environmental objectives in line with our parent company, Wharf Real Estate Investment Company Limited (“Wharf REIC”). Since Wharf REIC has previously established long-term targets for 2030 to minimise greenhouse gas (“GHG”) emissions and water consumption, we make every effort to enhance our environmental performance across our businesses to support the group targets. The effort of Marco Polo Hongkong Hotel to go green is also recognised by the EarthCheck, being awarded EarthCheck Gold certification.

Additionally, we are committed to continuously improving our climate disclosure with reference to the recommendations of TCFD, which also aligns with Wharf REIC’s approach. We understand that stakeholder engagement plays a key part in our sustainable and low-carbon transition. Therefore, we continue to collaborate with stakeholders and actively listen to their feedback.

The Group is dedicated to creating a safe, healthy and inclusive workplace for our workforce. Three years into the pandemic, we ensure business continuity while protecting our employees in full gear. The overall injury incident rate per 100 employees has been reduced to 4 in 2022. Investing in employees is key to our competitive edge. Thus, professional development of our staff is never neglected. The Group achieved an average of 59 hours of training per employee in the reporting year.

For the recovery and robustness of local economies, the Wharf Group’s flagship Business-in-Community programme Project *WeCan* (“*WeCan*”) continues to provide a series of initiatives to help the disadvantaged students, offering “job-tasting” opportunities and holding seminars for them to widen their horizons. We also care and support the local community. During the pandemic, we donated masks and provided financial support to those experiencing financial hardships.

I would like to express my sincere gratitude to all our stakeholders for their active participation and continuous support throughout the years. We strongly believe that synergistic efforts are the key to addressing upcoming environmental and social challenges. Going forward, the Group will continue to demonstrate our ESG commitment and strive to build a sustainable future.

**Stephen T H Ng**

*Chairman*

Hong Kong

# About This Report

## REPORT STANDARDS GRI 2-2

The Sustainability Report (the “Report”) has been prepared in accordance with the requirements of Environmental, Social and Governance Reporting Guide (Appendix 27) issued by HKEX (“HKEX ESG Reporting Guide”). It is also prepared in accordance to the latest GRI Standards 2021 (“GRI Standards”) and made reference to the recommendations of TCFD.

The Report follows the four reporting principles listed in the HKEX ESG Reporting Guide and refers to the eight principles required by GRI Standards 2021. Unless otherwise specified, consistent methodologies are used to compile the quantitative data presented in the Report.

HKEX ESG Reporting Guide		GRI Standards			
Materiality	Quantitative	Accuracy	Balance	Clarity	Comparability
Balance	Consistency	Completeness	Sustainability Context	Timeliness	Verifiability

## REPORT SCOPE GRI 2-2, 2-3, 2-6

The reporting period of the Report aligns with that of our financial reporting. The Report covers the information of our sustainability policy, strategies and performance from 1 January to 31 December 2022.

Operation	Location	Business Unit (“BU”)
Leisure and Hospitality	Hong Kong	– The Murray, Hong Kong, a Niccolo Hotel (“The Murray”) – Marco Polo Hongkong Hotel (“MP Hong Kong”)
	Mainland China	– Niccolo Suzhou (“Niccolo SZ”)

In comparison to the reporting scope of the year ended 31 December 2021, the Marco Polo Changzhou has been removed from the report scope due to cessation of business after February 2022.

The reporting scope is determined by assets’ ownership, revenue contribution, operating status, ESG impacts and the orderly exit of development properties in Mainland China. Therefore, other assets of the Group are excluded in this Report, and over 80% of our businesses are represented by the entities in the report scope. In comparison to the list of entities included in the financial reporting mentioned in our Annual Report 2022, the Group’s investment properties in Hong Kong, and investment properties and development properties in Mainland China are not included in the reporting scope of the Report.

## REPORT PUBLICATION DATE AND FEEDBACK GRI 2-3

The Report is published on 28th March 2023. To reduce paper consumption, the Report is only made available online unless specific requests for a hard copy are received from the shareholders.

We encourage advice on the Report and our sustainability strategy. If any, please contact us at [sh@harbourcentre.com.hk](mailto:sh@harbourcentre.com.hk).

# About Our Business

## OUR BUSINESS OVERVIEW *GRI 2-1, 2-6*

Our long-standing mission of “Building for Tomorrow” enables us to enhance our business performance while taking into consideration our environment, society and stakeholders as a whole, and seeking sustainable growth in the communities. As a publicly listed company with headquarter in Hong Kong , the Group’s flagship assets comprise The Murray and MP Hong Kong in Hong Kong, and Niccolo SZ in Mainland China. Our customers are mainly hotel guests for leisure and hospitality. There are no significant changes in the Group’s sectors, value chain, and other relevant business relationship compared to the previous reporting period.

## OUR PRESENCE AND IMPACT *GRI 2-6, 201-1, 203-1; HKEX KPI B8.1, B8.2*

We continue to create positive impact on the environment and economy. Our key business highlights in 2022 are as below:

### Direct Economic Value

Total assets	HK\$18,849 million
Revenue	HK\$1,139 million
Employees <sup>1</sup>	approximately 1,200 employees
Staff cost <sup>2</sup>	HK\$348 million

### Community Contributions

Donations	HK\$1 million
Other format of support	Venue sponsorship for 11 events

1 The Group’s total number of employees reported in Annual Report 2022. Under the Report’s reporting scope, the total number of employees is 1,009.

2 Staff costs included defined contribution pension schemes costs for the year ended 31 December 2022 of HK\$14 million, which included MPF schemes after a forfeited contribution of HK\$1 million.

# Governance

## OUR GOVERNANCE APPROACH *GRI 2-9, 2-12, 3-3, 202-2, 405-1*

The Group firmly believes that robust corporate governance and excellent business practices are the backbones of sustainable business growth. The Board of Directors (the “Board”) is comprised of members from diverse professional backgrounds, including engineering, banking, accounting, financial and securities, toy manufacturing, trading, investment, consulting and entrepreneurship. The Board supervises the Group’s strategy and development, including HCDL’s sustainability strategy and reporting.

Please refer to the Operation of the Board section in the Corporate Governance Report in HCDL’s Annual Report 2022 for details on how important matters are communicated to the Board.

Board Composition <sup>3</sup>	Age			Gender		Ethnicity	
	Under 50	51-70	Over 70	Male	Female	Chinese	Non-Chinese
Number	1	4	3	8	0	8	0
%	12.5%	50%	37.5%	100%	0%	100%	0%

## Ethical Business Operations *GRI 2-25, 2-27, 205-2, 205-3; HKEX B7.1, B7.2, B7.3*

The Group upholds the highest levels of business ethical behaviour and professional conduct across our operations. We strictly abide by all relevant anti-corruption laws and regulations<sup>4</sup>. Our Anti-Corruption Policy is designed to create a firm anti-corruption culture throughout the value chain. All personnel of the Group, including employees at all levels and others who may provide services to or act on behalf of the Group, are required to follow the policy in their practices.

The Group does not tolerate any form of bribery, extortion, fraud, or money laundering. Under the Group’s anti-corruption framework, the Statement of Business Integrity and Code of Conduct complementing the Group’s Anti-Corruption Policy, state clearly the ethical standards and requirements to our employees. All directors, officers and employees of the Group are required to comply with relevant policies regarding conflicts of interest, insider dealings, anti-competition, and anti-corruption. To ensure compliance of relevant anti-corruption standards and regulations, we invite law enforcement agencies such as the Independent Commission Against Corruption (“ICAC”) to deliver training to our employees and members on the Board on a regular basis. In 2022, 602 hours of anti-corruption training were provided for our directors and employees, over 1,800 hours of training on regulatory compliance were offered to ensure employees understand and comply with relevant requirements.

In case of any suspected misconduct or malpractice identified by our employees, our Whistleblowing Policy and Procedures is in place to ensure a confidential reporting channel to the Group without the fear of retaliation. It explicitly describes our commitment to whistle-blower protection, its implementation, compliant investigation procedures and follow-up actions. Whistleblowing reports received by the Internal Audit Department are regularly reviewed by the Audit Committee. During the reporting year, 2 partially valid complaints of non-critical matters were raised through whistleblowing channel and communicated to the Audit Committee. The Group has taken appropriate follow-up actions and has strengthened control measures accordingly.

During the reporting year, there were no fines and penalties imposed regarding corrupt practices brought against the Group.

<sup>3</sup> All members of the Board of Directors are hired from the local community, i.e. Hong Kong and Mainland China. The profile of the Board of Directors is outlined in the Annual Report 2022 (P.42 to 44).

<sup>4</sup> Please refer to Significant Laws and Regulations section for the list of laws and regulations relevant to our business operations.

## OUR SUSTAINABILITY GOVERNANCE APPROACH

### Board Statement *GRI 2-13, 2-14*

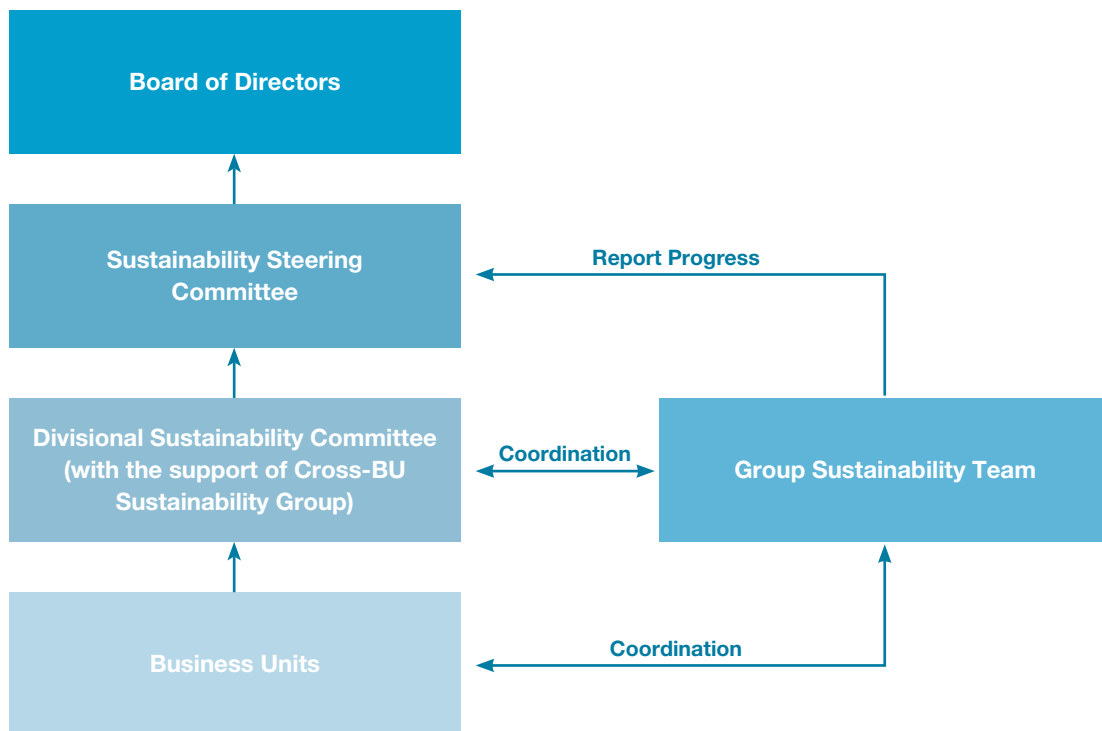
The Board has overall responsibility for HCDL’s ESG matters including strategy, management, reporting and policy approval. In line with the Group’s long-standing vision of “Building for Tomorrow”, the Board has committed to minimising the environmental and social impact brought by our operations. We conduct risk assessment exercises, including stakeholder engagement and materiality assessment, to identify and prioritise key ESG risks (including climate-related risks) and opportunities that bring significant impact to the Group’s operations.

The Board delegates the responsibility of the regular evaluation of the Group’s ESG risks and performance to the Sustainability Steering Committee, which is comprised of the Group’s Chairman and key executives from functional departments. It meets twice a year and reports the identified ESG risks, ESG performance, ESG-material topics, and the Sustainability Report to the Board annually for review. It also reviews our progress against the environmental goals and targets of Wharf REIC. The Sustainability Steering Committee, Divisional Sustainability Committee, Cross-BU Sustainability Group, and Group Sustainability Team form the framework to facilitate the implementation of the Group’s sustainability strategies, the overview of ESG performance and report of target progress across our businesses.

### Sustainability Governance *GRI 2-13, 2-14*

We collaborate closely on our sustainability performance management with Wharf REIC. Sustainability initiatives and programmes in our daily operations are managed and executed by the BUs. Our ESG performance and updates will be reported regularly to the Wharf REIC’s Cross-BU Sustainability Group and Divisional Sustainability Committee, and subsequently, to the Sustainability Steering Committee for ongoing monitoring.

#### Our Sustainability Governance Structure



To identify, assess and manage the ESG risk and risk interaction effectively, we have integrated the risks into our Enterprise Risk Management (“ERM”) framework.

Our framework to manage sustainability performance is backed by a robust sustainability governance structure and internal control system. For further information on our corporate governance and risk management model, please refer to the Corporate Governance Report in HCDL’s Annual Report 2022.

### Sustainability Policies *GRI 2-23, 2-24*

Our sustainability policies align with the Group’s key sustainability perspectives and provide guidelines for daily operations. All sustainability policies are approved and reviewed from time to time by the Sustainability Steering Committee. All business operations and employees at all levels abide by all sustainability policies. Stakeholders who may provide services to or act on behalf of the Group are also governed by selected policies. Policies are communicated to stakeholders through formal meetings and website, etc. Please refer to each policy for details on how it is embedded in the Group.

List of Sustainability Policies		
• Anti-Corruption Policy	• Climate Change Policy Statement	• Safety and Health Policy
• Code of Conduct	• Environmental Policy	• Quality Policy Statement
• Statement of Business Integrity	• Green Procurement Policy	• Supplier Code of Conduct
• Compliance Policy Statement	• Human Rights Policy	



# Stakeholder Engagement and Materiality Assessment

## STAKEHOLDER ENGAGEMENT GRI 2-26, 2-29, 3-3

We adopt a stakeholder-driven approach to evaluate the materiality of various material issues. With the aim of identifying and prioritising material issues, opinions from internal and external stakeholders on our sustainability strategies and performances are collected. The result is used to improve our sustainability management and report disclosure. Our engagement with the stakeholders will be disclosed on different platforms including newsletters and corporate website, etc. periodically.

### Our Stakeholder Groups and Engagement Channels

<b>Shareholders, investors and financial analysts</b>	<ul style="list-style-type: none"> <li>• General meeting(s)</li> <li>• Financial reports, announcements, and circular(s)</li> <li>• Corporate communications and company websites</li> <li>• Phone interviews</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Surveys and focus groups</li> <li>• Intranet and internal publications</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Media briefings and luncheons</li> <li>• Executive interviews</li> <li>• Instant internet updates</li> </ul>
<b>Business partners (including suppliers, contractors and sub-contractors)</b>	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Operational meetings</li> <li>• Contract and performance review</li> <li>• Surveys</li> </ul>
<b>Government, regulatory bodies and industry associations</b>	<ul style="list-style-type: none"> <li>• Regulatory task forces and committees</li> <li>• Industry operational meetings</li> <li>• Forums and conferences</li> </ul>
<b>Non-governmental organisations</b>	<ul style="list-style-type: none"> <li>• Programme partnership meetings</li> <li>• Regular programme review and assessment</li> </ul>
<b>Local community</b>	<ul style="list-style-type: none"> <li>• Community investment programmes</li> <li>• Company visits</li> <li>• Social media platforms</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Social media platforms</li> </ul>

## MATERIALITY ASSESSMENT GRI 3-1, 3-2

A four-step materiality assessment was conducted to determine the material issues to be disclosed in the Report:

<b>Step 1 Identify</b>	We identified potential material topics for disclosure with reference to the internationally accepted GRI Standards and the HKEX ESG Reporting Guide. Internal and external stakeholders were invited to participate in an online survey to identify the material topics.
<b>Step 2 Prioritise</b>	We reviewed local, regional and international peers' disclosure to identify industry practice and invited stakeholders to rank the materiality of various material topics. Feedback from the stakeholders regarding the Group's Sustainability Report was also considered. Internal and external view on significant impact were gathered to prioritise the issues. After analysing and consolidating the peer benchmarking and stakeholder engagement results, the overall materiality level of each sustainability issue and a prioritised list can be derived.
<b>Step 3 Validate</b>	The results of the previous steps were discussed by the Group's Sustainability Steering Committee for confirmation and finalisation of the list of material issues for disclosure in this Report.
<b>Step 4 Review</b>	The sustainability issues and corresponding impact boundary are reviewed on a regular basis to ensure their relevance and materiality to the Group.

## Stakeholder Comments and Our Responses

We have appointed an independent consultant to conduct stakeholder engagement exercise in accordance with the AccountAbility AA1000 Stakeholder Engagement Standard 2015. To ensure a meaningful engagement was conducted, we successfully engaged 684 stakeholders this year, including employees, suppliers, tenants, investors, and customers from online questionnaires, interviews and focus group discussions. Our responses to each of the material topics can be found under corresponding chapters throughout the Report. The table below outlines the key responses collected:

Aspect	Stakeholder Feedback	Our Responses
Sustainability strategy	Suppliers, tenants and investors suggested involving more stakeholders in sustainability initiatives to further improve sustainability performance and increase sustainability awareness.	We have been communicating with our stakeholders through different channels such as delivering newsletter to our suppliers and tenants. We will inform them on our latest development in sustainability performance and enhance the requirement for the suppliers.
Sustainability disclosure	Investors suggested disclosing more information on the roadmap on sustainability development, and developing more aggressive environmental targets.	We understand that a roadmap is critical for our business operations and investors' evaluation. The Group has formulated carbon reduction and other environmental plans to support Wharf REIC's 2030 targets, and will disclose the progress. We will consider developing science-based emission reduction targets in the future.

## Material Topics and Corresponding Topic Boundary

Material Topics	Boundary and Impact	
	Within the Group	Outside the Group
Top five material topics		
17 Occupational Safety and Health (“OSH”)	✓	✓
8 Energy	✓	✓
24 Customer Health and Safety	✓	✓
18 Training and Education	✓	✓
23 Community Investment and Engagement	✓	✓
Other material topics		
19 Equal Opportunities, Diversity and Inclusion	✓	✓
21 Employee Wellbeing*	✓	✓
12 Waste*	✓	✓
14 Sustainable Buildings*	✓	✓
6 Innovation*	✓	✓
25 Customer Privacy	✓	✓
1 Economic Performance*	✓	✓
9 Water	✓	✓
11 Greenhouse Gas and Emissions	✓	✓
26 Customer Satisfaction and Engagement*	✓	✓
4 Anti-corruption	✓	✓
15 Recruitment and Retention	✓	✓
3 Supply Chain Management*	✓	✓

\* Topics newly identified as material topic in the reporting year.

18 aspects are identified as material this year, compared to 16 in 2021 and 2020. “OSH” is the most material aspect in 2022. “Indirect Economic Impacts” is no longer considered as material to Wharf REIC this year based on results from stakeholder engagement.

All material topics identified have actual, potential and positive impacts on either the economy, environment or people, except for “Water”, “Waste”, “Energy”, and “Greenhouse Gas and Emissions” where the impacts are both positive and negative to the environment.

# Our Environment

## COMMITMENT AND STRATEGY *GRI 2-23, 2-24, 2-27, 3-3; HKEX KPI A1.5, A1.6, A2.3, A2.4*

The Group actively embraces corporate social and environmental responsibility by enhancing the environmental performance of our business operations and making considerable progress towards a more sustainable future. We are dedicated not only to complying with all applicable environmental laws and regulations, but also alleviating the adverse impacts of our operations on the environment and integrating sustainable tourism practices into our business strategy. Furthermore, our solid sustainability governance structure facilitates environmental management in coping with more frequent extreme weather events, water scarcity, and waste production to combat potential environmental risks.

The Group devotes continual efforts in reducing environmental impacts caused by our operations. Our Environmental Policy outlines the key objectives and initiatives in six areas: compliance, pollution prevention, carbon management, resource management, biodiversity protection, and communications of environmental performance. No violations of all applicable environmental laws or regulations<sup>5</sup> were recorded during the reporting year.

The following table depicts Wharf REIC's environmental targets and the Group aspires to contribute towards these targets.

### Wharf REIC's 2030 Environmental Targets

	Baseline Year	Overall Targeted Reduction	HCDL's Contribution in 2022
GHG emission	2014	-30%	on track
Water consumption	2014	-18%	on track

To further increase our contributions to the environment, the Group aims to lower electricity intensity and increase waste reduction and recycling rates. Therefore, we plan to build upon our existing accomplishments by setting quantitative targets for reduction and recycling in the near future.

## CLIMATE RISK AND RESILIENCE MANAGEMENT *GRI 3-3, 201-2; HKEX KPI A4.1*

With the increase in our stakeholders' awareness of the threats of climate change and its impacts on our business operations, we have referenced the TCFD recommendations framework to summarise our efforts in managing climate-related risks and opportunities under the four core categories: governance, strategy, risk management, and metrics and targets. We will continue to enhance disclosures related to climate-related risks and opportunities and conduct periodic reviews to evaluate the effectiveness of our climate risk management.

### Governance

The Board oversees climate-related risks and matters regularly, including strategies, management approaches, and policies, and incorporates climate change into our business plans. For more details, please refer to the Board Statement of the Report.

<sup>5</sup> Please refer to Significant Laws and Regulations section for the list of environmental laws and regulations significant to the Group's business operations.

The Board delegates the responsibilities of the management of climate and other ESG-related risks and opportunities to the Sustainability Steering Committee. The Committee identifies, evaluates, manages and monitors critical climate-related risks and opportunities with the support from the Divisional Sustainability Committee and ESG-related working groups in different BUs. Please refer to Sustainability Governance of the Report for more information.

In response to the threats of climate change, the Group observes Wharf REIC's Climate Change Policy Statement, which clearly directs our management approach and provides guidelines to reduce our climate impacts from business operations and build resilience in a changing climate.

## Strategy and Risk Management

The Group endeavours to support the commitment of carbon neutrality pledged by the Central Government and Hong Kong SAR Government. To this end, the Group is consolidating green efforts to support. Among all, a preliminary climate risk mapping exercise under Wharf REIC's framework was conducted to identify and address the climate-related risks and opportunities in our business operations in Hong Kong and Mainland China.

### *Climate-related Risks and Risk Management*

Through the climate risk assessment, we have gained a better understanding of the projected physical and transition risks that would impact our business along our value chain. Thus, we are able to formulate risk mitigation strategies to tackle climate-related risks and reduce the financial and non-financial impacts.

We adopted available climate information from both international and local references<sup>6</sup> to design our scenarios — a business-as-usual scenario referencing RCP 8.5 and a 1.5–2°C low-carbon transition scenario referencing RCP 4.5 for initial analysis, for a shorter time frame until 2030, as well as the long-term until 2100.

Name of Scenario	4°C Warmer Scenario	1.5–2°C Warmer Scenario
Time frame	Short term until 2030 and Long term until 2100	
Referenced scenario	IPCC RCP 8.5	IPCC RCP 4.5
Assumptions	<ul style="list-style-type: none"> <li>No or little change of fuel mix of electricity generation</li> <li>Little policy or regulatory change that will not increase the cost of GHG emissions</li> <li>Higher cost of asset maintenance and more business disruption due to more frequent extreme weather events</li> <li>Higher cost to prevent flooding damaging assets</li> <li>Food security issue</li> </ul>	<ul style="list-style-type: none"> <li>Electricity consumption to be provided by renewable energy<sup>7</sup></li> <li>Vigorous policy or regulatory change will increase the cost of GHG emissions, for example, carbon tax and carbon trading cost</li> <li>Significantly higher cost of retrofitting or renovation to meet regulatory change of building emissions standard</li> <li>Higher food costs</li> </ul>

A set of relevant climate-related risks has been assessed. According to its likelihood and impact, a risk rating is produced. The risks identified with the highest risk rating are disclosed as follows along with relevant mitigation measures.

<sup>6</sup> IPCC's AR5 Synthesis Report: Climate Change 2014 and AR6 Synthesis Report Climate Change 2023, Hong Kong Observatory Climate Projection for Hong Kong and Committee on Climate Change and China Expert Panel on Climate Change (2018) UK-China Co-Operation on Climate Change Risk Assessment: Developing Indicators of Climate Risk.

<sup>7</sup> The projected renewable energy ratio will vary based on the business operation locations under the medium-low GHG concentration scenario. In Hong Kong, 20% electricity consumption to be provided by renewable energy and current proportion of renewable energy is only 0.1%. In Mainland China, 80% electricity consumption to be provided by renewable energy and the current progress is not sufficient enough and will lead to rise of 2.7-3.5%.

The Group has developed an ERM framework to identify and mitigate business risks. Climate change is considered as a strategic business risk, and is integrated into our daily operations and business decision-making processes.

With the adoption of environmental management system in the Group, we have a comprehensive and effective guidance in place to assess and manage climate-related risks across our business operations.

### Overview of Climate-related Risks of HCDL

Type of Risk	Risk & Impact	Inherent Risk Rating		Adaptation and Mitigation Measures
		RCP 4.5	RCP 8.5	
<b>Physical (Acute)</b>	<p>Increased severity and frequency of extreme weather events and storm surges cause supply chain disruption, demand implication and damage to infrastructure and facilities</p> <p>Impact</p> <ol style="list-style-type: none"> <li>Higher operating costs to fix damaged facilities</li> <li>Drop in business demand due to business disruption and damage to business reputation</li> </ol>	Moderate ("M")	High ("H")	<ol style="list-style-type: none"> <li>Study, assess and implement resilience measures (e.g. typhoon resistant windows)</li> <li>Arrange annual emergency preparedness meeting with executive staff and Emergency Response Team to formulate and amend crisis management and transition plan for extreme weather events</li> <li>Build solid supplier relationships and diverse supplier base to ensure stable and timely delivery of products</li> <li>EarthCheck collaboration</li> <li>Hardware upgrades</li> </ol>
<b>Physical (Acute)</b>	<p>Water scarcity caused by droughts</p> <p>Impact</p> <ol style="list-style-type: none"> <li>Increased cost due to inadequate water supply</li> <li>Increased operating costs due to preventive maintenance measures primarily driven by the age and condition of the property</li> <li>Increased operating cost in securing water supply and higher cost due to higher agricultural and food cost, linen and laundry, etc.</li> </ol>	M	H	<ol style="list-style-type: none"> <li>Manage the risks related to changes in precipitation extremes through preventive maintenance and emergency response plans</li> <li>Identify water efficiency opportunities for hotels in locations at risk of drought</li> <li>Ensure the hotels have multiple sources and strong supplier relationships to ensure reliable and timely delivery of products</li> <li>Stock up on sufficient back up water where possible (in tank or bottled water) for emergency use</li> <li>Practise accredited hygiene procedures amongst all areas of the operation to reduce the spread of illness during times of water scarcity</li> </ol>

Type of Risk	Risk & Impact	Inherent Risk Rating		Adaptation and Mitigation Measures
		RCP 4.5	RCP 8.5	
<b>Physical (Chronic)</b>	Hotels located in cities on or near coastal areas are likely to be affected with rising sea levels  Impact 1. Loss of gross operating profit due to business interruptions 2. Supply chain interruptions 3. Demand implications and repairs resulting from rising sea levels and flooding	M	H	<ol style="list-style-type: none"> <li>1. Conduct a formal annual review to determine exposure to rising sea levels and implement remediation measures such as flood walls and opportunities to relocate equipment to higher floors</li> <li>2. Assess the Group's insurance policies</li> <li>3. Establish Preventive Maintenance Plan that includes strategies for counteracting the effects of rising sea levels</li> <li>4. Engage third-party experts to advise on and build the appropriate mitigation plan</li> <li>5. Monitor tidal change per latest meteorology forecast and alert management team accordingly</li> </ol>
<b>Transition (Reputation)</b>	Fail to adapt to stakeholder's interest in sustainability during the transition to a low-carbon economy  Impact 1. Loss of competitive edge 2. Damage to reputation	H	M	<ol style="list-style-type: none"> <li>1. Closely monitor satisfaction level of hotel guests</li> <li>2. Share with hotel guests the Group's sustainability initiatives</li> <li>3. Observe market trend and government's policy direction</li> </ol>
<b>Transition (Market)</b>	Increase in fuel, energy and commodities costs  Impact 1. Higher operating cost for hotels 2. Impact demand for business and leisure travel which in turn may affect business levels in hotels	H	M	<ol style="list-style-type: none"> <li>1. Identify and execute energy reduction opportunities by establishing KPIs for General Managers involving utility goals</li> <li>2. Leverage rebates and other incentives for emissions reduction projects, for example, investing in solarisation for renewable power</li> <li>3. Ensure effective talent acquisition of associates with strong business acumen to be able to adapt to changing business environments</li> <li>4. EarthCheck collaboration</li> </ol>

## Climate Change Opportunities

In the context of climate change, the Group is exposed to emerging business opportunities and physical as well as transition risks. In line with the transition to a low-carbon economy, we progressively minimise carbon footprint in our business operations by reducing fossil fuel consumption and improving energy efficiency. Our relentless efforts to advocate for sustainable operation have afforded us direct cost savings and reduced energy costs.

The increased effort and awareness of sustainability worldwide have led to the expansion and growth in sustainable finance opportunities over the past few years. We are committed to long-term sustainability development and exploring opportunities in the global capital market to support our decarbonisation plans. It is also crucial for us to understand more about long-term regulatory regimes, carbon pricing and trading. As the global world continues to move towards a carbon-neutral economy, we will explore new and effective ways to enhance our sustainability performance through green investments.

## Metrics and Targets

The Group is committed to assessing and managing climate change-related risks and opportunities. Key metrics, including Scope 1 and 2 GHG emissions, are closely tracked and monitored. Performance of our GHG emissions can be found in Appendix I: Performance Data Summary — Environmental Performance.

To affirm our unwavering commitment to alleviate climate change, we actively contribute to Wharf REIC's long-term environmental targets for 2030 to reduce overall GHG emissions. For more information, please refer to the Our Environment — Commitment and Strategy section.

## **ENERGY AND GREENHOUSE GAS MANAGEMENT** *GRI 3-3, 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5; HKEX KPI A1.1, A1.2, A1.5, A2.1, A2.3, A3.1*

Since carbon emissions are directly correlated to energy consumption, the Group has implemented practical measures to increase our operations' energy efficiency in order to cut down on our carbon footprint.

Our BUs are responsible for regular monitoring of the total electricity consumption to ensure efficient energy management. The Murray undertook an energy audit in 2020 to understand better the energy consumption patterns of the hotel and identify potential areas for improvements in energy savings and conservation. Our energy consumption has been successfully managed by implementing several initiatives. For example, we installed energy-saving light bulbs and occupancy sensors. To reduce stand-by energy usage by half, we substituted all fluorescent tubes on the back of the house staircase with motion-detecting LED lights. During the non-operating period, we also turn off the driveway T-profile LED light strips. In addition to using variable speed drives for our chillers, chilled water pumps and cooling towers, we use energy-saving sequencing control for the cooling towers to further improve our energy efficiency. During the cold season, water-source heat pumps are utilised to reduce the energy used by chillers. At The Murray, we have adopted an easy but effective approach to reducing heat gain and air conditioning load by programming the blinds in the guest rooms to close automatically upon check-out. We also upgraded the chiller to control the temperature at night and early morning periods.

MP Hong Kong has installed a dimmer lighting system at its food and beverage outlets, allowing the lighting to be freely adjusted to an appropriate level and providing a more enjoyable dining experience for our customers with lower electricity consumption.

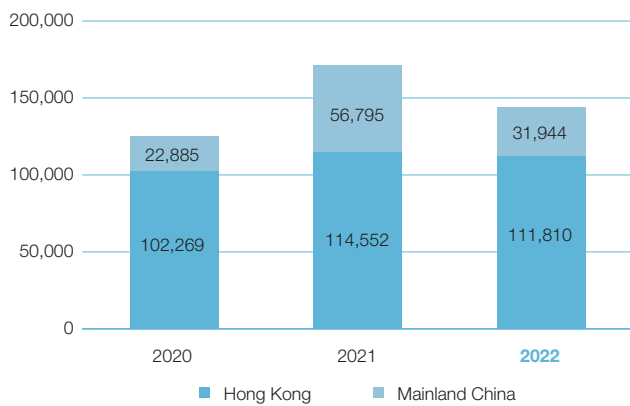
We have implemented more stringent measures to preserve energy for the low occupancy at our hotels during the COVID-19 pandemic. For example, unoccupied guest floors in the MP Hong Kong had their lights turned off, fan coil units were adjusted to low speed, and the boiler for swimming pool and town gas supply to several kitchen appliances were switched off.

During the reporting year, we achieved about 12% reduction in the energy intensity per guest night compared to 2021, reducing 467 tonnes CO<sub>2</sub>e of GHG emission from our hotel operations.

This year, we continued to take part in "Earth Hour", a symbolic lights-off event worldwide, to raise awareness about climate change, demonstrate our commitment to the environment and encourage energy conservation among staff members.

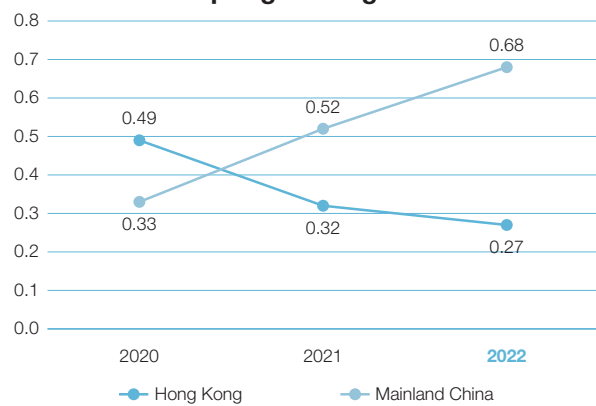


### Energy consumption by location in GJ



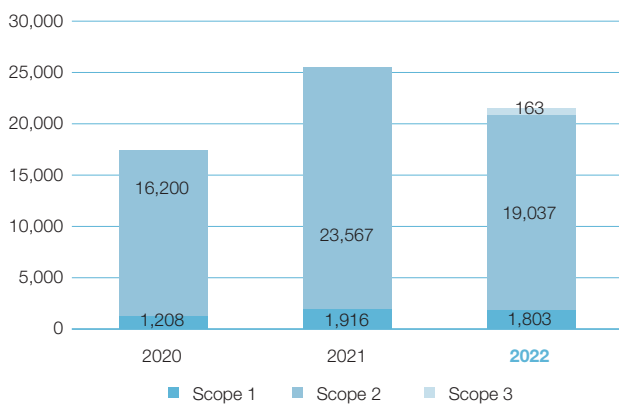
Note: MP Changzhou is removed from the scope in 2022.

### Energy intensity by location in GJ per guest night



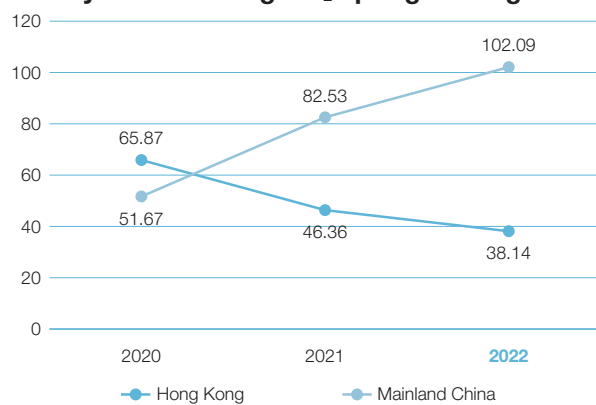
Note: MP Changzhou is removed from the scope in 2022. For definition of guest night, please refer to footnote 2 on page 27.

### GHG emissions in tonnes CO<sub>2</sub>e



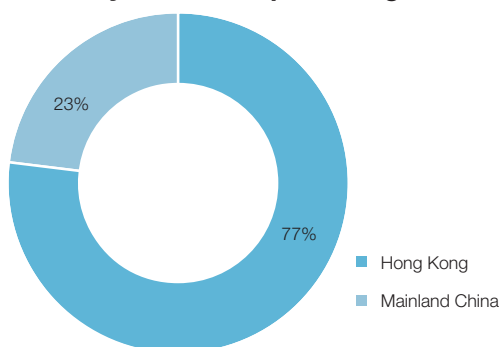
Note: (1) For definitions of Scope 1, Scope 2 and Scope 3 emissions, please refer to footnote 6–9 on page 27.  
 (2) Scope 3 data is newly collected in 2022.

### GHG emissions (Scope 1 and 2) intensity by location in kg CO<sub>2</sub>e per guest night



Note: Only Scope 1 and Scope 2 emissions were included in intensity calculation for comparison between 2020 and 2022 data.

### Total GHG emissions (Scope 1 and 2) by location in percentage



## Highlight:

### EarthCheck Certifications in our Operations

EarthCheck, the world's leading environmental certification and benchmarking programme for the travel and tourism business, has awarded Gold Certification to MP Hong Kong, Silver Certification to The Murray and Bronze Certification to Niccolo SZ, in recognition of our commitment to sustainability.



**WATER STEWARDSHIP** GRI 3-3, 303-1, 303-3, 303-4, 303-5; HKEX KPI A2.2, A2.4, A3.1

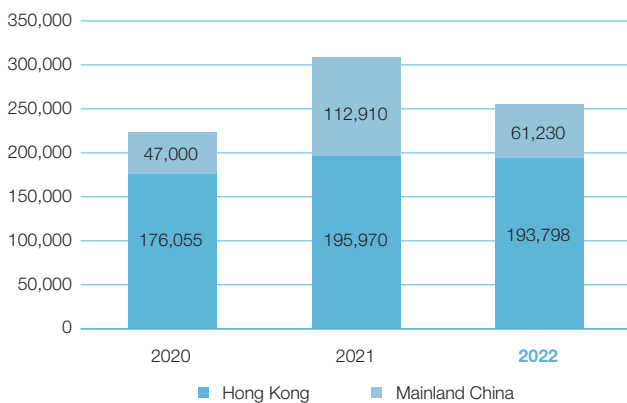
Our hotel operations strongly rely on a stable supply of clean water, yet climate change exacerbates the water shortage crisis and poses potential operational and financial threats to our business. Therefore, we must step up our efforts to save more water and maximise water efficiency in our operations while encouraging staff and guests to change their water consumption habits.

At MP Hong Kong, water restrictors are placed in all bath taps and showers to help conserve water. These restrictors turn the water into fine water spray, reducing 5.6 litres of water use per minute and eliminating water wastage. Additionally, we have installed two sets of Pressure Vessel booster tanks at water pump plant room at The Murray to reduce the guest floor water consumption by stabilising water pressure. This can achieve energy saving by the reduction of water consumption at high zone water supply system. With the implementation of a green programme in our hotels, we encourage our guests to practise water-efficient behaviours and will only wash linens when requested by guests. This programme was recognised and supported by hotel guests since its launch.

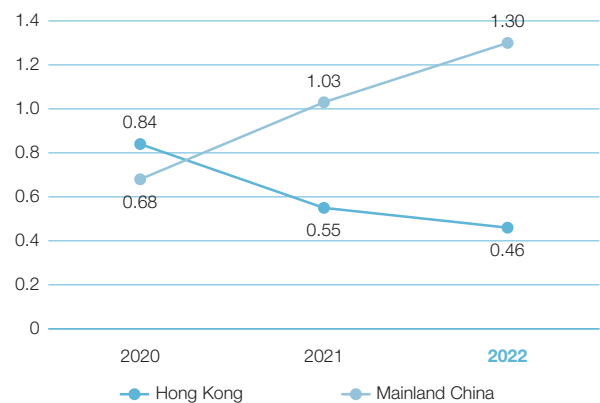
The Group recognises that water leakage accounts for a significant portion of water wastage. Thus, MP Hong Kong puts water sensors in place to identify water leakage issues. Day-to-day inspections of critical water utilities are conducted by staff at Niccolo SZ to detect and fix water leaks in time.

We adopted several freshwater conservation measures in response to the low hotel occupancy rate during the pandemic. For example, we shut down the kitchen equipment and adjusted the restaurant and staff canteen service hours. During the reporting year, our constant efforts resulted in 11% decrease in water intensity per guest night. All water taps in the kitchen at Niccolo SZ are water-saving faucets to reduce water consumption. The water consumed in each toilet flush was reduced by adjusting the toilet water storage. For water conservation purpose, we centralised the collection of laundry and provided laundry services on fewer days per week. In addition, the swimming pool at MP Hong Kong was closed during a low occupancy period due to COVID-19, which turned out to have 1% annual freshwater consumption reduction.

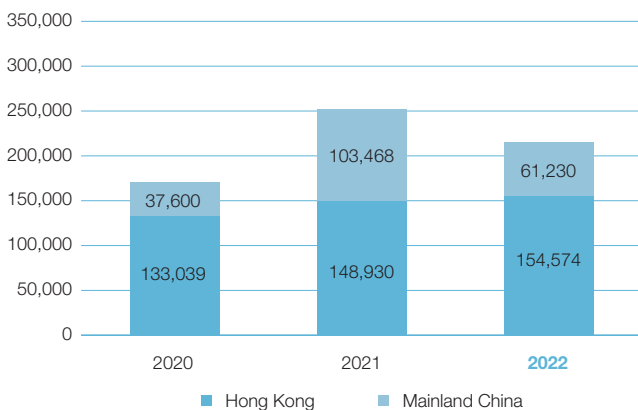
**Water consumption by location in m<sup>3</sup>**



**Water intensity in m<sup>3</sup> per guest night**



**Water discharge by location in m<sup>3</sup>**



**RESOURCE MANAGEMENT** *GRI 3-3, 306-1, 306-2, 306-4, 306-5; HKEX KPI, A1.6, A3.1*

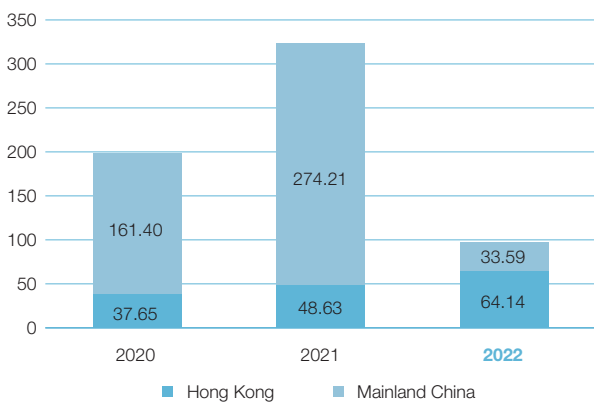
Overconsumption of resources and improper waste treatment can adversely affect the environment. With this in mind, we strive to eliminate waste at source, including sorting waste from different sources and implementing recycling programmes at our hotels. For example, we have a series of recycling programmes at MP Hong Kong, including fluorescent light tube, light bulb and glass bottle recycling. During the reporting year, we collected an estimated 7 tonnes of glass. Guests’ amenities such as shampoo and soap were donated to charitable organisations while coffee capsules were also recycled by MP Hong Kong.

One of the most important environmental challenges is plastic waste. To reduce single-use plastic, MP Hong Kong has placed two sets of umbrella dryer at the entrance to minimise the use of plastic bags and has implemented a plastic bottle recycling programme. In total, there was 1 tonne of plastic recycled in 2022.

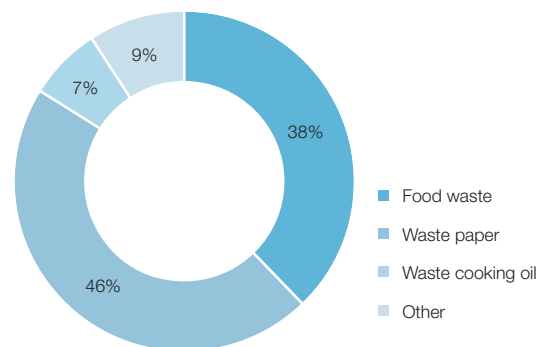
Food waste recycling is deemed the focus of hospitality industry. MP Hong Kong continued its collaboration with the Organic Resources Recovery Centre by transforming food waste into renewable energy. The leftover food was sent to the centre and subsequently turned into compost and biogas for power generation. MP Hong Kong implemented a waste cooking oil and a food waste recycling programme to reduce the risk of environmental pollution and the loading of garbage to landfills. Throughout the whole year, we successfully collected and recycled 6 tonnes of waste cooking oil, and 37 tonnes of food waste. The Murray and MP Hong Kong donated leftover 322 kg and 481 kg of food respectively to Foodlink for further processing to serve people in need. Besides, The Murray has been providing surplus pastries and bread for staff to enjoy at the staff canteen for 3 years so as to reduce food waste and enhance employee wellbeing at the same time.

Most of the waste we created was non-hazardous due to the nature of our operations. Therefore, there is no important environmental impact occurred from hazardous waste.

**Recycled waste by location in tonnes**



**Recycled waste by type in percentage**



**ENVIRONMENTAL AWARENESS** *HKEX KPI A3.1*

The Group recognises that environmental awareness among employees and the general public plays an important part in improving environmental performance. We conducted sustainability awareness training to employees to teach them basic knowledge on ESG. With the aim of promoting the concepts of waste reduction and recycling, The Murray, MP Hong Kong and Niccolo SZ procure materials with sustainable consideration from reliable suppliers. For example, MP Hong Kong purchases eco-labelled toilet tissues and paper where possible, and prioritises those green suppliers with less packaging.

## COMMITMENT AND STRATEGY

We respect each of our employees’ rights, care for them, and esteem their contributions. We adopt a fair hiring procedure, offer competitive pay and benefits, as well as development and training opportunities to attract and retain talent. Additionally, we pay attention to OSH, regular communication, and employee recognition to enhance employee wellbeing. We rigorously abide by all policies, including those about recruitment, compensation and benefits, equal opportunity, and anti-discrimination. We operate in Mainland China and Hong Kong in compliance with all applicable laws and regulations. In the reporting year, The Murray and MP Hong Kong continued to be designated as “Manpower Developers” by the Employees Retraining Board which demonstrates the performance and efforts of the Group on manpower training.

During the reporting year, no concluded legal case regarding the violation of labour rights was recorded. There were also no recorded incidents of non-compliance with anti-discrimination legislation.

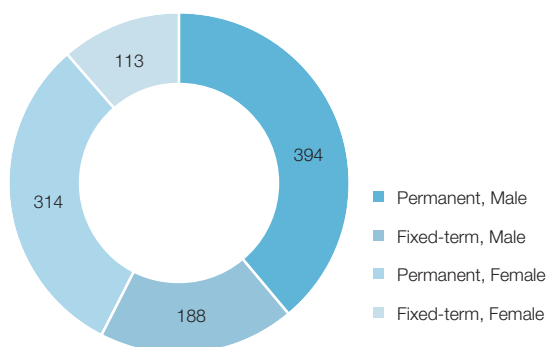
## EMPLOYMENT GRI 2-7, 2-8, 3-3, 401-2, 405-1; HKEX KPI B4.1, B4.2

The Group is dedicated to promoting a cooperative, inclusive and harmonious workplace. Regardless of gender, religion, sexual orientation or other demographic factors, we provide all applicants with equal opportunities and evaluate their skills, experience, performance and expertise in pertinent domains. We understand the importance of gender diversity and strive for a well-balanced workforce. The Group’s overall gender ratio maintains at a good range with over 40% female. We vehemently oppose the use of child labour and forced labour and state the commitments in our Human Rights Policy. We request identification documentation from all job applicants, and strictly prohibit the use of child labour in our supply chain. Prohibition of child and forced labour is stated in the Supplier Code of Conduct for our suppliers to follow. To ensure the respect of human rights, we established Human Rights Policy to integrate our commitment into practices with reference to international and local regulations and standards. An internal grievance system is also in place for employees to report any suspicious incidents of discrimination, harassment, victimisation, or vilification.

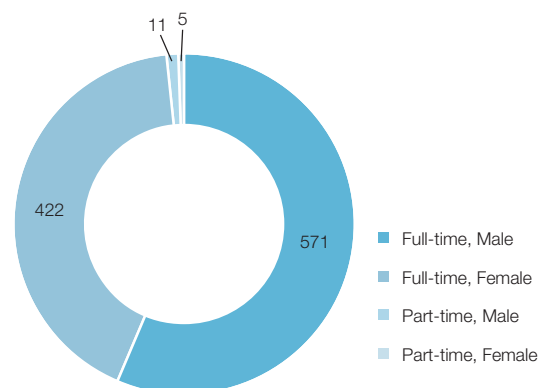
We recognise the importance of talent acquisition and retention in achieving a better future for the Group. We place a strong focus on formulating competitive remuneration packages and benefits for our employees, including occupational accident insurance, regular influenza vaccination and dental scheme. Under our Compensation and Benefit Policy, our employees’ compensation is protected. At MP Hong Kong, we provide a loyalty pension to employees who devoted themselves to working under the Group for a long time and make a significant contribution. The Murray provides employees with comprehensive insurance coverage and vaccination leave, and referral bonus was launched to attract talents from different backgrounds. Employees at Niccolo SZ are covered by “Five Social Insurance and One Housing Fund”.

## Employee Composition

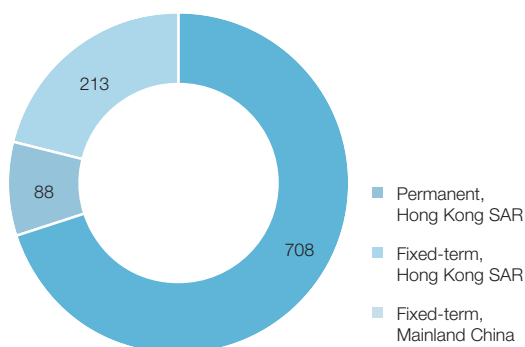
**Total workforce by contract type by gender**



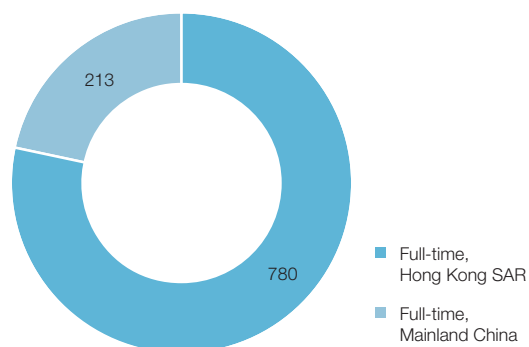
**Total workforce by employment type by gender**



### Total workforce by contract type by region



### Region distribution of full-time employees



The above show the brief information of HCDL's workforce, please refer to the Appendix I: Performance Data Summary — Employee Statistics on page 27 for details.

## DEVELOPMENT AND TRAINING *GRI 3-3, 404-1, 404-2*

To equip our personnel with the necessary knowledge and abilities, the Group has developed multiple policies, such as Wharf Hotels' Policies on Departmental Training, External Learning Subsidy and Internship Programme. We offer our staff education reimbursement for external training, enabling them to pursue continuing education for professional development.

We put a strong emphasis on service excellence and the importance of customers as a market leader in the hospitality sector. Through a comprehensive orientation programme, we explain our corporate direction, expectations and goal of service excellence to every new hire. To ensure a smooth opening of new operation and to uphold our reputation for high-quality service, we engage employees extremely early and provide them with comprehensive training, allowing sufficient time for staff to familiarise themselves with the work and ensure service quality.

The Group encourages employees to pursue continuous education by providing on-the-job learning support to enhance their knowledge and skills. Our Business Units organise career development events, including in-house workshops and service excellence simulations, to enhance our employees' practical skills and work quality. Our training and development topics consist of laws and regulations, personal data privacy protection, corporate culture, anti-corruption, skills enhancement, professional development, environmental protection, human rights, and OSH. To develop and manage our people development measures, we are constantly keeping track of the percentage of employees trained and the average training hours in Hong Kong and Mainland China as indicators of the effectiveness of our programmes. During the reporting year, an average of 59 hours of training per employee was achieved.

## Percentage of Employees Trained by Employment Category, by Gender and by Age Group

*GRI 404-1; HKEX KPI B3.1*

	By Employment Category			By Gender		By Age Group		
	Senior Management	Middle Management	General Staff	Male	Female	Below 30	30-50	51 or Above
Hong Kong	100%	100%	100%	100%	100%	100%	100%	100%
Mainland China	100%	100%	99.4%	99.2%	100%	99.1%	100%	100%

## **EMPLOYEES' SAFETY AND HEALTH** *GRI 3-3, 403-1, 403-2, 403-3, 403-5, 403-6, 403-7, 403-9; HKEX KPI B2.1, B2.3*

The health and safety of our employees are of utmost importance to the Group. We follow Wharf REIC's Safety and Health Policy, and put in place management system to manage workplace safety. We strictly comply with relevant laws and regulations, including Occupational Safety and Health Ordinance (Cap. 509 of the laws of Hong Kong). There was zero work-related fatality case and concluded legal cases involving the violation of OSH regulations in the past three years.

We have implemented guidelines and standard operating procedures, as well as providing suitable equipment for our employees to ensure a safe working environment for them. OSH recommendations are provided in the OSH-related section of the staff handbooks to raise OSH awareness of our employees. We use pre-shift briefing as well as organising complementary regular training and OSH talks to teach our staff about food hygiene, and fire and safety evacuation. Potential OSH hazards are identified through regular risk assessments. This year, The Murray invited the Labour Department to share with our team insight into the prevention of workplace injuries, and tips for proper manual handling techniques and back injuries prevention. Niccolo SZ had conducted training in the procedures for first aid emergencies at work and the correct use of first aid equipment, to enable our staff to be prepared and ready for any emergency that arises at our premises.

In the shadow of the continuation of the COVID-19 pandemic, we have launched various measures to safeguard our employees' safety and wellbeing. The Murray implemented different measures, including self-quarantine guidelines, split team, booster shot vaccine leave, free provision of rapid antigen test kits for daily tests before reporting duty, and free telemedical service from the outpatient service provider, etc. to protect our employees at work. Niccolo SZ gives all managers training on COVID-19 prevention and control, while MP Hong Kong shared tips on COVID-19 with employees.

## **EMPLOYEE WELLBEING AND ENGAGEMENT** *GRI 403-6; HKEX KPI B2.3*

Maintaining a harmonious relationship between management and general staff is crucial to strengthen cooperation and increase productivity. We organised staff meetings at The Murray and MP Hong Kong to promote openhearted communication. We also conducted an employee satisfaction survey at Niccolo SZ to collect feedback from employees. An overall satisfaction rate of 9.9 out of 10 was recorded.

The Group values work-life balance by organising a series of recreational activities and events, such as birthday week, birthday gift distribution, and festive celebrations. We also assigned a designated rest area and chillout room at The Murray for employees to relax away from work. We offer marriage, maternity, and paternity leave to encourage employees to have a wonderful time with their families. We also hosted an award presentation ceremony to express recognition and appreciation for employees' outstanding performance.

This year, we have brought our staff closer together, with a series of celebration events for The Murray's anniversary, as well as the celebration of Chinese New Year, sharing the joy of our success. The Murray has also organised the event "Dialogue with GM", where staff can engage with the General Manager about their experience at work, which the management utilises to improve the quality of work and enhance mutual understanding.

To express our gratitude for employees' contribution, an Appreciation Week was held in Niccolo SZ with a series of activities, including photo competition, family day and flea market, etc. Over 300 employees took part and enjoyed a delightful working atmosphere.

# Our Value Chain GRI 2-6, 3-3, 417; HKEX KPI B6.3

## COMMITMENT AND STRATEGY

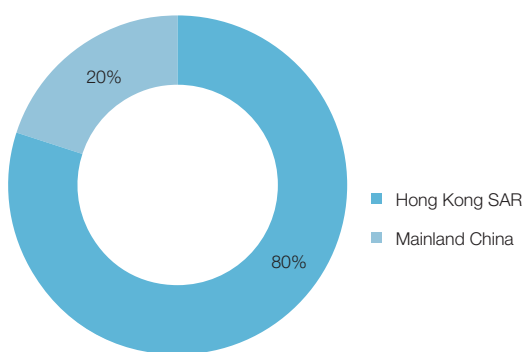
The Group pays significant efforts to the integration of sustainable business practices into our value chain to ensure service quality and customer satisfaction. To provide the highest level of product and service, the Group has put in place several management policies and safeguards our guests' health, safety, and privacy. In our supply chain management strategy, ethical business conduct is anticipated to ensure that consumers benefit from free and open competition. While promoting our brands, we adhere to corporate policies and guidelines as well as all relevant laws and industry standards, including the Trade Descriptions Ordinance (Cap. 362 of the laws of Hong Kong). We aim to provide accurate and transparent information in all channels of communication and marketing. We have established policies to avoid infringement, show respect and protect our intellectual property ("IP") rights with proper registrations and secrecy measures. When adopting designs and images, we apply great caution and abide by patent restrictions and royalties.

## SUPPLY CHAIN MANAGEMENT GRI 2-6, 3-3, 204, 308-1, 414-1; HKEX KPI B5.2, B5.3, B5.4

The supply chain is one of the key segments supporting the development of the Group. We work with a wide range of suppliers while strictly applying ethical sourcing practices and complying with all relevant laws and regulations. During the procurement process, we consider suppliers who support environmentally friendly products and materials. We had 137 suppliers throughout the reporting year, and they were all chosen with the consideration of environmental and social factors according to our Supplier Code of Conduct. Meanwhile, Wharf REIC formulated the Green Procurement Policy, which offers direction for scouring green materials and adding sustainable elements to our value chain. To promote the adoption of creative green solutions by suppliers, we also include a green purchasing clause in our tender documents. We regularly audit our suppliers' ethical and environmental practices to track and evaluate their performance.

In managing our supply chain, we emphasise the importance of maintaining the greatest level of food safety. All the Food & Beverage products we obtained must abide by the Food and Environmental Hygiene Department's and the Mainland China Food Safety Commission's food safety control standards. Strict controls are implemented throughout the supply chain to ensure the quality of our food. To maintain the calibre of our business, food samples may be checked in a lab and routine walkthroughs in our kitchen and dining area are conducted.

### Supplier by Geographical Region



### Percentage of New Suppliers Screened with Environmental and Social Standards

Supplier screened by environmental standards	23%
Supplier screened by social standards	9%

## **GUESTS' SAFETY AND HEALTH** *GRI 3-3, 416-2; HKEX KPI B6.4*

As a reputable hotel operator, we prioritise the safety and health of our guests. We are dedicated to eliminating all potential risks to our products and services. We ensure that dining and lodging guests are protected in a secure setting during the COVID-19 epidemic. A variety of preventative measures have been put in place, including regular sanitisation of public space and temperature checks at our doors. To ensure safety and prevent potential hazards, our properties are fully complying with the Fire Services Ordinance (Cap. 95 of the laws of Hong Kong) and the Hotel and Guesthouse Accommodation Ordinance (Cap. 349 of the laws of Hong Kong) to create a secure environment for our guests. In recognition of our effort and achievement, the hygiene management at The Murray and MP Hong Kong have been awarded the Anti-Epidemic Hygiene Measures Certification by Hong Kong Tourism Board and the Sharecare Health Security VERIFIED™ badge with Forbes Travel Guide.

The Group has made our various food safety and hygiene measures with reference to the Hazard Analysis and Critical Control Points ("HACCP") to ensure the hygiene of our products and services and food safety. Niccolo SZ adopts food safety and hygiene measures in reference with Niccolo Hotels' Biosecurity Protocols. To reduce the danger of food contamination, we utilise the microbiological testing system to monitor the quality of food, water, ice, and ambient swab. We conduct regular food safety and hygiene inspections of our kitchens and guest lavatory, and rodent control measures at our hotels. Our suppliers also play a major role in our food safety management process. To assess the performance of our suppliers in terms of cleanliness, our Hygiene Managers and representatives from Purchasing and Culinary conduct audits on the performance of suppliers regularly. All underperforming suppliers will be disqualified by the Group under the supplier management system.

The Group has also organised a series of food hygiene-related training to enhance our staff's understanding of the importance of hygiene, food allergies, and pest management. We strictly adhere to regulations and voluntary codes on food safety and hygiene, including the Food Cleanliness Code published by the Government of the Hong Kong Special Administrative Region and the Food Safety Law of the People's Republic of China. During the reporting year, there were no incidents of non-compliance with laws and voluntary codes.

## **CUSTOMER PRIVACY** *GRI 3-3, 418-1; HKEX KPI B6.5*

To safeguard our customers' privacy, the Group prudently manages the collection and processing of their personal information. We adhere to all applicable laws and regulations, including the Personal Data (Privacy) Ordinance (Cap. 486 of the laws of Hong Kong) and the General Data Protection Regulation ("GDPR") by the European Commission. Our Data Privacy Policy Statement demonstrates the Group's standardised approach to collecting, using, sharing, and protecting personal data. To enforce our commitment to protect customer privacy, we implement procedures in our daily operation, including the application of personal information collection statements to obtain consent from the client before collecting and using their information.

We also utilise strict measures on the access to customers' information. Only authorised personnel can gain access to personal information, and we seek guests' authorisation to share personal information before engaging them in marketing communication activities. Additionally, we periodically provide data privacy training to increase staff understanding of cybersecurity. We have blocked access to risky websites and implemented firewalls and antivirus software on each computer in our network system. The Murray has provided data privacy training to our staff on practical procedures for handling data breaches. The training also introduces the Personal Data (Privacy) Ordinance of Hong Kong and the six data protection principles to increase their awareness of data privacy and protection.

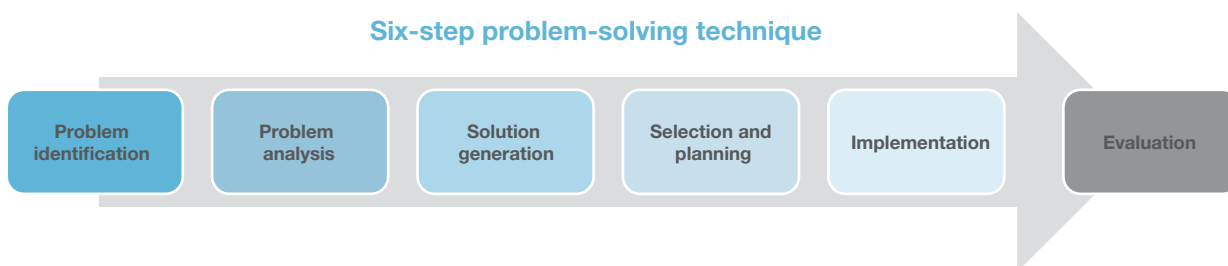
During the reporting year, we did not receive any complaints concerning breaches of customer privacy and no cases of identified leaks, thefts, or losses of customer data.



## SERVICE QUALITY AND CUSTOMER SATISFACTION HKEX KPI B6.1, B6.2, B6.4

The Group has been using a variety of communication channels to gather client feedback and suggestions to deliver outstanding services that meet their expectations. To guarantee customer contentment, we enforced the Quality Policy Statement which provides guidelines to our staff on delivering high-quality services. Regularly, we distribute customer satisfaction questionnaires through a variety of channels to evaluate the standards of customer services, accommodations, and hotel facilities. After gathering client input, we identify and address the issues, and evaluate the remedies by the six-step problem-solving technique. The Murray has also extended their evaluation of customer experience with the assistance of online travel agents and review platforms, which is reviewed by management every week to evaluate ways to further improve our customer service. Our duty manager is available on a 24-hour basis to provide immediate responses to address the serious emergency.

We have also provided our staff with regular training to ensure the services provided at our hotels are of the highest quality. MP Hong Kong has provided training in oral English skills and communication with customers to enhance the service quality provided. Meanwhile, The Murray has provided training in service quality improvement for their restaurants, bars, and events staff, and housekeeping etiquette training for their housekeeping staff.



The overall satisfaction rate from the ReviewPro Global Review Index for our hotels are as follows:

	Overall Satisfaction Rate	Name of Index
Hong Kong	88.4%	ReviewPro Global Review Index
Mainland China	97.9%	ReviewPro Global Review Index

During the reporting year, we have received 2,970 product-related and 508 service-related complaints. No complaint was substantial, and immediate follow-up actions have been taken to handle all the complaints. For instance, to address customer complaints on service shortfall, room defects and cleanliness, we have provided specific training on service quality, and conduct regular reviews of product knowledge and service standards for resident advisors and hotel supervisors. Furthermore, we continuously improve the room programmes in light of complaints regarding engineering issues with room fixtures to prevent similar issues to take place again and continue maintaining a high standard for rooms. We always prioritise the visitor experience of our customers and explore opportunities to enhance our overall service quality.

Subject to our business nature, no products sold or shipped subject to recalls for safety and health reasons are recorded.

## COMMITMENT AND STRATEGY

The Group drives positive social changes and promotes positive influence by organising various programmes and initiatives while expanding our business operations. Through diverse initiatives from monetary donations, sponsorships, to volunteer work, we support the community with focus on youth development, social welfare, and environmental protection.

The Group's contribution to society is recognised. MP Hong Kong has been awarded the 5 Years Plus "Caring Company" Logo by the Hong Kong Council of Social Service while The Murray has received the "Caring Company" Logo. MP Hong Kong has also been awarded Social Capital Builder Logo Award as a mark to praise for its contribution to build a caring society.



## COMMUNITY CARE

GRI 3-3, 203-1, 413-1; HKEX KPI B8.2

We understand that the pandemic outbreak has hammered all sectors in Hong Kong and upended people's livelihoods. Therefore, The Murray organised Face Mask Donations through Project *WeCan* ("WeCan"), to provide surgical face masks to students and families in need. In Mainland China, 4 employees of Niccolo SZ participated in community volunteer work to assist local residents with nucleic acid collection.

To support the Wharf Group's flagship Business-in-Community programme *WeCan*, which aims to unleash students' potential and equip them for future job development, The Murray and MP Hong Kong offered Career Job Tasting Programme 2022 for 25 students to get a taste of working in different job positions, ranging from Human Resources, Finance, Housekeeping, and Main Kitchen Department. To get ready for their future employment, candidates had to go through a standard application procedure.

The Group periodically organise tours and career talks for students from secondary schools, tertiary institutions, and other educational institutions to recruit talents and nurture future hoteliers. The Murray and MP Hong Kong supported *WeCan* Career Exploration Day by holding online and offline career talks. Learning and Development, Front Office Managers, Assistant Executive Housekeeper and experienced Sous Chefs introduced the industry and shared their valuable experience with students in the career talks.

By planning and taking part in various community events, we hope to serve and care for the needy in our society. The Murray and MP Hong Kong are dedicated to reducing food waste and fighting poverty by giving safe-to-eat surplus food from F&B outlets to people in need through donation to Foodlink.

# Appendix I: Performance Data Summary<sup>1</sup>

	Unit	Total			Hong Kong			Mainland China		
		2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>ENVIRONMENTAL PERFORMANCE<sup>2</sup></b>										
<b>Air emissions<sup>3&amp;4</sup> &amp; by type and source GRI 305-7; HKEX KPI A1.1</b>										
NOx emissions	kg	53.11	55.93	58.66	53.11	51.91	58.12	0.00	4.02	0.54
SOx emissions	kg	0.29	0.30	0.34	0.29	0.29	0.33	0.00	0.01	0.01
PM emissions	kg	0.07	0.46	0.15	0.07	0.07	0.11	0.00	0.39	0.04
<b>GHG emissions<sup>5</sup> data in total and intensity GRI 305-1, 305-2, 305-4; HKEX KPI A1.2</b>										
Scope 1 emissions <sup>6</sup>	Tonnes CO <sub>2</sub> e	1,803	1,916	1,208	1,215	1,003	797	588	913	411
Scope 2 emissions: Market-based <sup>7</sup>	Tonnes CO <sub>2</sub> e	19,037	23,567	16,200	14,805	15,452	13,046	4,232	8,115	3,154
Scope 2 emissions: Location-based <sup>8</sup>	Tonnes CO <sub>2</sub> e	23,027	23,567	16,200	19,352	15,452	13,046	3,675	8,115	3,154
Scope 3 emissions <sup>9</sup>	Tonnes CO <sub>2</sub> e	163	-	-	117	-	-	46	-	-
Total GHG emissions (Scope 1 & 2): Market-based	Tonnes CO <sub>2</sub> e	20,840	25,483	17,408	16,020	16,455	13,843	4,820	9,028	3,565
	Intensity (kg CO <sub>2</sub> e per guest night)	44.60	54.88	62.36	38.14	46.36	65.87	102.09	82.53	51.67
Total GHG emissions (Scope 1 & 2): Location-based	Tonnes CO <sub>2</sub> e	24,830	25,483	17,408	20,567	16,455	13,843	4,263	9,028	3,565
	Intensity (kg CO <sub>2</sub> e per guest night)	53.14	54.88	62.36	48.96	46.36	65.87	90.30	82.53	51.67
<b>Energy consumption and intensity<sup>10</sup> GRI 302-1, 303-2; HKEX KPI A2.1</b>										
Diesel oil	GJ	0	33	17	0	26	13	0	7	4
Unleaded petrol	GJ	76	106	142	76	79	110	0	27	32
Towngas	GJ	13,028	12,732	14,101	13,028	12,732	14,101	0	0	0
Piped natural gas ("PNG")	GJ	9,671	12,832	6,711	0	0	0	9,671	12,832	6,711
Purchased steam	GJ	818	3,174	0	0	0	0	818	3,174	0
Purchased electricity	GJ	120,161	142,470	104,183	98,706	101,715	88,045	21,455	40,755	16,138
Total energy consumption	GJ	143,754	171,347	125,154	111,810	114,552	102,269	31,944	56,795	22,885
	Intensity (GJ per guest night)	0.31	0.36	0.45	0.27	0.32	0.49	0.68	0.52	0.33
<b>Water consumption and intensity GRI 303-5; HKEX KPI A2.2</b>										
Water consumption	m <sup>3</sup>	255,028	308,880	223,055	193,798	195,970	176,055	61,230	112,910	47,000
	Intensity (m <sup>3</sup> per guest night)	1.76	1.58	1.52	0.46	0.55	0.84	1.30	1.03	0.68
Wastewater discharge <sup>11</sup>	m <sup>3</sup>	215,804	252,398	170,639	154,574	148,930	133,039	61,230	103,468	37,600
<b>Waste by type and disposal method GRI 306-2, 306-3, 306-5; HKEX KPI A1.3, A1.4, A1.6</b>										
Total waste generated	Tonnes	1,709.98	1,559.67	1,463.49	1,637.34	1,160.93	1,183.63	72.64	398.74	279.86
General refuse to landfill	Tonnes	1,573.49	1,133.86	1,181.52	1,573.20	1,112.30	1,145.98	0.29	21.56	35.54
Incinerated waste	Tonnes	38.76	102.97	82.92	N/A	N/A	N/A	38.76	102.97	82.92
Non-hazardous waste recycled										
Paper	Tonnes	45.05	46.17	28.26	40.76	34.12	25.42	4.29	12.05	2.84
Plastics	Tonnes	1.38	4.28	2.27	0.08	0.07	0.06	1.30	4.21	2.21
Metals	Tonnes	0.30	1.10	0.69	0.11	0.14	0.25	0.19	0.96	0.44
Glass	Tonnes	7.25	20.88	10.59	5.79	11.49	7.43	1.46	9.39	3.16
Soap	Tonnes	0.30	0.28	0.05	0.30	0.28	0.05	0.00	0.00	0.00
Food waste	Tonnes	36.98	246.88	153.69	10.86	0.00	1.76	26.12	246.88	151.93
Hazardous waste recycled										
Waste cooking oil	Tonnes	6.41	3.12	2.65	6.18	2.40	1.83	0.23	0.72	0.82
Fluorescent lamps, light bulbs and waste ink cartridge	Tonnes	0.06	0.13	0.85	0.06	0.13	0.85	0.00	0.00	0.00

	Unit	Total			Hong Kong			Mainland China		
		2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>USE OF RESOURCES</b>										
<b>Packaging material used HKEX KPI A2.5</b>										
Packaging Material	Tonnes	12.98	8.08	7.78	6.07	5.03	4.34	6.91	3.05	3.44
<b>SUPPLY CHAIN MANAGEMENT</b>										
<b>Number of suppliers by geographical region HKEX KPI A5.1</b>										
Hong Kong suppliers		109	146	167	109	146	167	0	0	0
Mainland China suppliers		28	57	13	0	0	0	28	57	13
Others		0	0	1	0	0	1	0	0	0

	Total			Hong Kong			Mainland China			
	2022	2021	2020	2022	2021	2020	2022	2021	2020	
<b>EMPLOYEE STATISTICS</b>										
<b>Employee Distribution</b>										
<b>Total workforce by gender, employment type and contract type GRI 2-7; HKEX KPI B1.1</b>										
Total workforce		1,009	1,189	946	796	780	767	213	409	179
Male		582	678	516	453	449	431	129	229	85
Female		427	511	430	343	331	336	84	180	94
Full-time		993	1,154	946	780	745	767	213	409	179
Part-time		16	35	0	16	35	0	0	0	0
Permanent		708	696	743	708	696	743	0	0	0
Fixed-term		301	493	203	88	84	24	213	409	179
Temporary		0	0	0	0	0	0	0	0	0
Non-guaranteed hours <sup>12</sup>		606	-	-	181	-	-	425	-	-
<b>Gender distribution of permanent contract employees GRI 2-7; HKEX KPI B1.1</b>										
Male		394	404	416	394	404	416	0	0	0
Female		314	292	327	314	292	327	0	0	0

<sup>1</sup> In the tables of this section, the totals are rounded figures.

<sup>2</sup> Definition of the number of guest nights in the Report refers to [total guest staying overnight + staff nights + total day guests/3 + total resident restaurant covers/4] as defined by EarthCheck.

<sup>3</sup> Air emissions refer to the release of air pollutants namely nitrogen oxides ("NOx"), sulphur oxides ("SOx") and particulate matter ("PM") generated by motor vehicles and gaseous fuel consumption into the atmosphere.

<sup>4</sup> The data only include vehicular emissions and were calculated based on the methodology with published emission factors from the HKEX Reporting Guidance on Environmental KPIs.

<sup>5</sup> Greenhouse gases ("GHG") are emitted from fossil fuel consumption. CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O are included in the calculation of GHG emissions.

<sup>6</sup> 2022 Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Group, such as the combustion of diesel, unleaded petrol, towngas and refrigerant and were calculated based on Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong. Emissions from combustion of piped natural gas in Mainland China were calculated based on 2012 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting.

<sup>7</sup> 2022 Scope 2 emissions: market-based are indirect GHG emissions from the generation of purchased or acquired electricity, towngas and steam consumed by the Group and were calculated based on the default factors provided by electricity providers in Hong Kong, Power Assets (0.71 kg CO<sub>2</sub>e/kWh), CLP (0.39 kg CO<sub>2</sub>e/kWh) and The Hong Kong and China Gas Company Limited (0.588 kg CO<sub>2</sub>e/unit). GHG emissions by electricity purchased in China in the Report were calculated based on China Eastern grid emission factor in 2012年中國區域電網平均CO<sub>2</sub>排放因子 (0.7035 kg CO<sub>2</sub>/kWh). GHG emissions from purchased steam in Mainland China were calculated based on the emission factor stated in UK Government GHG Conversion Factors for Company Reporting (0.17073 kg CO<sub>2</sub>/kWh).

<sup>8</sup> 2022 Scope 2 emissions: location-based are indirect GHG emissions from the generation of purchased or acquired electricity, towngas and steam consumed by the Group and were calculated based on Hong Kong Territory-wide default value (i.e. 0.7kg/kWh), The Hong Kong and China Gas Company Limited (0.588 kg CO<sub>2</sub>e/unit) and National Emission Factors for Mainland China (0.6101 kg CO<sub>2</sub>/kWh). Location-based emissions is newly included in 2022.

<sup>9</sup> 2022 Scope 3 emissions covers category 1 and 5 as categorised by GHG Protocol, and were calculated based on emission factors from UK Government GHG Conversion Factors for Company Reporting 2022.

<sup>10</sup> Energy conversion factors used for diesel oil and unleaded petrol are from CDP Technical Note: Conversion of fuel data to MWh. Energy conversion factor used for piped natural gas is from 2012 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting. Energy consumption of towngas was calculated based on formula provided by The Hong Kong and China Gas Company Limited. Energy consumption of purchased steam in Mainland China was calculated based on the energy conversion factors provided by Suzhou Industrial Park Lantian Fuel Gas Thermoelectricity Co Ltd.

<sup>11</sup> The Murray and MP Hong Kong adopted the discharge factor on the water bills issued by Hong Kong's Water Supplies Department to collect the amount of wastewater discharge, whereas Niccolo SZ calculated the data by multiplying the amount of water supply by 100%.

<sup>12</sup> Newly collected and disclosed in 2022.

	Total			Hong Kong			Mainland China		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>Gender, age, group and minority group distribution of all employees by employment category<sup>13</sup> GRI 405-1; HKEX KPI B1.1</b>									
Male									
Senior Management	17(74%)	19 (73%)	16 (64%)	12 (75%)	13 (76%)	13 (65%)	5 (71%)	6 (67%)	3 (60%)
Middle Management	102 (61%)	99 (60%)	71 (61%)	85 (64%)	75 (62%)	66 (62%)	17 (50%)	24 (53%)	5 (50%)
General Staff	463 (57%)	560 (56%)	429 (53%)	356 (55%)	361 (56%)	352 (55%)	107 (62%)	199 (56%)	77 (47%)
Female									
Senior Management	6 (26%)	7 (27%)	9 (36%)	4 (25%)	4 (24%)	7 (35%)	2 (29%)	3 (33%)	2 (40%)
Middle Management	65 (39%)	67 (40%)	45 (39%)	48 (36%)	46 (38%)	40 (38%)	17 (50%)	21 (47%)	5 (50%)
General Staff	356 (43%)	437 (44%)	376 (47%)	291 (45%)	281 (44%)	289 (45%)	65 (38%)	156 (44%)	87 (53%)
Below 30									
Senior Management	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Middle Management	14 (8%)	16 (10%)	5 (4%)	10 (8%)	9 (7%)	5 (5%)	4 (12%)	7 (16%)	0 (0%)
General Staff	278 (34%)	297 (30%)	194 (24%)	171 (26%)	147 (23%)	158 (25%)	107 (62%)	150 (42%)	36 (22%)
30-50									
Senior Management	12 (52%)	18 (69%)	17 (68%)	6 (38%)	9 (53%)	12 (60%)	6 (86%)	9 (100%)	5 (100%)
Middle Management	126 (76%)	128 (77%)	94 (81%)	96 (72%)	90 (75%)	84 (79%)	30 (88%)	38 (84%)	10 (100%)
General Staff	379 (46%)	510 (51%)	447 (56%)	328 (51%)	354 (55%)	350 (55%)	51 (30%)	156 (44%)	97 (59%)
Above 50									
Senior Management	11 (48%)	8 (31%)	8 (32%)	10 (62%)	8 (47%)	8 (40%)	1 (14%)	0 (0%)	0 (0%)
Middle Management	27 (16%)	22 (13%)	17 (15%)	27 (20%)	22 (18%)	17 (16%)	0 (0%)	0 (0%)	0 (0%)
General Staff	162 (20%)	190 (19%)	164 (20%)	148 (23%)	141 (22%)	133 (21%)	14 (8%)	49 (14%)	31 (19%)
Minority group <sup>14</sup>									
Senior Management	9 (39%)	12 (46%)	11 (44%)	6 (38%)	9 (53%)	11 (55%)	3 (43%)	3 (33%)	0 (0%)
Middle Management	7 (4%)	6 (4%)	3 (3%)	6 (5%)	3 (2%)	2 (2%)	1 (3%)	3 (7%)	1 (10%)
General Staff	89 (11%)	73 (7%)	64 (8%)	83 (13%)	72 (11%)	62 (10%)	6 (3%)	1 (0.3%)	2 (1%)
Non-minority group									
Senior Management	14 (61%)	14 (54%)	14 (56%)	10 (62%)	8 (47%)	9 (45%)	4 (57%)	6 (67%)	5 (100%)
Middle Management	160 (96%)	160 (96%)	113 (97%)	127 (95%)	118 (98%)	104 (98%)	33 (97%)	42 (93%)	9 (90%)
General Staff	730 (89%)	924 (93%)	741 (92%)	564 (87%)	570 (89%)	579 (90%)	166 (97%)	354 (99.7%)	162 (99%)

	Total			Hong Kong			Mainland China		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>NEW EMPLOYEES HIRES</b>									
<b>Gender, age and regional distribution of new employee hires in number and percentage<sup>15&amp;16</sup> GRI 401-1</b>									
Male	219 (38%)	352 (52%)	111 (22%)	164 (36%)	194 (43%)	92 (21%)	55 (43%)	158 (69%)	19 (22%)
Female	165 (39%)	229 (45%)	85 (20%)	141 (41%)	131 (40%)	70 (21%)	24 (29%)	98 (54%)	15 (16%)
Below 30	157 (54%)	236 (75%)	84 (42%)	108 (60%)	96 (40%)	66 (40%)	49 (44%)	140 (89%)	18 (50%)
30–50	177 (34%)	277 (31%)	81 (15%)	150 (35%)	178 (39%)	67 (15%)	27 (31%)	99 (49%)	14 (13%)
Above 50	50 (25%)	68 (31%)	31 (16%)	47 (25%)	51 (30%)	29 (18%)	3 (20%)	17 (35%)	2 (6%)
Group overall	384 (38%)	581 (49%)	196 (21%)	305 (38%)	325 (42%)	162 (21%)	79 (37%)	256 (63%)	34 (19%)
<b>EMPLOYEE TURNOVER</b>									
<b>Gender, age and regional distribution of employee turnover in number and percentage<sup>17</sup> GRI 401-1; HKEX KPI B1.2</b>									
Male	267 (46%)	350 (52%)	208 (40%)	175 (39%)	239 (53%)	168 (39%)	92 (71%)	111 (48%)	40 (47%)
Female	156 (37%)	261 (51%)	185 (43%)	120 (35%)	170 (51%)	134 (40%)	36 (43%)	91 (51%)	51 (54%)
Below 30	163 (56%)	184 (59%)	162 (81%)	78 (43%)	105 (67%)	111 (68%)	85 (77%)	79 (50%)	51 (142%)
30–50	209 (40%)	322 (49%)	151 (27%)	168 (39%)	225 (50%)	121 (27%)	41 (47%)	97 (48%)	30 (27%)
Above 50	51 (26%)	105 (48%)	80 (42%)	49 (26%)	79 (46%)	70 (44%)	2 (13%)	26 (53%)	10 (32%)
Group overall	423 (42%)	611 (51%)	393 (42%)	295 (37%)	409 (52%)	302 (39%)	128 (60%)	202 (49%)	91 (51%)
<b>VOLUNTARY TURNOVER RATE</b>									
<b>Gender, age and regional distribution of voluntary employee turnover in number and percentage</b>									
Male	249 (43%)	–	–	157 (35%)	–	–	92 (71%)	–	–
Female	141 (33%)	–	–	105 (31%)	–	–	36 (43%)	–	–
Below 30	159 (54%)	–	–	74 (41%)	–	–	85 (77%)	–	–
30–50	200 (39%)	–	–	159 (37%)	–	–	41 (47%)	–	–
Above 50	31 (16%)	–	–	29 (16%)	–	–	2 (13%)	–	–
Group overall	390 (39%)	–	–	262 (33%)	–	–	128 (60%)	–	–

<sup>13</sup> This information is derived from BU's own human resources system.

<sup>14</sup> Minority group refers to the ethnic minority at our operation locations.

<sup>15</sup> New hire rate (in percentage) = Total number of new hires in the category/Total number of employees in the category × 100%

<sup>16</sup> New hire-related data are derived using the total number of new hires that were still working at the BUs as of 31 December of the respective year in the category.

<sup>17</sup> Turnover rate (in percentage) = Total number of turnover in the category/Total number of employees in the category × 100%

	Overall			Hong Kong			Mainland China		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>Parental leave – Return to work rate<sup>18</sup> GRI 401-3</b>									
Group overall	100%	86%	100%	100%	100%	100%	100%	0% <sup>19</sup>	100%
<b>Parental leave – Retention rate by gender<sup>20</sup> GRI 401-3</b>									
Male	100%	100%	89%	100%	100%	86%	100%	N/A	100%
Female	N/A	50%	86%	N/A	67%	100%	N/A	0%	75%
<b>HEALTH AND SAFETY</b>									
<b>Injury incident rate by gender and by region per 100 employees<sup>21,22</sup> GRI 403-9</b>									
Male	4.1	4.4	4.1	4.4	4.5	4.2	3.1	4.4	3.5
Female	4.0	4.9	4.4	3.8	5.7	5.7	4.8	3.3	0.0
Group overall	4.1	4.6	4.2	4.1	5.0	4.8	3.8	3.9	1.7
<b>Lost days HKEK KPI B2.2</b>									
Male	161	432	1,368	141	234	1,173	20	198	195
Female	97	528	783	86	476	783	11	52	0
<b>Lost day rate by gender and by region in percentage<sup>23</sup> GRI 403-9; HKEK KPI B2.2</b>									
Male	0.14%	0.34%	1.19%	0.16%	0.28%	1.24%	0.09%	0.43%	0.96%
Female	0.12%	0.52%	0.82%	0.13%	1.17%	1.07%	0.06%	0.13%	0.00%
Group overall	0.13%	0.42%	1.02%	0.15%	0.49%	1.16%	0.08%	0.29%	0.46%
<b>Absentee rate by gender and by region in percentage<sup>24,25</sup> GRI 403-9</b>									
Male	1.59%	0.65%	2.55%	1.91%	0.71%	2.77%	0.28%	0.55%	1.52%
Female	1.84%	1.48%	2.09%	2.25%	2.06%	2.50%	0.25%	0.62%	0.72%
Group overall	1.70%	1.02%	2.34%	2.06%	1.28%	2.65%	0.26%	0.58%	1.10%
<b>TRAINING AND EDUCATION</b>									
<b>Training hours</b>									
Total	59,503	64,886	30,935	53,286	49,891	29,834	6,217	14,995	1,101
<b>Average training hours per employee by gender, age group and by employment category<sup>26</sup> GRI 404-1; HKEK KPI B3.2</b>									
Male	58.93	55.78	30.57	67.42	65.18	35.21	29.14	37.33	7.06
Female	59.02	52.97	35.26	66.31	62.31	43.63	29.26	35.82	5.32
Below 30	58.63	–	–	75.27	–	–	31.50	–	–
30-50	62.10	–	–	68.96	–	–	28.23	–	–
51 or above	51.37	–	–	54.11	–	–	17.60	–	–
Senior management	56.11	50.17	9.35	67.47	50.03	9.41	30.14	50.44	9.10
Middle management	56.98	66.81	35.07	79.54	72.59	34.91	33.90	51.27	36.75
General staff	59.79	52.65	33.08	64.34	62.71	40.48	21.03	34.46	4.20
Group overall	58.97	54.57	32.70	66.94	63.96	38.90	29.19	36.66	6.15

<sup>18</sup> Return to work rate (in percentage) = Total number of employees that did return to work after parental leave/Total number of employees due to return to work after taking parental leave × 100%

<sup>19</sup> One female employee in Mainland China took parental leave in 2021 and has not returned to work in 2021.

<sup>20</sup> Retention rate (in percentage) = Total number of employees that returned to work after parental leave ended that were still employed as of 31 December 2022 in the category/Total number of employees took parental leave in the category × 100%

<sup>21</sup> Injury incident rate (per 100 employees) = Total injury cases in the category/Number of all employees in the category × 100

<sup>22</sup> There was no incident of occupational disease recorded in Hong Kong and Mainland China in 2020, 2021 and 2022

<sup>23</sup> Lost day rate (in percentage) = Total lost days in the category/Total number of days scheduled to be worked of all employees in the category × 100%

<sup>24</sup> Absentee rate (in percentage) = Total absentee days in the category/Total days scheduled to be worked of all employees in the category × 100%

<sup>25</sup> Sick leave due to quarantine but not COVID-19 infected were excluded in the calculation of absentee rate in 2022.

<sup>26</sup> Average training hours per employee = Total training hours offered in the category/Total workforce in the category.

## SELECTED AWARDS AND RECOGNITIONS

Organisers	Awards and Recognitions	Business Units
The Hong Kong Council of Social Service	5 Years Plus Caring Company Logo	MP Hong Kong
	Caring Company Logo	The Murray
Labour and Welfare Bureau — Community Investment and Inclusion Fund	Social Capital Builder Logo Award	MP Hong Kong
EarthCheck	Gold Certification	MP Hong Kong
	Silver Certification	The Murray
	Bronze Certification	Niccolo SZ
Employees Retraining Board	ERM Manpower Developer Award Scheme — Grand Prize Award	The Murray
	ERM Manpower Developer Award	The Murray, MP Hong Kong
Mandatory Provident Fund Schemes Authority	Good MPF Employer Award	The Murray, MP Hong Kong
CT goodjobs	Top Happiest Culture Award	The Murray
	Best Diversity, Equity & Inclusion Strategy Award	The Murray
	Best Change Leadership Strategy Award	MP Hong Kong
	Best Talent Acquisition & Onboarding Strategy Award	MP Hong Kong
Forbes Travel Guide	Five-Star Hotel	The Murray
	Recommended Hotel	MP Hong Kong
	Four-Star Restaurant — Cucina	MP Hong Kong
	Sharecare Health Security VERIFIED®	The Murray, MP Hong Kong (Cucina)
Historic Hotels Worldwide®	Best Historic Hotels Worldwide Hotel in Asia/Pacific	The Murray
Occupational Safety & Health Council	Joyful@Healthy Workplace Best Practices Award	MP Hong Kong
Keep Well Event 2022	Keep Fresh Hotel in Art Exhibition	Niccolo SZ



## SELECTED MEMBERSHIPS AND CHARTERS

Organisations	Nature of Memberships/ Name of Charters	Business Units
UNICEF HK	Say Yes to Breastfeeding	MP Hong Kong
Equal Opportunities Commission	Equal Opportunity Employer Recognition Scheme	MP Hong Kong
Occupational Safety & Health Council	Joyful@Healthy Workplace Charter	MP Hong Kong
Hong Kong General Chamber of Commerce	Full Member	The Murray, MP Hong Kong
Hong Kong Hotels Association	Full Member	The Murray, MP Hong Kong
The Society of the Golden Keys of Hong Kong	Adherent Member	The Murray, MP Hong Kong
Italian Chamber of Commerce	Corporate Member	MP Hong Kong, Niccolo SZ
Hotel Controllers & Accountants Association of Hong Kong	Corporate Member	MP Hong Kong

# Appendix III: Significant Laws and Regulations

## ENVIRONMENT

### Aspect A1: Emissions

- Air Pollution Control Ordinance (Cap. 311 of the laws of Hong Kong)
- Waste Disposal Ordinance (Cap. 354 of the laws of Hong Kong)
- Noise Control Ordinance (Cap. 400 of the laws of Hong Kong)
- Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste

### Aspect A2: Use of Resources

- Water Pollution Control Ordinance (Cap. 358 of the laws of Hong Kong)

### Aspect A3: The Environment and Natural Resources

- Environmental Impact Assessment Ordinance (Cap. 499 of the laws of Hong Kong)
- Environmental Protection Law of the People's Republic of China

## SOCIAL

### Aspect B1: Employment and Aspect B4: Labour Standards

- Employment Ordinance (Cap. 57 of the laws of Hong Kong)
- Sex Discrimination Ordinance (Cap. 480 of the laws of Hong Kong)
- Disability Discrimination Ordinance (Cap. 487 of the laws of Hong Kong)
- Family Status Discrimination Ordinance (Cap. 527 of the laws of Hong Kong)
- Race Discrimination Ordinance (Cap. 602 of the laws of Hong Kong)
- Labour Contract Law of the People's Republic of China

### Aspect B2: Health and Safety

- Occupational Safety and Health Ordinance (Cap. 509 of the laws of Hong Kong)
- Law of the People's Republic of China on Prevention and Control of Occupational Diseases

### Aspect B6: Product Responsibility

- Fire Services Ordinance (Cap. 95 of the laws of Hong Kong)
- Hotel and Guesthouse Accommodation Ordinance (Cap. 349 of the laws of Hong Kong)
- Food Hygiene Code published by the Government of the Hong Kong Special Administrative Region
- Food Safety Law of the People's Republic of China
- Food Hygiene Law of the People's Republic of China
- Trade Descriptions Ordinance (Cap. 362 of the laws of Hong Kong)
- Law of the People's Republic of China on Protection of Consumer Rights and Interests
- Consumer Protection Legislations in Hong Kong and logo guidelines
- Personal Data (Privacy) Ordinance (Cap. 486 of the laws of Hong Kong)
- EU General Data Protection Regulation

### Aspect B7: Anti-corruption

- Prevention of Bribery Ordinance (Cap. 201 of the laws of Hong Kong)
- Competition Ordinance (Cap. 619 of the laws of Hong Kong)
- Telecommunications Ordinance (Cap. 106 of the laws of Hong Kong)

# Appendix IV: HKEX ESG Reporting Guide Index Table

Subject Areas, Aspects, General Disclosures and KPIs	Section/Page Number/Remarks
<b>A. Environmental</b>	
<b>A1: Emissions</b>	
<p><b>General Disclosure</b> 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.</p>	<p>Governance, page 5–7; Our Environment, page 11–18; Energy and Greenhouse Gas Management, page 15–16; Resource Management, page 18; Compliance Policy Statement; Environmental Policy</p>
<p><b>KPI A1.1</b> The types of emissions and respective emissions data.</p>	<p>Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27</p>
<p><b>KPI A1.2</b> Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27</p>
<p><b>KPI A1.3</b> Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>Performance Data Summary, page 26–27</p>
<p><b>KPI A1.4</b> Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>Performance Data Summary, page 26–27</p>
<p><b>KPI A1.5</b> Description of emission target(s) set and steps taken to achieve them.</p>	<p>Our Environment — Commitment and Strategy, page 11; Energy and Greenhouse Gas Management, page 15–16</p>
<p><b>KPI A1.6</b> Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.</p>	<p>Our Environment — Commitment and Strategy, page 11; Resource Management, page 18; Performance Data Summary, page 26–27</p>
<b>A2: Use of Resources</b>	
<p><b>General Disclosure</b> Policies on the efficient use of resources, including energy, water and other raw materials.</p>	<p>Governance, page 5–7; Our Environment, page 11–18; Energy and Greenhouse Gas Management, page 15–16; Water Stewardship, page 17; Resource Management, page 18; Environmental Policy</p>
<p><b>KPI A2.1</b> Direct and/or indirect consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).</p>	<p>Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27</p>
<p><b>KPI A2.2</b> Water consumption in total and intensity (e.g. per unit of production volume, per facility).</p>	<p>Water Stewardship, page 17; Performance Data Summary, page 26–27</p>
<p><b>KPI A2.3</b> Description of energy use efficiency target(s) set and steps taken to achieve them.</p>	<p>Energy and Greenhouse Gas Management, page 15–16</p>
<p><b>KPI A2.4</b> 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.</p>	<p>Our Environment — Commitment and Strategy, page 11; Water Stewardship, page 17</p>

Subject Areas, Aspects, General Disclosures and KPIs	Section/Page Number/Remarks
<p><b>KPI A2.5</b> Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.</p>	Performance Data Summary, page 26–27
<b>A3: The Environment and Natural Resources</b>	
<p><b>General Disclosure</b> Policies on minimising the issuer’s significant impacts on the environment and natural resources.</p>	Governance, page 5–7; Our Environment, page 11–18; Energy and Greenhouse Gas Management, page 15–16; Water Stewardship, page 17; Resource Management, page 18; Environmental Policy; Climate Change Policy Statement; Green Procurement Policy
<p><b>KPI A3.1</b> Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.</p>	Our Environment, page 11–18; Energy and Greenhouse Gas Management, page 15–16; Water Stewardship, page 17; Resource Management, page 18; Environmental Awareness, page 18
<b>A4: Climate Change</b>	
<p><b>General Disclosure</b> Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.</p>	Climate Risk and Resilience Management, page 11–15; Climate Change Policy Statement
<p><b>KPI A4.1</b> Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.</p>	
<b>B. Social</b>	
<b>B1: Employment</b>	
<p><b>General Disclosure</b> 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.</p>	Our People, page 19–21; Human Rights Policy; Code of Conduct; Compliance Policy Statement
<p><b>KPI B1.1</b> Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.</p>	Our People, page 19–20; Performance Data Summary, page 27–28
<p><b>KPI B1.2</b> Employee turnover rate by gender, age group and geographical region.</p>	Performance Data Summary, page 29
<b>B2: Health and Safety</b>	
<p><b>General Disclosure</b> 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.</p>	Our People, page 19–21; Employees’ Safety and Health, page 21; Safety and Health Policy; Compliance Policy Statement

Subject Areas, Aspects, General Disclosures and KPIs	Section/Page Number/Remarks
<b>KPI B2.1</b> Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Employees' Safety and Health, page 21
<b>KPI B2.2</b> Lost days due to work injury.	Performance Data Summary, page 30
<b>KPI B2.3</b> Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Employees' Safety and Health, page 21; Employee Wellbeing and Engagement, page 21
<b>B3: Development and Training</b>	
<b>General Disclosure</b> Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and Training, page 20
<b>KPI B3.1</b> The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Development and Training, page 20
<b>KPI B3.2</b> The average training hours completed per employee by gender and employee category.	Performance Data Summary, page 30
<b>B4: Labour Standards</b>	
<b>General Disclosure</b> 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.	Our People, page 19–21; Human Rights Policy; Compliance Policy Statement
<b>KPI B4.1</b> Description of measures to review employment practices to avoid child and forced labour.	Employment, page 19–20; Human Rights Policy
<b>KPI B4.2</b> Description of steps taken to eliminate such practices when discovered.	Employment, page 19–20; Human Rights Policy
<b>B5: Supply Chain Management</b>	
<b>General Disclosure</b> Policies on managing environmental and social risks of the supply chain.	Supply Chain Management, page 22; Green Procurement Policy; Supplier Code of Conduct
<b>KPI B5.1</b> Number of suppliers by geographical region.	Performance Data Summary, page 27
<b>KPI B5.2</b> Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Supply Chain Management, page 22; Green Procurement Policy; Supplier Code of Conduct
<b>KPI B5.3</b> Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management, page 22; Green Procurement Policy
<b>KPI B5.4</b> Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management, page 22; Green Procurement Policy

Subject Areas, Aspects, General Disclosures and KPIs	Section/Page Number/Remarks
<b>B6: Product Responsibility</b>	
<p><b>General Disclosure</b> Information on:</p> <ul style="list-style-type: none"> <li>(a) the policies; and</li> <li>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</li> </ul> <p>relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.</p>	<p>Our Value Chain, page 22–24; Guests' Safety and Health, page 23; Quality Policy Statement; Compliance Policy Statement; Data Privacy Policy Statement</p>
<p><b>KPI B6.1</b> Percentage of total products sold or shipped subject to recalls for safety and health reasons.</p>	<p>No products sold or shipped were subject to recalls for safety and health reasons during the reporting year.</p>
<p><b>KPI B6.2</b> Number of products and service related complaints received and how they are dealt with.</p>	<p>Service Quality and Customer Satisfaction, page 24</p>
<p><b>KPI B6.3</b> Description of practices relating to observing and protecting intellectual property rights.</p>	<p>Our Value Chain — Commitment and Strategy, page 22</p>
<p><b>KPI B6.4</b> Description of quality assurance process and recall procedures.</p>	<p>Guests' Safety and Health, page 23; Service Quality and Customer Satisfaction, page 24; Quality Policy Statement</p>
<p><b>KPI B6.5</b> Description of consumer data protection and privacy policies, how they are implemented and monitored.</p>	<p>Customer Privacy, page 23; Data Privacy Policy Statement; Code of Conduct</p>
<b>B7: Anti-corruption</b>	
<p><b>General Disclosure</b> Information on:</p> <ul style="list-style-type: none"> <li>(a) the policies; and</li> <li>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</li> </ul> <p>relating to bribery, extortion, fraud and money laundering.</p>	<p>Ethical Business Operations, page 5; Anti-Corruption Policy; Compliance Policy Statement; Statement of Business Integrity; Code of Conduct</p>
<p><b>KPI B7.1</b> 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.</p>	<p>Ethical Business Operations, page 5</p>
<p><b>KPI B7.2</b> Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.</p>	<p>Ethical Business Operations, page 5</p>
<p><b>KPI B7.3</b> Description of anti-corruption training provided to directors and staff.</p>	<p>Ethical Business Operations, page 5</p>
<b>B8: Community Investment</b>	
<p><b>General Disclosure</b> 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.</p>	<p>Business-in-Community, page 25</p>
<p><b>KPI B8.1</b> Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).</p>	<p>Business-in-Community, page 25</p>
<p><b>KPI B8.2</b> Resources contributed (e.g. money or time) to the focus area.</p>	<p>About Our Business, page 4; Business-in-Community, page 25</p>

# Appendix V: GRI Standards Index Table

<b>Statement of use</b>	Harbour Centre Development Limited has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	–

## GRI 2: GENERAL DISCLOSURES 2021

GRI Standards	Disclosure	Location and Remarks/Omission
2-1	Organisational details	Message from the Chairman, page 2; About Our Business, page 4
2-2	Entities included in the organisation's sustainability reporting	About this Report, page 3
2-3	Reporting period, frequency and contact point	About this Report, page 3
2-4	Restatements of information	Performance Data Summary, page 26–30
2-5	External assurance	About this Report, page 3; This report did not seek for external assurance
2-6	Activities, value chain and other business relationships	About this Report, page 3; About Our Business, page 4; 2022 Annual Report — Business Review, page 8–9; Our Value Chain — Supply Chain Management, page 22
2-7	Employees	Our People, page 19–20; Performance Data Summary, page 27–28
2-8	Workers who are not employees	This is not material to our business. The relevant KPIs are therefore not disclosed.
2-9	Governance structure and composition	Governance, page 5–7; 2022 Annual Report — Corporate Governance Report, page 17–38
2-10	Nomination and selection of the highest governance body	2022 Annual Report — Corporate Governance Report, page 19–22
2-11	Chair of the highest governance body	2022 Annual Report — Corporate Governance Report, page 23
2-12	Role of the highest governance body in overseeing the management of impacts	Governance, page 5; 2022 Annual Report — Corporate Sustainability, page 14–16
2-13	Delegation of responsibility for managing impacts	Governance, page 5; 2022 Annual Report — Corporate Sustainability, page 14–16
2-14	Role of the highest governance body in sustainability reporting	Governance, page 6–7
2-15	Conflicts of interest	2022 Annual Report — Corporate Governance Report, page 17–38
2-16	Communication of critical concerns	Governance, page 6–7
2-17	Collective knowledge of the highest governance body	Governance, page 6–7
2-18	Evaluation of the performance of the highest governance body	This information is treated as confidential.
2-19	Remuneration policies	This information is treated as confidential.
2-20	Process to determine remuneration	This information is treated as confidential.
2-21	Annual total compensation ratio	This information is treated as confidential.
2-22	Statement on sustainable development strategy	Message from the Chairman, page 2

GRI Standards	Disclosure	Location and Remarks/Omission
2-23	Policy commitments	Governance, page 6–7; Our Environment, page 11–18; Our People, page 19–21; Our Value Chain — Commitment and Strategy, page 22; Code of Conduct; Human Rights Policy; Supplier Code of Conduct
2-24	Embedding policy commitments	Governance, page 6–7; Our Environment, page 11–18; Our People, page 19–21; Our Value Chain, page 22–24; Business-in-Community, page 25; Supplier Code of Conduct
2-25	Processes to remediate negative impacts	Governance, page 6–7; Our Environment, page 11–18; Our People, page 19–21; Our Value Chain, page 22–24; Business-in-Community, page 25
2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Engagement and Materiality Assessment, page 8–10
2-27	Compliance with laws and regulations	Governance — Ethical Business Operations, page 5; Our Environment — Commitment and Strategy, page 11; Compliance Policy Statement; There was no incident of non-compliance with laws and regulations concerning health and safety during the reporting year.
2-28	Membership associations	Featured Awards, Charters and Memberships, page 31–32
2-29	Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment, page 8–10
2-30	Collective bargaining agreements	Collective bargaining agreements do not apply to the Group's operations

### GRI 3: MATERIAL TOPICS 2021

GRI Standards	Disclosure	Location and Remarks/Omission
3-1	Process to determine material topics	Stakeholder Engagement and Materiality Assessment, page 9–10
3-2	List of material topics	Stakeholder Engagement and Materiality Assessment, page 9–10

#### 200: Economic

##### 201: Economic Performance 2016

3-3	Management of material topics	About Our Business, page 4; 2022 Annual Report — Chairman's Statement, page 5–6
201-1	Direct economic value generated and distributed	About Our Business, page 4; 2022 Annual Report — Financial Highlights, page 7
201-2	Financial implications and other risks and opportunities due to climate change	About Our Business, page 4; Climate Risk and Resilience Management, page 11–15
201-4	Financial assistance received from government	Subsidies (HK\$17 million) from Employment Support Scheme under the Anti-epidemic Fund from the government of HKSAR were received in FY2022

##### 202: Market Presence 2016

3-3	Management of material topics	Our Sustainability Governance Approach, page 6
202-2	Proportion of senior management hired from the local community	Our Sustainability Governance Approach, page 6

##### 203: Indirect Economic Impacts 2016

3-3	Management of material topics	Business-in-Community, page 25
203-1	Infrastructure investments and services supported	About Our Business, page 4; Business-in-Community, page 25



GRI Standards	Disclosure	Location and Remarks/Omission
<b>204: Procurement Practices 2016</b>		
3-3	Management of material topics	Supply Chain Management, page 22; Green Procurement Policy; Supplier Code of Conduct
204-1	Proportion of spending on local suppliers	Supply Chain Management, page 22 Based on the principle of materiality, the Report includes the number of suppliers whom are the most significant 70% by spending in our BUs' supply chain.
<b>205: Anti-corruption 2016</b>		
3-3	Management of material topics	Ethical Business Operations, page 5; Anti-corruption Policy; Statement of Business Integrity; Code of Conduct
205-2	Communications and training about anti-corruption policies and procedures	Ethical Business Operations, page 5
205-3	Confirmed incidents of corruption and actions taken	In 2022, there were no confirmed incidents of corruption.
<b>300: Environmental</b>		
<b>301: Material 2016</b>		
3-3	Management of material topics	Our Environment — Commitment and Strategy, page 11; Resource Management, page 18
301-1	Materials used by weight or volume	Performance Data Summary, page 26–27
<b>302: Energy 2016</b>		
3-3	Management of material topics	Our Environment — Commitment and Strategy, page 11; Energy and Greenhouse Gas Management, page 15–16
302-1	Energy consumption within the organisation	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
302-3	Energy intensity	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
302-4	Reduction of energy consumption	Energy and Greenhouse Gas Management, page 15–16
<b>303: Water and Effluents 2018</b>		
3-3	Management of material topics	Our Environment — Commitment and Strategy, page 11; Water Stewardship, page 17
303-1	Interactions with water as a shared resource	Our Environment, page 11–18; Water Stewardship, page 17
303-2	Management of water discharge-related impacts	Our wastewater is treated by municipal water treatment facilities before discharge to waterbodies. Thus, the Group has no minimum standards set for quality of effluent discharge.
303-3	Water withdrawal	Water Stewardship, page 17 There is no withdrawal of surface or groundwater. All water consumed in Hong Kong and Mainland China are purchased and distributed by the Government's municipal water supplies department.
303-4	Water discharge	Water Stewardship, page 17; Performance Data Summary, page 26–27
303-5	Water consumption	Water Stewardship, page 17; Performance Data Summary, page 26–27

GRI Standards	Disclosure	Location and Remarks/Omission
<b>305: Emission 2016</b>		
3-3	Management of material topics	Our Environment – Commitment and Strategy, page 11; Energy and Greenhouse Gas Management, page 15–16; Climate Risk and Resilience Management, page 11–15; Climate Change Policy Statement
305-1	Direct (Scope 1) GHG emissions	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
305-2	Energy Indirect (Scope 2) GHG emissions	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
305-3	Other indirect (Scope 3) GHG emissions	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
305-4	GHG emissions intensity	Energy and Greenhouse Gas Management, page 15–16; Performance Data Summary, page 26–27
305-5	Reduction of GHG emissions	Energy and Greenhouse Gas Management, page 15–16
305-7	NOx, SOx, and other significant air emissions	Performance Data Summary, page 26–27
<b>306: Waste 2020</b>		
3-3	Management of material topics	Our Environment – Commitment and Strategy, page 11; Resource Management, page 18
306-1	Waste generation and significant waste-related impacts	Resource Management, page 18
306-2	Management of significant waste-related impacts	Our Environment, page 11–18; Resource Management, page 18
306-3	Waste generated	Performance Data Summary, page 26–27
306-4	Waste diverted from disposal	Resource Management, page 18; Performance Data Summary, page 26–27
306-5	Waste directed to disposal	Resource Management, page 18; Performance Data Summary, page 26–27
<b>308: Supplier Environmental Assessment 2016</b>		
3-3	Management of material topics	Supply Chain Management, page 22; Green Procurement Policy; Supplier Code of Conduct
308-1	Percentage of new suppliers that were screened using environmental criteria.	Supply Chain Management, page 22
<b>400: Social</b>		
<b>401: Employment 2016</b>		
3-3	Management of material topics	Our People, page 19–21
401-1	New employee hires and employee turnover	Performance Data Summary, page 27–30
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People, page 19–21; Employment, page 19
401-3	Parental leave	Performance Data Summary, page 27–30

GRI Standards	Disclosure	Location and Remarks/Omission
<b>402: Labor/Management Relations 2016</b>		
3-3	Management of material topics	Our People, page 19–21
402-1	Minimum notice periods regarding operational changes	We do not have a fixed notice period. Depending on commercial and/or other aspects of business sensitivity, reasonable notice is normally allowed for any significant operational changes of the company.
<b>403: Occupational Health and Safety 2018</b>		
3-3	Management of material topics	Employees' Safety and Health, page 21; Safety and Health Policy
403-1	Occupational health and safety management system	Employees' Safety and Health, page 21
403-2	Hazard identification, risk assessment, and incident investigation	Employees' Safety and Health, page 21
403-5	Worker training on occupational health and safety	Employees' Safety and Health, page 21
403-6	Promotion of worker health	Employees' Safety and Health, page 21; Employees' Wellbeing and Engagement, page 21
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employees' Safety and Health, page 21
403-9	Work-related injuries	Employees' Safety and Health, page 21; Performance Data Summary, page 27–30
<b>404: Training and Education 2016</b>		
3-3	Management of material topics	Our people, page 19–21; Development and Training, page 20
404-1	Average hours of training per year per employee	Development and Training, page 20; Performance Data Summary, page 27–30
404-2	Programmes for upgrading employee skills and transition assistance programmes	Development and Training, page 20
<b>405: Diversity and Equal Opportunity 2016</b>		
3-3	Management of material topics	Governance, page 5–7; Our People, page 19–21
405-1	Diversity of governance bodies and employees	Governance, page 5–7; Our People, page 19–21; Employment, page 19; Performance Data Summary, page 27–30
<b>406: Non-discrimination 2016</b>		
3-3	Management of material topics	Our People, page 19–21; Human Rights Policy
406-1	Incidents of discrimination and corrective actions taken	In 2022, there were no recorded incidents of non-compliance with anti-discrimination legislations.

GRI Standards	Disclosure	Location and Remarks/Omission
<b>408: Child Labour 2016</b>		
3-3	Management of material topics	Employment, page 19; Human Rights Policy
408-1	Operations and suppliers at significant risk for incidents of child labour	Employment, page 19; Human Rights Policy Child labour is not material to our business. The relevant KPIs are therefore not disclosed
<b>409: Forced or Compulsory Labour 2016</b>		
3-3	Management of material topics	Employment, page 19; Human Rights Policy
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Employment, page 19; Human Rights Policy Forced labour is not material to our business. The relevant KPIs are therefore not disclosed.
<b>413: Local Communities 2016</b>		
3-3	Management of material topics	Business-in-Community, page 25
413-1	Operations with local community engagement, impact assessments and development programmes	Business-in-Community, page 25
<b>414: Supplier Social Assessment 2016</b>		
3-3	Management of material topics	Supply Chain Management, page 22; Green Procurement Policy; Supplier Code of Conduct
414-1	Percentage of new suppliers that were screened using social criteria	Supply Chain Management, page 22
<b>416: Customer Health and Safety 2016</b>		
3-3	Management of material topics	Guests' Safety and Health, page 23
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Guests' Safety and Health, page 23 In 2022, there were no recorded incidents of non-compliance.
<b>417: Marketing and Labelling 2016</b>		
3-3	Management of material topics	Our Value Chain — Commitment and Strategy, page 22; Customer Privacy, page 23; Code of Conduct
417-3	Incidents of non-compliance concerning marketing communications	In 2022, there were no recorded incidents of non-compliance.
<b>418: Customer Privacy 2016</b>		
3-3	Management of material topics	Customer Privacy, page 23; Code of Conduct; Data Privacy Policy Statement
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy, page 23 In 2022, there were no recorded incidents of non-compliance.