



澳門博彩控股有限公司
SJM HOLDINGS LIMITED

於香港註冊成立的有限責任公司 股份代號：880
incorporated in Hong Kong with limited liability Stock Code : 880

2022

環境、社會及管治報告
Environmental, Social &
Governance Report

ABOUT US

SJM Holdings Limited ("SJMH" or the "Company") and its subsidiaries (collectively, the "Group") is a leading owner, operator and developer of casinos and integrated entertainment resorts in Macau. Our principal subsidiary SJM Resorts, S.A. ("SJM") is one of the six concessionaires in Macau authorised by the Government of the Macau Special Administrative Region to operate casinos and gaming areas. Originally awarded an 18-year concession in 2002, extended for two years in 2020 and a further half year in 2022, SJM was awarded a new concession for ten years beginning 1 January 2023.

SJM owns and operates the Grand Lisboa Palace Resort ("GLP") and the Grand Lisboa ("GL") Hotel and Casino. SJM also owns 51% of the Ponte 16 Resort, Macau and operates the Jai Alai Hotel, together with other casinos located in prime locations on the Macau Peninsula and Taipa. SJM's operations cater to a wide spectrum of patrons, with casino gaming and a broad range of hospitality and leisure attractions, including hotel accommodation, fine and casual dining, shopping, wellness and spa facilities, venues for meetings and events, and cultural exhibitions.

The Grand Lisboa Palace Resort, SJM's integrated resort in Cotai, offers luxury hotel rooms and suites in the Grand Lisboa Palace Macau and THE KARL LAGERFELD ("TKL") hotel towers, along with diverse hospitality services. Ultimately, the resort will encompass 1,892 hotel rooms and suites, including the hotel tower Palazzo Versace Macau.

As the only gaming concessionaire with its historical roots in Macau, SJM is dedicated to the principles of environmental protection, social responsibility and corporate governance. Caring for the well-being of our employees and patrons and staying in full compliance with applicable regulations are central to our core values.



SJM: One Heart, One New Start

The cover design features an aerial perspective of the Jardim Secreto at Grand Lisboa Palace enveloped by lush landscapes sketched out in vibrant brushstrokes. The circle, a universal symbol of harmony, wisdom and synchronicity, comes into the foreground. It is a depiction of SJM's unified spirit, joining hands with the entire Macau community to embark upon a new chapter and embrace a brighter future.

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Lotus in Bloom

Lok Hei

Lao Chon Hong

Nicole Ng

Lai Ieng

Thomas Lo Si In (MCZ)

Elvis Mok

Ng Wai Kin

Mel Cheong

Anny Chung

Sio In Leong

Zha Rui

Wansi Ieong

Lio Man Cheong

Sit Ka Kit

The concept of this remarkable lantern was inspired by Macau's flower emblem. Themed "the Lotus is where our Hearts Belong", the artwork is an amalgamation of 6 illustrious masters and 8 young artists, celebrating the succession of cultural heritage from one generation to the next.

MESSAGE FROM OUR CHAIRMAN



Dear valued stakeholders,

On behalf of the Board of Directors, I am pleased to share our third standalone Environmental, Social and Governance (“ESG”) Report for the financial year ended 31 December 2022. The year was challenging yet memorable as we were granted a new 10-year gaming concession. Although we were still under the impact of the COVID-19 pandemic, our team members continued to demonstrate commitment and dedication towards executing our sustainability priorities.

With our new gaming concession, SJM has entered a new phase with glorious prospects and growth opportunities for our investors, employees, communities and other stakeholders. With the new project initiatives suggested in our tender proposal, SJM is determined to create greater socioeconomic and environmental benefits for Macau through a diverse range of activities for all.

In addition to the initiatives detailed in various chapters of this Report, we have also taken steps forward to enhance our sustainability governance structure to facilitate leadership and communication, as well as engagement and supervision across our operations.

Our historical role in engaging and supporting the community means that community investment is a fundamental pillar of our ESG approach. Despite the interruption by the pandemic in 2022, we remain committed to organising a large number of community activities with our staff participating in all these initiatives. Despite reduced operations amidst the pandemic, we have kept our commitment and continue to serve as a solid bedrock for societal development in Macau.

Our appreciation goes to the SJM Volunteer Team, who volunteered and helped out in every round of the city-wide NAT and paid visits to more than 310 households in 2022. On the front of environmental protection, we consistently supported the government’s efforts and proactively participated in a multitude of official initiatives to promote a green Macau. Beyond standard compliance, we promoted environmentally friendly practices to the local community by taking part in the Macao International Environmental Cooperation Forum and Exhibition, partnering with the local media to feature the eco-friendly features at Grand Lisboa Palace, and organising eco-tours for university students to increase their awareness and understanding. We will continue to support external activities and focus on our internal environmental processes, with the aim to lessen carbon footprint and encourage efficient resource consumption.

2022 has been a year to prove our mettle. Yet challenges also bring opportunities, and our history of sustainable commitments and positive results proves our resolve. Together as one, we progress into 2023, dedicated to supporting the next stage of development in Macau through more innovative approaches.

Last but not least, I would like to extend my sincere gratitude to our devoted staff, loyal customers, dedicated partners, and supportive investors for their steadfast support in our sustainability journey. By delivering this Report, we hope to share SJM’s pride and commitment as we generate shared value for the community as a whole.

Ho Chiu Fung, Daisy
Chairman and Executive Director
Hong Kong, 8 March 2023

1. 2022 MAJOR EVENTS & PERFORMANCE

1.1 Major Events in 2022



1



5



8



10

- FEB**
1. SJM lion dance welcomed the Year of the Tiger
 2. SJM participated in the 2022 Chinese New Year Float Parade organised by Macao Government Tourism Office
- MAR**
3. SJM introduced "SJM Vaccination Encouragement Programme" for staff members and their families
- APR**
4. SJM hosted a sharing session on the spirit of China's Two Sessions for staff members
- MAY**
5. Launched "Made in Macau" retail zone at Grand Lisboa Palace
 6. Participated in "Light Up Macao Drone Gala 2022" organised by Macao Government Tourism Office

- JUN**
7. Annual General Meeting of SJM Holdings Limited
 8. SJM clinched Champion at 500m Standard Dragon Boat Race Open at Macao International Dragon Boat Races
 9. SJM Volunteer Team offered support to the citywide nucleic acid test
- SEP**
10. SJM hosted "Celebration of Art & Culture - Artistic Lantern Festival" in celebration of the National Day



11



12



15



17



19



20

OCT 11. SJM celebrated 73rd Anniversary of the Founding of The People's Republic of China with staff

NOV 12. Title sponsor of SJM Macau Roadsport Challenge at the 69th Macau Grand Prix

13. “Grand Lisboa Palace - Beyond Legendary · Grand Gala” wedding gown design contest awards ceremony

DEC 14. SJM's wholly owned subsidiary awarded new dredging services agreement

15. SJM signed 10-year Macau gaming concession contract with the Macau SAR Government

DEC 16. Participated in “Light up Macao 2022” organised by Macao Government Tourism Office

17. Title sponsor of the 2022 CTA Tour SJM Professional Finals (Macao) and National Tennis Championships

18. SJM joined hands with Special Olympics in the Unity Fundraising Gala Dinner

19. 18th Annual SJM Scholarship Awards

20. Supported Macao Walk for a Million

1.2 Awards and Certifications

In 2022, SJM was featured in over 50 awards and certifications in recognition of our outstanding business achievements and continuous commitment in promoting a sustainable future for all.

SJM Resorts, S.A.

- SJM was recognised as a Certified Sustainable Development Corporation (CSDC) for committing to respect the six principles of World Institute of Sustainable Development Planners (WISDP) and to take action in support of six selected United Nations Sustainable Development Goals (UNSDGs).



- China's Wine List of the Year Awards 2022 – Best Hotel Group “Core Wines by the Glass” List, Best Hotel Group Wine List and Best Luxury Fine Wine Cellar List
- Trip.com 2022 Global Partner Summit – Annual Emerging Brand Award

Grand Lisboa Palace Resort Macau

- Voyage Best Hotel & Resort Value Award 2022 – Best Integrated Resort
- Meituan Hotel Potential Brand Award
- SGS Hong Kong Limited HACCP (Hazard Analysis and Critical Control Points) Certification for Food Safety Management System



Grand Lisboa Palace Macau

- Trip.com Brand Reputation List of 2022 – Macao Trendy Design Hotel
- KOL Gold List - Best New Hotel



THE KARL LAGERFELD

- 8th Macau European Chamber of Commerce Award for EuroExcellence in Luxury
- Trip.com Brand Reputation List of 2022 – Macao Trendy Design Hotel



Palace Garden, Grand Lisboa Palace Resort

- China's Wine List of the Year Awards 2022 3-Glass Award
- Wine Spectator 2022 Best of Award of Excellence



Chalou, Grand Lisboa Palace Resort

- Trip.com 2022 Gourmet List Gold Medal



Mesa, Grand Lisboa Palace Resort

- China's Wine List of the Year Awards 2022 3-Glass Award
- Trip.com 2022 Gourmet List Gold Medal
- Extended list of "Asia's 50 Best Bars 2022"
- Wine Spectator 2022 Best of Award of Excellence
- World of Fine Wine – Asia's Best By-The-Glass Wine List with Coravin® and Asia's Best Designed Wine List 2022



Grand Lisboa Hotel

- Forbes Travel Guide 2022 Five-Star Award for both Hotel and The Spa at Grand Lisboa
- Voyage Best Hotel & Resort Value Award – 2022 Best Luxury Hotel
- Trip.com Brand Reputation List of 2022 – Macao Trendy Design Hotel



The Eight, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022 Three Michelin Stars
- Forbes Travel Guide 2022 - Five-Star Award
- 2022 Black Pearl Restaurant Guide - Two Diamonds
- China's Wine List of the Year Awards 2022 3-Glass Award
- Trip.com 2022 - Gourmet List Platinum Restaurant
- Top 100+ Asia Restaurants 2022 No. 16
- Elite Traveler 2022 - Gold Sustainability, Gold Menu, Gold Design, Bronze Staff
- South China Morning Post 100 Top Tables 2022



Robuchon au Dôme, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022 Three Michelin Stars
- Forbes Travel Guide 2022 - Five-Star Award
- 2022 Black Pearl Restaurant Guide - Three Diamonds
- Wine Spectator 2022 Grand Award
- China's Wine List of the Year Awards 2022 Hall of Fame and 3-Glass Award
- World of Fine Wine Champions' League Best Dessert & Fortified Wine List 2022
- Trip.com 2022 Gourmet List Diamond Restaurant
- Top 100+ Asia Restaurants 2022 No. 7
- Elite Traveler 2022 - Gold Sustainability, Gold Menu, Gold Design, Bronze Staff, Bronze Facilities
- South China Morning Post 100 Top Tables 2022



The Kitchen, Grand Lisboa

- MICHELIN Guide Hong Kong Macau 2022 One Michelin Star
- Wine Spectator 2022 Best of Award of Excellence
- 2022 Black Pearl Restaurant Guide - One Diamond
- China's Wine List of the Year Awards 2022 3-Glass Award
- Trip.com 2022 Gourmet List - Platinum Restaurant
- Top 100+ Asia Restaurants 2022 Recommended Restaurant
- South China Morning Post 100 Top Tables 2022



Casa Don Alfonso, Grand Lisboa

- Wine Spectator 2022 Grand Award
- China's Wine List of the Year Awards 2022 3-Glass Award
- Top 100+ Asia Restaurants 2022 No. 66
- 50 Top Pizza Asia - Pacific 2022



Sofitel Macau at Ponte 16

- Enjoyable Travel Magazine Enjoyable Travel Awards 2022 Best City Resort
- Travel & Leisure Magazine 2022 Travel & Leisure Industry Awards – Best Resort Hotel and Best SPA
- Journey+ 2022-2023 The Best Hotel Awards – Best Resort
- Trip.com Ctrip Public Praise Award – Scenic Hotel
- Lifestyle Magazine The 11th Annual China Hotel Awards – Best Resort Hotel, Best Restaurant and Best SPA
- 2022 In Travel Award – Best Resort Hotel and Most Popular Restaurant
- Macau Environmental Protection Bureau 2020-2022 Green Hotel Award – Bronze Award



1.3 Key Performance In Sustainability

ENVIRONMENT

Recycling Efforts
 Recycling over 510 tonnes of waste

Energy
 Consuming 336,555.16 '000 kWh of energy, with an intensity of 0.42 '000 kWh/m²

GHG
 Emitting 180,674.87 tonnes CO₂e, with an intensity of 0.22 tonnes CO₂e/m²

Water
 Using 1,526,053.80 m³ of fresh water, with an intensity of 1.89 m³/m²

ENVIRONMENT

KEY PERFORMANCE IN SUSTAINABILITY

GOVERNANCE

SOCIAL

Recruitment
 Employing over 50% female staff and having the biggest proportion of local workforce amongst all the gaming operators

Training
 197,600 hours of training for staff

Local Procurement
 90% of total purchase awarded to local suppliers

OSH
 Achieving zero work fatalities for 3 consecutive years

Cyber Security
 Affirming zero cyber security incidents, data breaches or related substantiated complaints

Philanthropy
 SJM Volunteer Team helped out the community-wide nucleic-acid test programme for 18,632 service hours

GOVERNANCE

Sustainability Governance Structure
 Enhanced structure with Sustainability Department heading 4 out of 5 of the working teams

AML Training
 More than 9,000 hours of anti-money laundering training for staff

Crisis Management
 Latest Risk Assessment by Security Team in September 2022

Business Ethics
 Zero concluded cases regarding corrupt practices



yoho · 遊荷

Thomas Lo Si In (MCZ)

A gleaming pearl reveals as the lotus' petals unfold, echoing the Chinese saying "When the moon is full and the flowers in bloom, good things will come."

2. SUSTAINABILITY AT SJMH

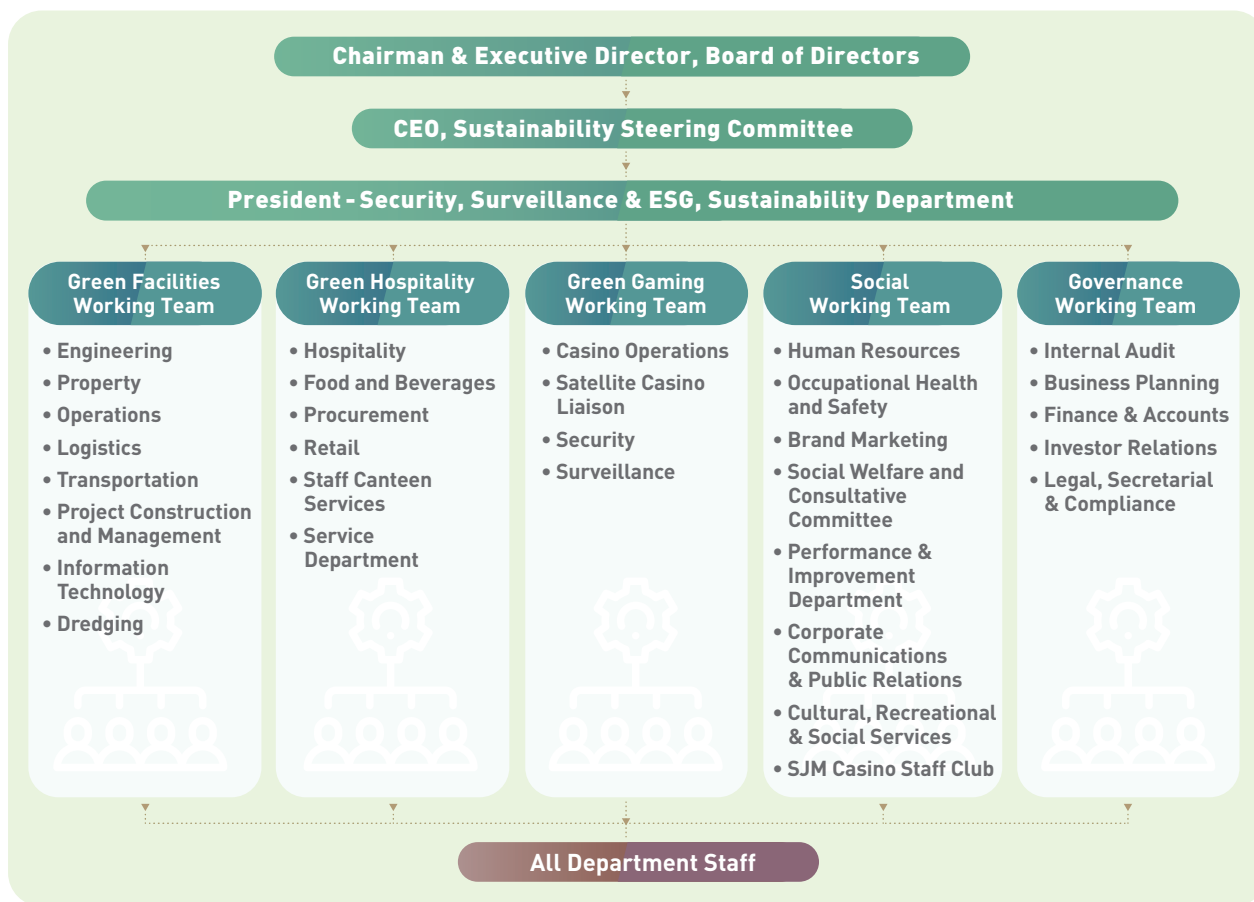


2.1 Sustainability Governance and Management

SJMH acknowledges the critical importance of a robust governance structure and management approach. Striving to meet excellent management standards and to ensure the monitoring of the Group's overall performance in meeting our goals under the values and commitments undertaken, SJMH implements a clear top-down governance system, thereby efficiently delivering our sustainability commitment across the organisation and beyond.

In 2022, in the spirit of continuous improvement, we concluded that a more coordinated drive and a closer monitoring system are necessary for effective sustainability implementation and motivation. As such, the Sustainability Steering Committee has approved an updated Sustainability Governance Structure in November 2022 which will be implemented in 2023. In it, Sustainability Department will co-head 4 out of 5 of the working teams (including the three Green Working Teams and the Social Working Team) so as to ensure we are on track in meeting or exceeding our sustainability ambitions across multiple properties. The new structure was approved by Senior Management during late 2022 and will be effective in 2023.

Sustainability Governance Structure



Board of Directors (the “Board”)

The Board takes overall responsibility of sustainability management of the Group. SJMH's Board members are responsible for providing vision and direction for the Group's corporate sustainability pillars. They are also responsible for ensuring the effective oversight of our ESG-related issues.

Sustainability Steering Committee (the “Committee”)

Chaired by our Chief Executive Officer (“CEO”), the Committee is responsible for supporting and advising the Board in fulfilling its oversight responsibility in relation to Environmental, Social and Governance (“ESG”) matters of the Group, from Our Business Ethics, Our Planet to Our people and Our Community. The Committee should keep the Board apprised of the Group's ESG performance and any arising issues.

Sustainability Department

The Sustainability Department is accountable for motivating and coordinating the effective implementation of the sustainability projects across the organisation. The Department is responsible for effectively integrating the Group's ESG considerations into our daily operations.

Sustainability Working Teams

With representatives from each area of the business appointed under the five Working Teams, the Teams are responsible for executing action plans and sustainability projects as coordinated by the Sustainability Department. The Teams should identify and report any potential or material ESG issues to the management regularly.

2.2 Sustainability Strategy

At SJM, our sustainability strategy principally builds on the foundation of full compliance with the sustainability requirements initiated by the Environmental Protection Bureau of the Macau SAR Government (“DSPA”), which facilitates us to stay in line with the national direction of environmental and social guidelines. We always seek to build and maintain strong collaborative relationships with the government and take prompt actions to support government campaigns or policy changes. We attend regular meetings with DSPA and the other five gaming concessionaries to understand the latest sustainability strategy the government is promoting.

Dedicated to contributing to the development of sustainable integrated resorts and to the creation of a more just society, we operate our business based on our commitment to ethics and compliance with laws and regulations. Guided by the appreciation of our origin, we established the “SJM Sustainability Policy” as a guide to work in a practical and effective manner, while caring for our society and creating shared value.

Our Sustainability Policy focuses on driving long-term corporate growth by including the considerations of environmental and social issues in our business.



To achieve our sustainability goals, all should endeavour



To set effective strategies for environmental protection to tackle both global and local environmental issues, whilst meeting the regulations, policies and requirements of local governments as a base to build on.

01

02

To put special focus to provide a safe and hygienic environment for our customers, staff and vendors, **meeting all local OSH standards**, and to contribute in cooperating with local governments to handle serious unexpected events.

03



To promote a sustainable culture for social responsibility, through different channels of engagement, capacity building and communication as a demonstration of our deep commitment in the sustainable development of our community.



04

To positively influence our business partners, we **promote the best environmental practices** in our supply chain.



05

To recognize the value of our stakeholders' input, we **carry out stakeholder engagement regularly** through numerous channels, taking their views into account in the formulation of our sustainability policies.



06

To build a solid corporate culture and governance structure for sustainability to inform the Board of our ESG performance on a regular basis, ensuring an effective oversight of all ESG matters, to set effective strategies and to execute and manage our ESG action plans.



2.2.1 Our goals and targets

In response to the call for collective actions for a just and sustainable future, we shape our sustainability strategy in alignment with the UNSDGs, an international framework that stresses the importance of global cooperation in addressing the most pressing ESG challenges in this world.

As a Certified Sustainable Development Corporation ("CSDC"), we are committed to adhering to the principles of the UN Global Compact, while dedicating ourselves to promoting and implementing SDGs-related actions,

managing our participation and measuring our performance regularly.

To support the realisation of SDGs, we are principally committed to the contribution of six prioritised ones, while continuously supporting the rest with diverse actions. To ensure we are on a sustainable path, target indicators are continuously reviewed and monitored by the Board and the Committee on a yearly basis.

Primary Goals

Our Actions



Protect health and well-being of employees

- Maintain zero work-related fatality
- Maintain low work-related injury rate
- Increase number of hours of OSH training provided



Provide on-the-job training for employees, offer scholarships, subsidies and learning opportunities to promote employees and their children's lifelong learning

- Ensure that more than 80% of staff receive the training they need
- Target for 90% pass rate of the courses run by the Performance Improvement Department
- Guarantee that average duration of training courses should be no less than 3 hours per employee



Improve energy efficiency, and promote the use of clean and sustainable energy

- Engage third part to conduct energy audit to enhance the operation energy efficiency
- Convert the consumption of liquified petroleum gas ("LPG") to natural gas with cleaner emissions
- Promote the purchase of electric vehicles ("EV") and target at installing EV charging stations in our premises
- Replace diesel-fuelled shuttle buses with those fuelled by natural gas and electricity



Create a fair, healthy and productive workplace

- Ensure diverse and inclusive working environment with zero incident of harassment or discrimination
- Support local recruitment of fresh graduates and elderlies



Promote inclusive, safe, resilient and sustainable communities, and promote responsible and healthy gaming habits

- Guarantee the Responsible Gaming Working Team members are stationed at 100% of its casinos to provide guidance and assistance when needed
- Carry out crime prevention trainings
- Increase the resources invested in community activities such as the number of volunteering hours



Protect the environment through responsible and sustainable hospitality and operational practices

- Ensure that 100% of the Group's suppliers are bound by the Sustainable Procurement Policy
- Ensure that 100% of spa related consumables are green driven
- Launch water bottles made from 100% rPET recycled and recyclable plastic
- Increase the Group's spending on Green Purchase year on year
- Regularly monitor the consumption of resources and minimise waste generation

Secondary Goals

Our Objectives



Provide social protection to its staff and the community through reasonable remuneration, subsidies and donations



Provide employees with healthy and nutritious diet



Ensure equal opportunities in recruitment, promotion, development and at workplace, regardless of gender



Ensure provision of clean water to employees and guests, and increase water use efficiency



Utilise innovative technologies, solutions and techniques to develop sustainable and resilient buildings and facilities



Eliminate discriminatory practices, and promote equality and social inclusion of people with disabilities



Contribute in actions to combat climate change and its impacts



Support procurement of sustainable seafood and reduce the Group's operational impact on marine lives



Protect, maintain and promote the sustainable use of terrestrial ecosystems, support sustainable use of resources and reduce waste to minimise environmental footprint and protect biodiversity



Combat fraud and money-laundering in gaming activities, and corruption and bribery in operations



Foster partnerships for effective development of sustainable communities, exert Macau's competitive advantages

2.3 Materiality Analysis and Topics

With an increasing focus on enterprises' ESG management and their approaches to addressing sustainability challenges, we appreciate that listening to our stakeholders is more important than ever. As expectations on sustainability vary among stakeholders, we conduct regular materiality assessments thereby allowing the Board and the Committee to be aware of the stakeholders' view on the most material sustainability risks and opportunities SJMH faces.

Our latest materiality assessment, conducted in 2020 by a third-party consultant, established the most important issues to SJMH's stakeholders. We reached out to our key internal and external stakeholders, including the management and employees of the Group, shareholders and investors, business partners, government and community partners, industry associations, media and customers.

Stakeholder Engagement and Materiality Assessment Process



IDENTIFICATION

Through industry research, peer benchmarking and communication with stakeholders, 17 ESG issues were identified as relevant to the Group's business operations and its stakeholders across the value chain.



PRIORITISATION

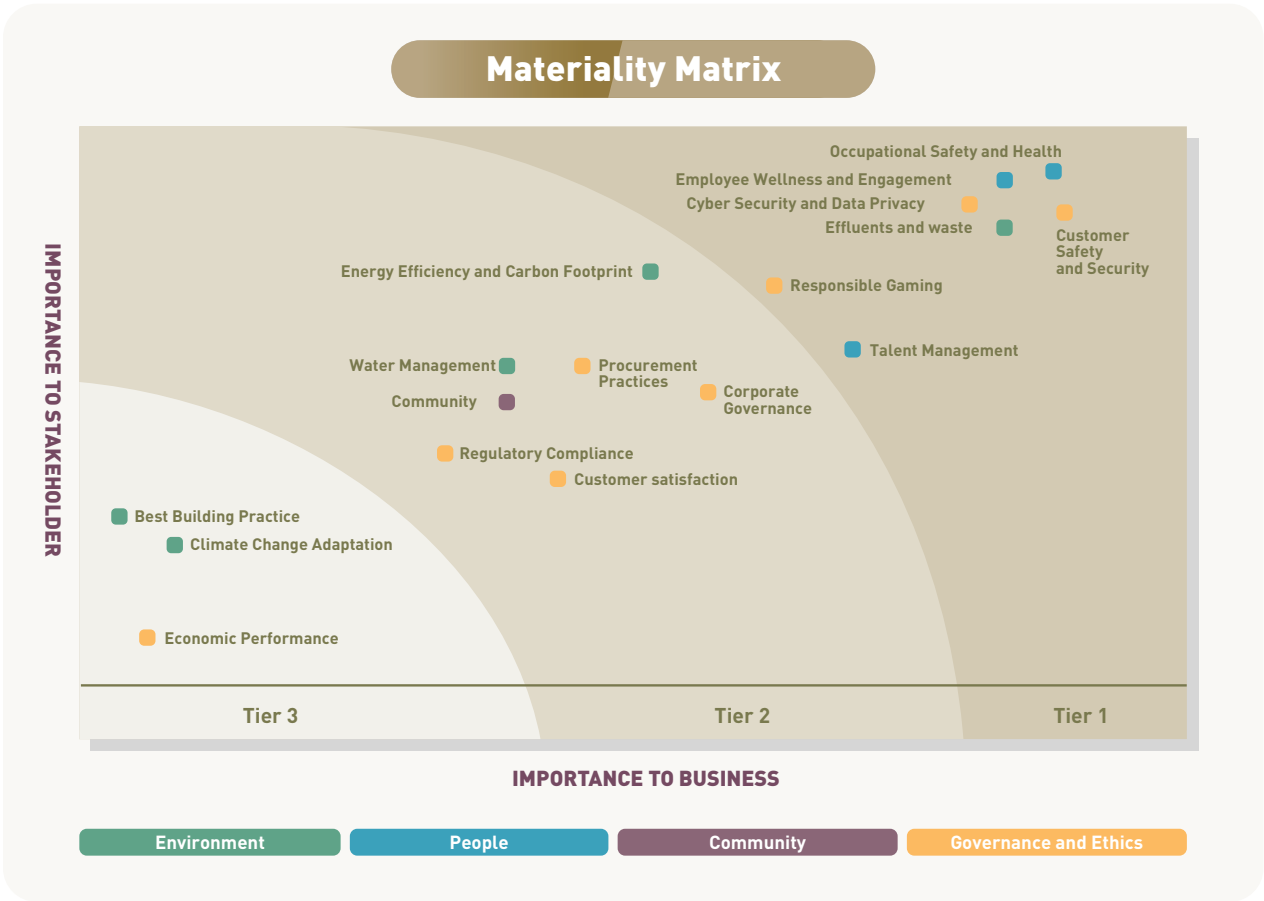
Internal and external stakeholders were invited to rank the importance of ESG issues to our business, and to express their views on our performance in these ESG aspects. Upon analysing and normalising over 1,300 survey responses, seven ESG issues were identified as Tier-one material according to the materiality matrix.



VALIDATION

The resulting list of material topics was validated and endorsed by the Board. In view of the continuous impact of the pandemic, wellness-related issues such as "Occupational safety and health" and "Employee wellness and engagement" remain of high concerns.





As shown by the above matrix, seven ESG issues were identified as Tier 1 material issues. Based on the outcomes, we are committed to paying more attention and efforts on these areas and refining our sustainability framework based on these issues which are deemed most material to our business operations.

As our next steps, we will continue to review and improve our communication with our stakeholders, while carrying on evolving our sustainability strategy based on the continuously evolving expectations and priorities.





Peony Delight

Mel Cheong

A symbol of good fortune and wealth, the peony is paired with a glowing Chinese orb. The peony has light seeping through its translucent petal layers, bringing a creative twist on the traditional lantern.

3. GOVERNANCE AND ETHICS



OUR MANAGEMENT APPROACH

We believe ethics is a value incorporated into our daily operations and in the relationships we have both inside and outside of SJM. Ensuring ethical business practices is doing the right thing in the right way. With integrity as a premise, we uphold high ethical standards and mitigate any potential threats of illegal activities throughout the operations. We focus our management on the above seven specific areas, namely Responsible Gaming, Anti-corruption and money laundering, Customer satisfaction, Customer safety and security, Cybersecurity and data privacy, Responsible supply chain and Crisis management, to ensure we operate ethically and legally while creating a positive influence on the community.

3.1 Responsible Gaming

Being one of the largest casino operators in Macau, the Group realises its responsibility to proactively promote the concept of responsible gaming (“RG”) to its staff, their family members, residents and tourists.

3.1.1 RG Management

To manage RG-related issues comprehensively and effectively across the organisation, the SJM Responsible Gaming Working Group, which consists of representatives from the departments of Compliance, Performance Improvement (PID), Security,

Casino Operations, Electronic Gaming, Marketing and Human Resources, is established to coordinate all RG promotions, activities, training and measures in SJM for all staff members and customers.

As a regular practice, RG ambassadors, who have attended the annual RG trainings organised by the Working Group, are stationed at each SJM’s casino. According to Gaming Inspection and Coordination Bureau of the Macau SAR Government (“DICJ”) instruction in April 2019, they are responsible for maintaining and monitoring the RG measures in the casinos, including both gaming floor and staff’s common areas. They also provide RG-related assistance to those who need it.



All RG measures are implemented and reported to the Working Group monthly. In addition, we regularly assess employees' awareness on RG through conducting surveys to optimise our RG promotion efforts.

In order to promote RG information to the public, all SJM casinos are installed with RG kiosk.

3.1.2 RG Educating Programme

To enhance staff awareness of RG, we provided relevant training to new recruits, frontline staff and Working Team members, with approximately 8,500 of them completing the training in 2022.

Together with Yat On Responsible Gambling Counselling Centre ("Yat On Centre"), an NGO that offers services for gambling disorder counselling, PID also organised monthly RG promotions in 16 selected casinos in 2022. RG knowledge and assistance channels in Macau were shared during the events, and staff were presented with souvenirs printed with RG helplines. Over 2,000 participants were benefited from these workshops in 2022.

3.1.3 External Accreditation

With all RG ambassadors completing internal RG training courses, some of them also possess Macau Responsible Gambling Advisor (MRGA) certification from a course organized and delivered by the Macau government. Meanwhile, the Group has also collaborated with the Hong Kong Institute of Education for Sustainability Development in offering its staff members a Proficiency Certificate Course "Sustainable Development in Macau Tourism, Leisure, Entertainment – Responsible Gaming" for a number of years. In 2022, 25 staff members completed the course and were awarded certificates in the RG Award Competition Certificate Presentation Ceremony held on 14 October 2022.



To commensurate with our commitment to building a fair and safe environment for all, we will continue to stay in line and cooperate with government policies and work closely with all sectors to actively promote RG.



In 2022, a total of 9,040 hours of AML, CFT and CPF trainings were provided to SJM employees regarding the relevant laws and regulations, internal control procedures, indicators of suspicious activities and reporting channels.

An one-hour anti-corruption training held by the Independent Commission Against Corruption (“ICAC”) was also arranged for 9 SJMH directors and 11 employees in Hong Kong to ensure strong awareness and sensitivity towards such issues.

3.2 Anti-Corruption and Money Laundering

At SJMH and SJM, we are committed to complying with laws and regulations. We believe ethical business practices generate sustainable value, protect our business and promotes our brand image. As such, we are committed to preventing gambling from being a source of crime and complying with applicable laws and regulations in Macau and Hong Kong, including but not limited to the Prevention and Suppression of Bribery in the Private Sector (Macau Law No. 19/2009), the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) and the Prevention and Suppression of the Crimes of Money laundering and Terrorism (Macau Law No. 3/2017).

3.2.1 Code of Conduct

We maintain the highest standards in business ethics and all staff are required to comply with our Policy on Bribery and Corruption and the Code of Conduct, which sets forth guidelines for eliminating corruption, conflict of interest and other corruption risks. We set up the Anti-Money Laundering Compliance Team for overseeing business ethics and implementing preventive measures in relation to bribery, fraud and corruption on all levels of business units. With the support from DICJ and the Internal Audit Department, regular compliance reviews by either of them will be conducted. Results of the reviews by Internal Audit, if any, will be reported to the Audit Committee on a quarterly basis.



3.2.2 Anti-Corruption and Money Laundering Training

To make sure that every individual in the Group is aware of our expectations for professional behaviours, mandatory training and tests are provided to all new hires with refresher tests conducted on an annual basis. In order to strengthen this awareness and deepen the level of understanding, we provide role-specific Anti-money laundering (“AML”), Counter-terrorist financing (“CFT”) and Counter-proliferation financing training (“CPF”) to experienced employees from different operation levels.

3.2.3 Whistleblowing Procedures

Whistleblowing plays a critical role in ensuring the adhesion and coherence of the ethical and universal values of our business. Thus, we adopt a whistleblowing mechanism which enables stakeholders including employees to raise concerns regarding possible improprieties in financial reporting, internal control or other matters of the Group. Concerns received are kept strictly confidential and issues identified are referred to the designated responsible person as the Investigation Officer pursuant to the prevailing Whistleblowing Policy for investigation where necessary. The Investigation Officer shall report all concerned cases to the Head of Internal Audit who in turn shall report results of all investigations to the Audit Committee in a timely manner. With professional assistance from the Group’s Legal Department, any case convicted to be in violation of the applicable laws, regulations and policies may result in disciplinary actions.

Credited to our relentless endeavours in building a fair business environment, we had zero concluded legal cases regarding corrupt practices brought against the Group or its employees during the reporting period. In 2022, the Group was in compliance with the relevant laws and regulations that have a significant impact on the Group, relating to bribery, extortion, fraud and money laundering.

3.3 Customer Satisfaction

Core to our mission is to provide a superior experience for our customers. Thus, we continually communicate with our guests and listen to their feedback to provide them with products and services that best suit their needs.

We often conduct surveys to listen to and understand customer satisfaction. At GLP, we have a systematic customer measurement system to analysis customer service scores. The results are handed to the management team for developing and implementing action plans to improve the experience of our guests. Department-wise KPIs are also established to urge the improvement of our staff performance and thus our service quality.

In addition, to guarantee our service quality and customer experiences even during emergencies or adverse weather conditions, we launched Emergency Contingency Plans to standardise emergency handling actions and sign agreements with local diesel suppliers to secure diesel standby services.

During the reporting year, the Group was in compliance with relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters.

3.3.1 Complaint Handling

Our customer service aspiration is to provide support to our guests in a friendly, efficient and effective manner. As such, we attach great importance to the opinions and complaints received from our guests in order to drive continuous improvement.

We have established a comprehensive complaint-handling mechanism to ensure that all customers' complaints are handled in an effective manner, responded and reviewed within an appropriate time frame. For instance, at GLP, all direct customer complaints will be investigated and communicated with the complainant within 48 hours upon receipt. Department heads are responsible for investigating the complaint issues and finding ways to resolve them so as to prevent the same issues from happening again in the future. They should also be responsible for updating the detailed information in the guest profile and take good care of the complainants' feelings for future visits.

GLP

Service Standards

- Smile and make eye contact
- Say a greeting
- Serve with heart and efficiency
- Secure satisfaction
- Show appreciation

Promises

- To take care of our guests and colleagues
- To personally solve customer problems
- To know the resort well
- To take pride in our resort
- To take pride in our appearance and manner
- To show attention to detail in our work
- To always find ways to improve
- To provide exceptional 5S service

Furthermore, we also provide proper training in complaint handling to our staff so as to enhance our service standards. At GLP, all staff have attended our tailor-designed “8P and 5S” training on how to solve guests’ queries or complaints. Frontline coaching programmes were also provided to staff at management level or above.



During the year under review, we received 204 complaints mainly regarding the quality of our facilities, services, cleanliness and incident handling. Adhering to our systematic handling approach, all complaints were resolved successfully and no substantial consequences that cause significant influence on the Group's business were found.



Complaint Handling

STEP 1 Listen to the guest's complaint, record and receive all details

STEP 2 Request investigation from frontline Management with the assistance of CCTV if necessary

STEP 3 Return to the guest with all findings and a resolution to the complaint/dispute

STEP 4 In the event that fault is on GLP's side, involved staff maybe counselled or given enhanced training by the Training Team if the Management deems it necessary



3.4 Customer Safety and Security

A commitment to customer safety is intrinsic to everything we do. As the pandemic continued to affect our daily operations in 2022, we maintained our focus on stringent health and safety practices while promoting the overall well-being and sense of security for all visitors.

Our casinos and hotels experienced temporary government-enforced closures due to the pandemic during the reporting year. Prior to reopening, we undertook precautionary measures to ensure guests were returning to safe environments. We disinfected our facilities thoroughly and implemented access control with body temperature screening. Alcohol-based disinfectants were also available for guests in public areas.

In addition, we also reopened our facilities gradually to ensure the hygiene standards were in compliance with the current prevention guidelines and control measures of the government.

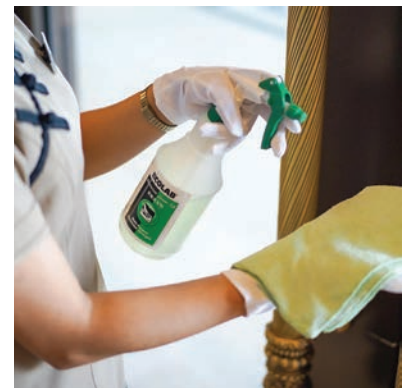
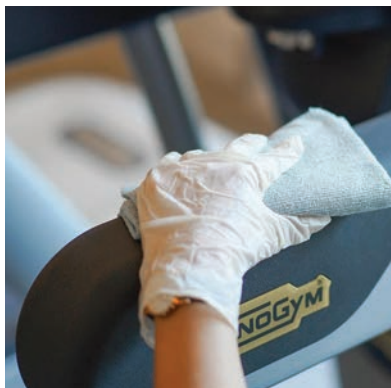
We invest in comprehensive surveillance and security system to ensure our guests feel safe and protected. In particular, we install metal detectors with alarms to prevent weapons from being brought into casinos and we set up CCTV systems with high-definition cameras to monitor the entire premises. We also implement the Guestroom Access Policy to safeguard hygiene and security standards for our guests. To allow timely medical treatment in case of any emergencies, our onsite clinics are open around-the-clock. Our security officers are also trained and certified for first-aid treatment.

To raise preparedness for emergencies that may threaten the safety of our people and our guests, we conduct emergency drills regularly to ensure staff are trained with evacuation procedures. In FY2022, 4 emergency drills, including Fire and Evacuation, Bomb threat, Robbery and Suspected Dead Body Found were performed in GLP.



Since our casinos and hotels provide customers with food and drink, we adhere to the applicable local food safety standards and regulations such that high levels of hygiene are met. The food safety management system of GLP is designed based on the Hazard Analysis and Critical Control Point (HACCP) system, while kitchen staff are trained on food safety and environmental hygiene. Regular inspections of kitchens are also conducted to ensure high standards of hygiene during food processing and storage.

During the Reporting Period, there was no incident concerning the safety impacts of products and services that resulted in a fine, penalty or warning.



3.5 Cybersecurity and Data Privacy

At SJM we take responsibility for protecting our customers' privacy and keeping their data secure. Maintaining the security level of our Information Technology ("IT") assets and safeguarding the data collected are core to our operations, thus we will never compromise the quality of the cyber security services even when resources are limited.

Our Cyber Security Office has successfully extended and unified the processes, controls and operations of Security Information and Event Management (SIEM), Security Operations Centre (SOC), Vulnerability Management Program, Incident Response, Data Loss Prevention (DLP) and Privileged Access Management across the whole Group. As one of its major goals, the Cyber Security Office is committed to ensuring all properties of the Group are running in the same cyber security standards and controls. Upon the successful signing of our new gaming concession, the Cyber Security Office is targeting to extend the same security standards and controls to all of our casinos.

Awareness training is our key approach in minimising the vulnerability in security risk through enhancing the cybersecurity knowledge of employees thereby allowing them to spot security threats and report the issues properly. In June 2022, a Cybersecurity Town Hall Meeting was held with all SJM IT teams to go through the SJM Cybersecurity Policy and share with them the cybersecurity best practices that require their attention.



In accordance with the Macao Cyber Security Law, the Cyber Security Office organised a Cybersecurity Incident Response Plan Rehearsal in October 2022 to verify the workflow and process of the Cybersecurity Incident Response Plan (CIRP). Through simulating a scenario that our critical gaming system was attacked and compromised, all related IT teams were involved in the rehearsal of the whole Incident Response Life Cycle, covering stages from Preparation, Detection and Analysis, Containment to Eradication and Recovery and Post-incident Activity.

The Cyber Security Office is **committed to ensuring** all properties of the Group are running under same cyber security standards and controls



In the meantime, we would like our customers to rest assured that their data is safe and secure with us. As such, our Cyber Security Office and IT Department are committed to handling personal data with great care in compliance with the Macao Data Privacy Law. Our IT systems are enhanced by advance encryption technology and the access to sensitive data is controlled by role segregation. Over the years, we have been raising the system password standard to a higher level where password length and complexity requirements have been increased.

Under the strict monitoring and control of the Cyber Security Office and IT Department, no significant cyber security incidents, data breaches nor related substantiated complaints occurred during the reporting period.

3.6 Responsible Supply Chain

Given the extensive influence we have over a wide range of products and service providers, we are committed to upholding responsible supply chain management as an extension of our dedication to address environmental and social issues beyond ourselves and across the value chain. Our endeavours are centred around our Sustainable Procurement Policy, with our efforts putting into supplier engagement, green sourcing and local procurement.

3.6.1 Supplier Engagement

As an advocate of sustainability, we strive to proactively collaborate with our strategic partners, especially our suppliers, to create a sustainable future with collective actions. As such, we not only select our suppliers based on technical and commercial considerations but also consider their sustainable performance when candidates are on absolute competitive basis.

In order to address the potential environmental and social risks arising from the supply chain, suppliers have to expressively acknowledge that they are in compliance with the relevant laws and regulations in Macau when conducting business with us.

To further our supplier management, a Code of Conduct (CoC) for suppliers was endorsed by the Sustainability Steering Committee in 2022 and was delivered to our supplier community. The CoC stipulates the need for our suppliers to source responsibly by complying with our priority ESG principles, whilst ensuring that their suppliers also align with such principles. We believe such measures not only demonstrate our commitment in practising sustainable procurement, but also show our endeavours to engage suppliers who share the same sustainable principles as our preferred supply partners.

Spas and Health clubs

We respect nature as a priority and way of life, which is why we consistently source from brands that are cruelty-free. We strive to protect nature and share these details with our guests in order to promote green awareness.

In addition to brands that are free from animal testing, we also source from brands that use vegan, sugar-free and gluten-free botanical ingredients.

3.6.2 Green Sourcing

We leverage our Sustainable Procurement Policy to source products and services that minimise environmental impacts. Suppliers are invited to propose green alternatives when they respond our request for proposal. If the green alternatives proposed are equivalent or comparable, we will select the greener option. Departments are encouraged to source eco-friendly materials from suppliers who receive “green certification” such as ISO 14001 certificate.

In FY2022, we have been actively evaluating green alternatives to satisfy our forward replenishment plan and new development projects covering a wide range of business units including Food and Beverage, Transportation and Facility Management. Green sourcing will continue to be our procurement priority in 2023.

3.6.3 Local Procurement

We reckon the importance of our supply chain as a factor in the health of our business and the local community we are rooted in. Being recognised as a caring conglomerate to the local community, we spare no effort in supporting the local Small and Medium Enterprises (“SMEs”) during our procurement.

As a continuous commitment in supporting the local suppliers, our local purchase has maintained at more than 90% of the total yearly purchases for consecutive years. To ensure that local SMEs are benefited from our initiatives, we organised self-promoted events and participated in industry events in 2022 so as to reach out to more local SMEs and align them with our panel suppliers. We will continue our dedication to supporting SMEs and nurturing young local enterprises by establishing our policy.

Geographical region	Number of suppliers
Hong Kong	322
Mainland China	35
Macau	1,394
Other Country/Region	58

3.6.4 Supplier Management

The Procurement Team is fully abreast of our sustainability strategies and is accountable for the implementation of the aforementioned measures by coordinating with users and suppliers.

FY2022, the Group's procurement principles are applied to 100% of its suppliers, with which we are in stable partnership and communication. No material delays or disruptions of supplies were recorded during the reporting year.

3.7 Crisis Management and Business Continuity

To effectively deal with any disruptive and unexpected events that threaten to harm our business operations or our stakeholders, we hold Crisis Management Committee meetings every two months. Top incidents were reviewed and discussed by the committee members over the year, and corresponding actions were taken based on the hierarchy of prevention, assessment, handling and termination.

3.7.1 Prevention

As our crisis handlers, the Crisis Management Committee strives to get prepared for, or avert, the crisis in early detection stage. Thus, the committee members discussed and enacted

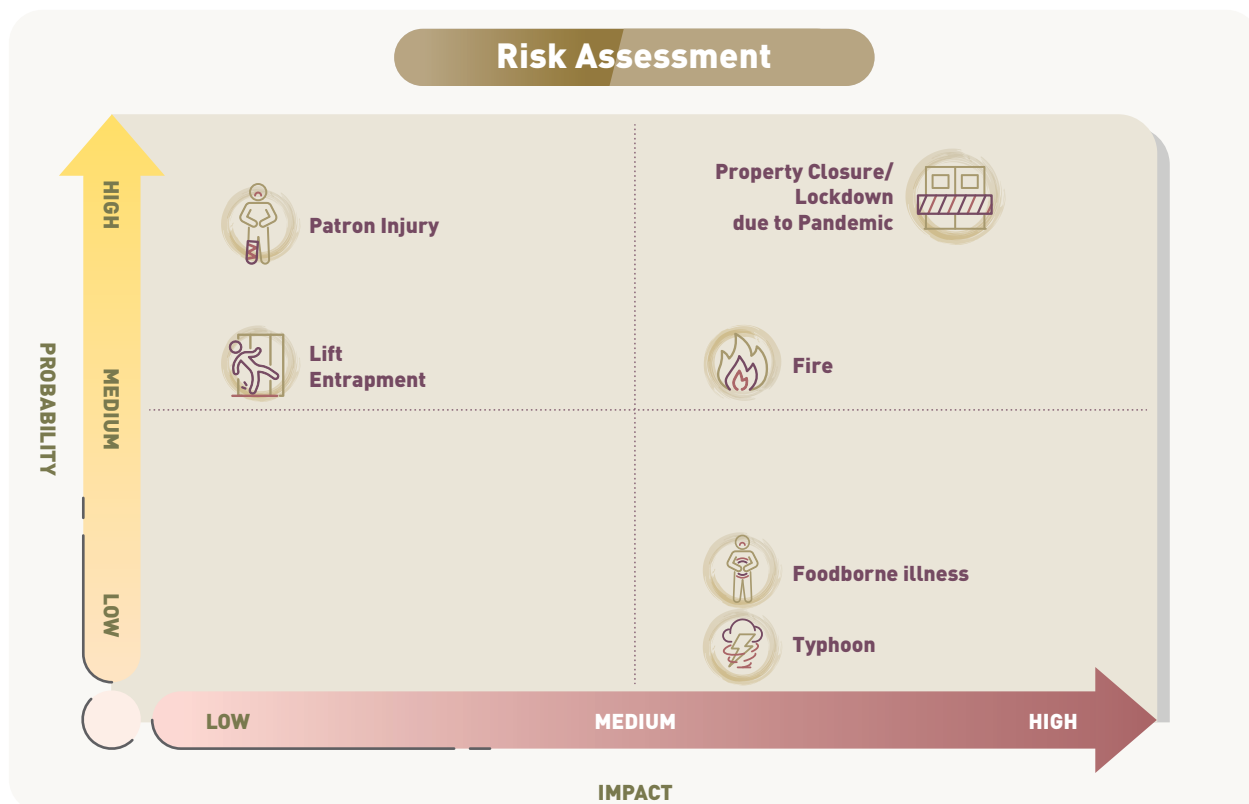
the following preventive measures:

- Levelling off the curbs of the hotel entrances to prevent guest from tripping over
- Re-Configuring the setting of all escalators to extend the stop distance so as to prevent guests from losing balance when the escalator stops suddenly
- Organising joint site inspection before typhoon arrival to prevent damages
- Re-designing the staff shuttle bus parking lot plan to avoid traffic accidents

3.7.2 Assessment

The Security Team started to conduct Risk Assessment and presented to the Crisis Committee for review from September 2022. The Risk Assessment results concluded in November 2022 are shown below.

Assessing the six identified risks based on their probability of occurrence and their severeness of impacts once occurred, we have identified the risk of property closure or lockdown due to the pandemic and the risk of fire are of great impact and probability and required particular attention.



3.7.3 Handling and termination

With regard to the outbreak of the pandemic in the summer of 2022, our casino and restaurants were closed gradually starting from July 2022 with our Property Closure Emergency Contingency Plan implemented successfully. In the meantime, as our GLP East Tower was used as Medical Observation Hotel from 8 July to 6 August 2022, we took additional measures to manage this public health risk:

- Changed casino and security staff duty time to 5 hours per shift
- Set up specific areas for security staff to rest
- Closed staff canteens and served meal boxes only
- Reduced staff shuttle buses to a minimum level
- Suspended the operation of most escalators and elevators
- Encouraged staff to work from home

Apart from public health risks, environmental risks arising from extreme weather events are also of concern due to our geographical location. With preventive measures well in place beforehand, the six typhoons, including Chaba, Mulan, Nesat, etc. that occurred in 2022 did not cause severe damage to our facilities and operations.

For more details of SJM's corporate governance and risk management approaches, please refer to the Corporate Governance Report in the 2022 Annual Report.



Our Accomplishments

- Educating approximately 8,500 staff about Responsible Gaming
- Achieving zero concluded case with regard to bribery, extortion, fraud and money laundering practices
- Arranging more than 9,000 hours of anti-money laundering training for staff
- Recording zero significant consequences regarding customer complaints
- Achieving all cyber security goals set in FY2021
- Affirming zero cyber security incidents, data breaches or related substantiated complaints
- Enacting Sustainable Procurement Policy since 2021
- Maintaining 90% of total purchase awarded to local suppliers
- Spending over MOP47.7 million on green procurement
- Establishment of Risk Assessment by Security Team in 2022



Blissful Butterfly

Lok Hei x Elvis Mok

Inspired by pen and ink drawing, the butterfly is brought to life by a silvery wireframe with fluttering wings inscribed with Chinese calligraphy — an interesting blend of Chinese and Western ink art.

4. STEWARDSHIP OF OUR PLANET

OUR STRATEGY

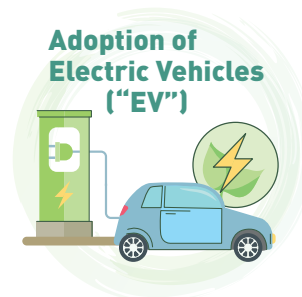
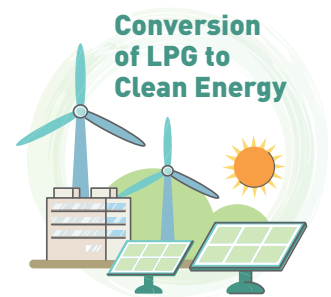
SJMH is committed to a low carbon future and reducing the impacts of climate change on our assets and the community. By innovating and improving the environmental management from three pillars of our businesses, namely Green Facilities, Green Hospitality and Green Gaming, we strive to contribute to building a more sustainable future under a scenarios of increase demand for natural resources and worsening environmental crisis.

With sustainability as a strategic part of our business, we aim to identify, monitor and reduce the environmental impacts of our operations by staying in line with the environmental requirements set forth by the Environmental Protection Bureau of the Macau SAR Government (“DSPA”). Specific policies, actions and targets are undertaken under each pillar to drive sustainability performance with the continuous monitoring and guidance delivered through our sustainability governance and management structure.

We commit ourselves beyond the normative and regulatory frameworks in force, as such, we are planning to meet international green standards that are considered applicable to our business. For instance, in view of the events and exhibitions held on our premises, we will pay more attention to the implementation of more measures to organise and run events in a more responsible way while increasing our competitiveness in attracting clients who seek green event venues at the same time.

Along with the granting of a new gaming concession, we are committed to several sustainability initiatives in the coming year to ensure the momentum of driving sustainability in the Group goes beyond those required by the DSPA.

In the reporting year, the Group was in compliance with relevant laws and regulations that have a significant impact on the Group relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste in Hong Kong and Macau such as the Restriction on the Provision of Plastic Bags (Macao Law No. 16/2019). For the details of the Group’s environmental performance, please refer to the section Appendix – Performance Table.





Green features at GLP include:

Deployment of building and mechanical systems

- Adopting Building Management System and Power Management System to control and monitor the building's mechanical and electrical equipment such as ventilation and lighting Assurance of building enclosure

Assurance of building enclosure

- Scheduling a preventive maintenance program for façade leakage point rectification to maintain guestroom indoor temperature and relative humidity
- Adding a double door at casino North entrance to avoid ingress of outdoor air

Installation of electric vehicle charging facility

- Providing charging stations for electric vehicles and electric bikes
- Expanding the provision of charging stations at other properties

4.1 Green Facilities

Environmental sustainability is one of the cornerstones of our business and a primary consideration as we develop our properties and manage their ongoing operations. As such, we ensure that our facilities are in line with green building principles from the aspects of energy efficiency, air quality, water conservation and waste management.

4.1.1 Green Buildings

With our properties, including Grand Lisboa Palace, Grand Lisboa Hotel, Jai Alai Hotel and Sofitel Macau at Ponte 16, we became members of Low Carbon Green Hotel Development Alliance in December 2021, and have been promoting low-carbon environmental consciousness through green features in our premises. For instance, realising that environmental awareness begins with design, we already considered and planned green features during the design stage of GLP, which led us to win the Leadership in Energy and Environmental Design (LEED®) Silver certification.

Use of automatic technology

- Using Guest Room Control Unit to smartly control the lighting, air conditioning and window curtains of all hotel guest rooms
- Adopting the wine cellar high temperature warning SMS device and fish tank water pump operation warning SMS device to better monitor the resources consumption and reduce waste



4.1.2 Carbon and Energy Management

Dedicated to decoupling our carbon footprint from business growth, we are committed to reducing 2% of our Greenhouse Gas (“GHG”) emissions (Scope 1 and Scope 2) per MOP million revenue by 2023, with the baseline year of 2022.

We believe that the accurate measurement of the carbon performance of the Group is the foundational step for our carbon reduction journey. As such, we engaged a third-party to conduct a carbon audit for GL in 2022. As part of our decarbonisation commitment, we are engaging an qualified external consultant to carry out carbon audits in our other properties from 2023 onwards.

Reckoning that the most significant area of contribution to our carbon footprint is our venues' energy usage, we have arranged third-party energy audits in 2023 to determine where reduction opportunities lie. We are also developing the timing of phasing out older appliances and old LED light models that are less energy efficient.

In parallel with our plans to replace LPG with natural gas (“NG”) and electric power at GL, we have also optimised the operations of the NG boilers at GLP. An auto-changeover program is set to ensure a better boiler life cycle, with an alternative boiler operating after the previous one continuously runs for 24 hours. In addition, the three boilers are linked together as one cascade system which utilises a PID modulation control logic to predict if additional boilers need to function to keep the heating water close to the set point so as to conserve energy.



Optimisation of Operation Schedule

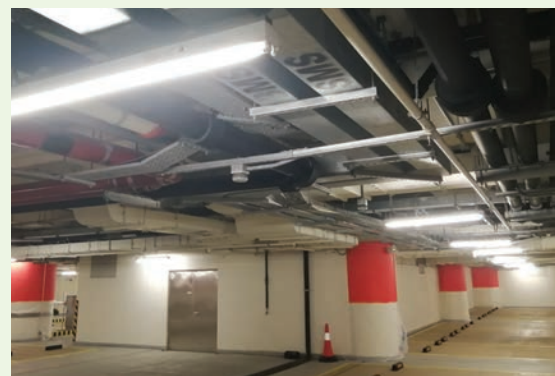
Striving to reduce energy consumption and thus carbon emissions, we optimised our operations and standards in the reporting year. In particular, the elevator and escalator daily operation schedule, together with the water fountain, façade lighting and indoor lighting operation schedule were adjusted according to actual demand.

De-lighting Exercise

Carrying on our de-lighting exercise since 2021, we reduced and replaced the lightings at car park and BOH corridor at GLP in 2022.

The 12,000 sets of double fluorescent light at carpark were replaced by LED tube, with 400 sets changed to single 18 W motion sensor type LED. For the 580 compact downlight at the BOH corridor, they were replaced by all-in-one type LED downlight.

Next, we will replace the 1,600 sets of fluorescent tubes by waterproof LED tube in the refuge floor and roof at GLP.



Monitoring and Modification of Chiller Plants

To save energy, we optimise and closely monitor the chiller plant operation daily thereby allowing the free cooling operation approach. Since optimisation action had been taken in April 2022, the electricity consumption performance of chiller plant system was lower than that of the same period in previous year.

In addition, to ensure the energy efficiency of the chiller plant system, a preventive maintenance schedule was designed and complied with in 2022. In order to further save electricity consumption, we planned to modify the pumps in our system to ensure their performance meet the actual demand. In 2022, out of 45 different pumps at GLP, we completed the modification works of 19 chiller water pumps and planned to modify the heat pumps as our next actions.



Transitioning to Renewable Energy

Starting from 2020, we have been exploring a multipronged renewable energy strategy including on-site generation and other carbon offsets. In 2021, we initiated a solar energy programme feasibility study. In 2022, we further proposed to use photovoltaic lightings for tree decorations and external lightings at roof level.

In 2022, we also launched our own environmental programme, such as “Non-essential Lights Off at Lunch”, which encourages office staff to switch off non-essential lights and electronic devices during lunch hour to reduce power consumption. To further reduce our indirect carbon emissions, we piloted the Paperless Annual Leave Application Pilot Project in FM Department of GLP, so as to reduce the generation of paper waste in offices that came from the administration.

In order to raise our staff’s awareness of environmental protection, we provided back of house workshops and office energy saving guidelines, and created an Environmental Protection Notice Board for staff in GLP. Training on indoor air quality importance was also arranged for them.

4.1.3 Travel and Fleet Management

Looking at specific areas where we can reduce our environmental impacts from travel, we are now reviewing options to electrify our fleet. With the endorsement of our procurement policy in late 2022, when our vehicles are in need of replacement, we will prioritise EVs or other green vehicles rather than traditional internal combustion engine vehicles.

We have changed all customer shuttles to electrical and natural gas buses since May 2021. At present, 1 natural gas bus and 18 electrical buses are used as customer shuttles, while 10 electrical buses are used as staff shuttles. In the near future, we plan to possess 2 natural gas buses and 41 electrical buses as customer shuttles, and gradually replace the diesel buses to electrical buses for staff shuttles.

4.1.4 Climate Resilience

To commensurate with the requirement of the HKEx regarding disclosures in relation to climate change, we have developed our reporting framework taking into consideration of the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations and have worked with it to align our strategy and initiatives.

Through careful discussion within the Sustainability Working Teams and the Group's Sustainability Steering Committee, the following physical risks and potential impacts are deemed material to our operations given our business nature.

Realising that the below risks may cause damage to our properties, threats to the safety of our people and guests, and temporary suspension of business, we manage these risks by effectively communicating with various Sustainability Working Teams and the Sustainability Department, so as to come up with possible solutions to prevent or minimise any potential financial lost. The Sustainability Steering Committee is responsible for approving the strategic direction and actions needed to enhance sustainability in SJMH.

Key Risk Identified	SJMH's Response
Extreme rainfall and storm surge	<ul style="list-style-type: none"> • A surface channel was built at the underground carpark entrance level to minimise damage to the cars in case of flooding • The ground floor of GLP was raised by 1.2 m higher than the street level • Power and drainage points were provided in lift shaft bases below G/F to allow capacity for the installation of sump pumps in case of flooding • Siphon drainage system was in place for GLP to drain away rainwater more effectively
Extreme typhoons and wind	<ul style="list-style-type: none"> • Back up generators were installed in case of power supply interruption due to typhoon • The building structure of GLP was designed to withstand 1-in-200 years of wind load
Prolonged rise in temperature	<ul style="list-style-type: none"> • Chiller plant operation system was optimised in GLP to allow free cooling operation approach

4.1.5 Water Stewardship

FY2022, the Group did not face any issues in sourcing water fit for its purpose. Nevertheless, with reducing potable water use remains a key focus, we launched various water efficiency programmes across properties to control our water footprint.

In addition to the existing water saving hand shower, faucet water limiter, cooling towers' splash prevention panels and other saving measures in GLP, we also plan to make better use of the water discharged from the reverse osmosis (“RO”) water filtration system, add potable water machines and place more water saving labels around water tap locations.

Water Consumption Monitoring & Wastewater Minimisation in GLP

To monitor and manage the water consumption pattern of our hospitality business, a monitoring report for kitchen water consumption is generated for each kitchen. In parallel, to prevent any unnecessary water wastage due to leakage or malfunction of taps or pipes, relevant staff, including housekeeping, steward and culinary staff, are required to perform daily checks and report any obvious leaks in guest rooms, washrooms, kitchens, pantries and other areas they are responsible for.

For all major water-consuming areas such as spas, swimming pools and salons, sub-meters have been installed for regular recording and benchmarking of water usage. Daily checks and reporting procedures are conducted by recreation staff to ensure there are no obvious leaks in these areas. In addition, the softeners backwash frequency of the water filtration systems of all swimming pools, water features and fountains have been adjusted according to actual needs, such that the water quality of these facilities can be maintained and lower the need to drain off and refill due to water quality issues.

4.1.6 Waste Reduction and Recycling Initiatives

FY2022, we did not produce any significant amount of hazardous waste during operations, and our domestic and commercial non-hazardous waste, including paper, glass, cardboard, metal, waste oil, soap bars, printing cartridges, batteries and food waste generated, were disposed of appropriately according to internal policies in line with local regulations.

We have established the Waste Management Recycling Programme in 2020. Apart from managing general waste, we have also been recycling various types of waste including cardboard, office paper, magazine, newspaper, plastic bottles, aluminium cans, glass bottles etc. in our specially designed waste room to enhance the flow of different waste streams.

Recycling of E-waste

In FY2022, GLP participated in the recycling of light tubes, light bulbs and batteries. During the year, around 500 kg of LED tube, 900 kg of fluorescent tube, 90 kg of lead acid batteries and 15 kg of small size batteries were recycled by qualified organisation. GLP also commenced to collect empty cartridges for recycling in the reporting year.

To review and enhance the effectiveness of our waste management practices, we have been working on appointing a qualified third-party to conduct waste audit. The waste audit is expected to be carried out in 2023.

Waste Reduction and Recycling Initiatives



CARDBOARD



OFFICE PAPER



MAGAZINE



NEWSPAPER



PLASTIC BOTTLE



ALUMINIUM CANS



USED COOKING OIL



GLASS BOTTLE

4.1.7 Air Quality

Ambient Air Quality

To improve ambient air quality, we have enacted different initiatives that specifically focus on reducing the combustion of fossil fuels and thus the ambient air pollutants emitted. In particular, we have adopted a cleaner fuel – NG – in GLP since 2021, with hydro vents and electrostatic precipitators installed to reduce the air pollutants in the kitchen exhaust. We are now planning to convert from LPG to NG and electric at GL with initial budgeting and project timeline ready in 2023.

In addition, we are accelerating our adoption of electric vehicles and green energy vehicles with our green procurement policy endorsed in late 2022. For instance, as we plan to adopt EVs for luxury cars, MPVs, vans and trucks in our fleet, a number of fossil fuel powered vehicles, some of which run on diesel, are to be replaced in 2023; we believe it is a good opportunity for us to shift to EVs when planning for future transportation needs.

Indoor Air Quality (“IAQ”)

Reckoning the importance of IAQ, we comply with the Regime of Tobacco Prevention and Control Requirements of Macau Law, and prohibit smoking in all indoor areas. Non-smoking floors and guest rooms are arranged to ensure the comfort and well-being of non-smoking guests. To accommodate the needs of smoking guests, smoking rooms are also well-placed to maintain the IAQ for all.

Regarding fresh air circulation and filtration, in FY2022, we have also installed additional blowers at corner areas to improve ventilation in carpark. Indoor environmental air quality audits are also conducted annually for selected properties.



4.2 Green Hospitality

In view of the increasing concerns about the environmental footprints in travelling, the Working Team strives to create a green travelling experience for guests through optimising the operations of kitchens, restaurants, hotels, malls etc.

4.2.1 Green Living

Having been awarded the Macao Green Hotel Award by DSPA for many years in some of our properties, we are committed to the promotion of environmentally friendly practice in our hospitality services.

To reduce unnecessary waste, the Working Team has minimised the amenity supplied in guest rooms but to a level that fulfils 5-star hotel service requirements. At the same time, we have also introduced large amenity pump bottles as replacement for small plastic amenity bottles in guest rooms. Due to the pandemic outbreak in 2022, the implementation was still in progress and will continue in 2023. Targeting to start in the first quarter of 2023, besides benefiting the environment, it is also expected to have a 20% cost reduction as compared with that of 2022.

The Working Team also strives to engage our guests in our sustainability initiatives. For instance, Bed Linen Changing Cards are placed in GLP and TKL guest rooms such that bed linen, towels and bathrobes are only replaced upon the guests' request to minimise water, chemical and energy consumption during the laundry process. Since its launch in 2022, a 10% cost reduction in laundry was recorded in the reporting year.

Sustainable Mooncake Set

In 2022, we collaborated with the award-winning designer of the "SJM New Talent Award" at the Macau Design Awards 2021 to create two elegant mooncake gift boxes for GLP and GL Hotel respectively, which were designed with emphasis on reusability and sustainability.

In addition, we also partnered with local Macau startup Chazence to create sustainable cutlery to be placed in the mooncake gift sets. As an alternative to plastic, spent tea leaves and innovative eco-friendly polymer materials were used to produce cutlery that is completely biodegradable.



Spa and Recreation

At GLP, with our consciousness not only focusing on our guests but also on the Planet, we are committed to doing our best to provide eco-friendly services to our guests by supplying them with amenities that are made from bamboo or materials that allow for reuse and recycle.



To further reduce waste generation, we use reusable glass cups to serve our guests instead of using disposal paper cups and provide our guests with digital consultation, menus, promotion and reading materials to reduce paper consumption.

As our commitment for the year 2023, we will continue to reduce the single use slippers in the Spa & Health Club Lockers by replacing them with Eco-friendly slippers. We are also going to increase our efforts to drive the sustainability trends and increase the sale of Sustainable Retail Products to influence the community in embracing green awareness.

4.2.2 Green Dining

Apart from green living, we are also committed to promoting the concept of green dining to our guests. Our dedication to addressing environmental considerations spans through the food life cycle which starts from food sourcing, all the way to food consumption and food waste management.

Sustainability is embedded into all facets of our food and beverage (“F&B”) operations. We primarily focus on purchasing goods from the local region and selecting food with sustainability certification. We are committed to sourcing all fish products from prioritised Sea-friendly Suppliers by the end of 2023.

Embracing the concept of green dining, the restaurant “Hua Ting” in GLP uses organic vegetables and fish sourced from certified farms, as well as seafood certified by the Marine Stewardship Council (“MSC”) and Aquaculture Stewardship Council (“ASC”). Similarly, the champagne and wine options are sourced for their organic farming and wine-making origins.



As sustainability is a significant element in the F&B Department, all F&B team members in GLP have been introduced to the “GLP Sustainability Introduction Programme”. We use bio-degradable cutlery, such as biodegradable straws, stirrers and chopsticks, to serve our guests under the bigger sustainability framework. We are committed to shifting 100% of our consumables, including takeaway bowls and lunchboxes, to products either made from recycled or biodegradable materials by the end of 2023.

To improve our environmental performance, the usage of gas, electricity and water in food production are monitored and controlled closely by the Working Team. In addition, chemicals used for cleaning and dishwashing are also of concern. In the reporting year, we successfully achieved our goals in reducing chemical consumption per food cover by 2.9%. We will continue our endeavours in reducing chemical usage by 2% per food cover in 2023 with 2022 as the baseline.

Food represents a material portion of our waste stream, therefore, we aim to reduce the amount of food destined for the waste stream and divert food from landfills. As part of our comprehensive waste management approach, our food waste strategy mainly relies on the ORCA Food Digester Machine installed. At GLP, more than 10 tonnes of food waste were digested by ORCA in the reporting year.

As a further step, we will continue to launch the Food Digester Programme and target a higher Food Digester Waste Handling rate with the potential of increased business opportunities in 2023. To better record and monitor our food waste performance, selected kitchens will be required as a priority to record all food waste and general waste separately by the end of 2023.

4.2.3 Green Retail

From dining to shopping, the malls in our hotels are some of the most popular places for our guests to visit. As such, the Working Team focuses on providing and delivering goods and services to guests while also caring for the environment by joining hands with the retailers of the malls.

Adopting a management-led approach to ensure all retailers understand and operate in accordance with our sustainability policies, the Working Team is responsible for holding induction meetings with new retailers to share with them our policies and green practice such as waste management procedures and recycling classification approach.

In addition, the Working Team also actively connects with the retailers of the F&B outlets to encourage them to adopt biodegradable takeaway utensils and cutlery.

4.3 Green Gaming

Green gaming is an important element of our environmental stewardship, as the maintenance of gaming machines and the consumption of materials, including bottled water and operating supplies and equipment (“OS&E”), are inevitable when running a guest-oriented business.

In view of this, the Working Team is especially focusing its efforts on greening most parts of our gaming operations. For instance, we have a preference for Slot Machines that have a modular and interchangeable design, thereby can allow repeated assembly and disassembly for the swapping of parts, thus expanding their lifespan. Functional parts from other non-operating machines can also be retrieved, recycled, reused, eliminating the demolishing process to reduce waste generation in the long term.

Striving to create an environmentally friendly gaming experience for our guests, we have further formulated a series of operational-related targets and initiatives, which are monitored by the corresponding Working Team.

Reduce the consumption of single-used water bottles

We collaborated with Bonaqua to launch water bottles made by 100% rPET, which is a type of recycled plastic and is also fully recyclable after use. In addition, we install drinking fountains in gaming areas and meeting rooms to reduce the demand of bottled water. Dedicated to order less bottled water, the Working Team ensures that bottled water is only provided to guests on request.



Reduce the consumption of daily OS&E

Daily Operating Supplies and Equipment (“OS&E”) such as ball pens and scorecards are fast consumables in our gaming operations. In view of this, the Working Team is committed to controlling their issuance by encouraging staff to bring their own pen and only provide such items to guests on request. In addition, the Working Team is also working on green disposal plan for playing cards no longer in use.

Reduce the disposal of paper and the usage of ink cartridges

To achieve twice the effect of our commitment, the Working Team proactively controls the printing practices during operations by encouraging double-sided printing, black and white printing, and printing on recycled paper. To limit unnecessary printing, digital means including emails, tablets and multimedia systems are widely adopted for information exchange, presentation and file storage.

To facilitate knowledge exchange and promote joint efforts, we are also actively working in collaboration with the other five concessionaries and the DSPA to explore more feasible green business solutions for Macau.



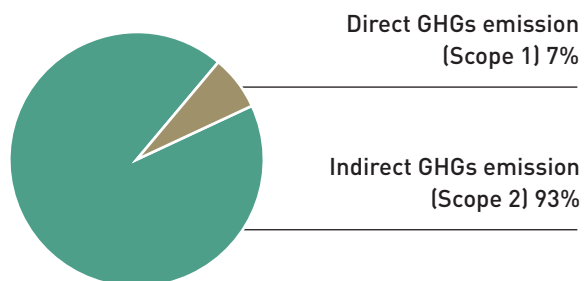
4.4 Our Performance

4.4.1 Emissions and Recycling

In FY2022, due to the fluctuations in the business environment and operation conditions affected by the outbreak of the pandemic, most emissions and resources used by the Group

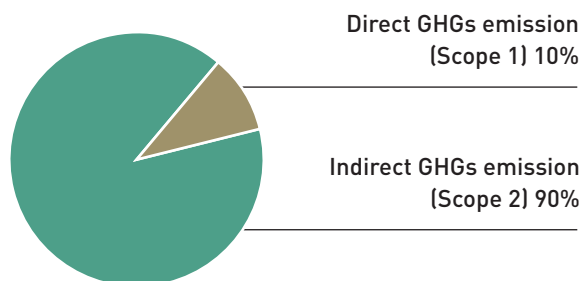
varied greatly as compared with FY2021. Nevertheless, we focused on the meaningful comparisons of intensity changes in our quest of continuous improvement.

GHG emissions profile in FY2021



- Direct GHGs emission (Scope 1)
- Indirect GHGs emission (Scope 2)

GHG emissions profile in FY2022

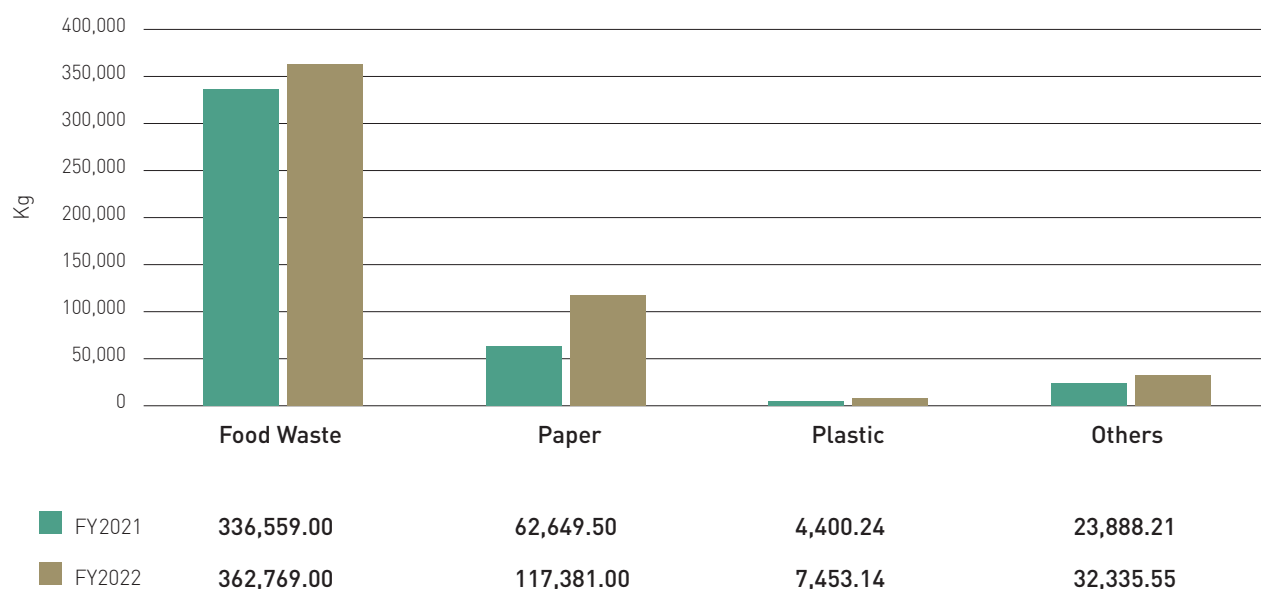


- Direct GHGs emission (Scope 1)
- Indirect GHGs emission (Scope 2)

In FY2022, our GHG emission pattern was similar to that of FY2021 with Scope 2 Indirection Emission accounting for 90% of our annual GHG missions. Despite maintaining a similar

scope as FY2021, our total GHG emissions decreased by 29.3%, with the most significant drop in Scope 2 emissions at 31.5%.

Recycled Waste Trend

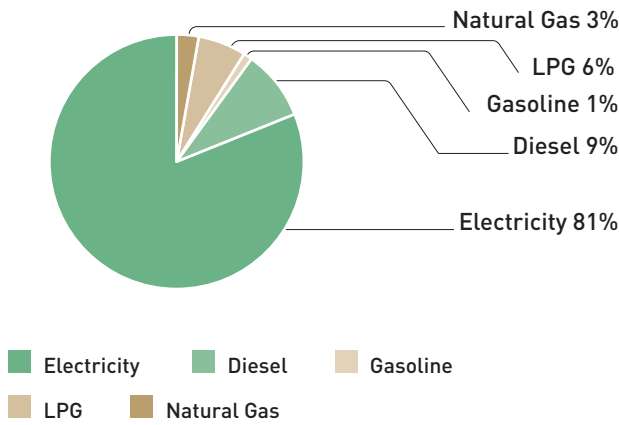


FY2022, we furthered our efforts in solid waste recycling and enriched the variety of solid waste classified for recycling. For instance, we recorded a 21.62% increase in the total amount of recycled waste, with each category rising in various degrees.

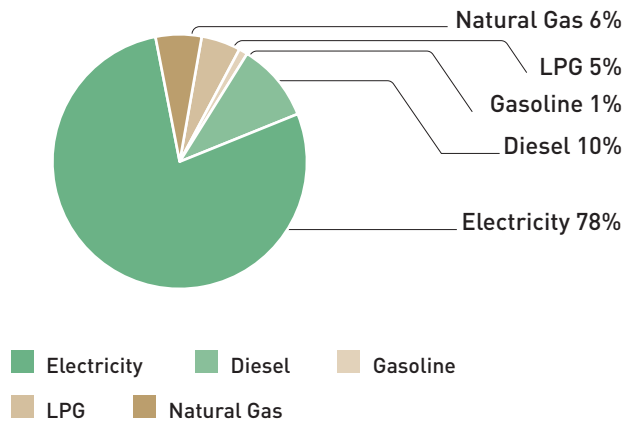
With our recycling programme expanded in the reporting year, we further recorded a dramatic 1,000% increase in battery recycling.

4.4.2 Consumption of Recourses

Energy Consumption Profile In FY2021



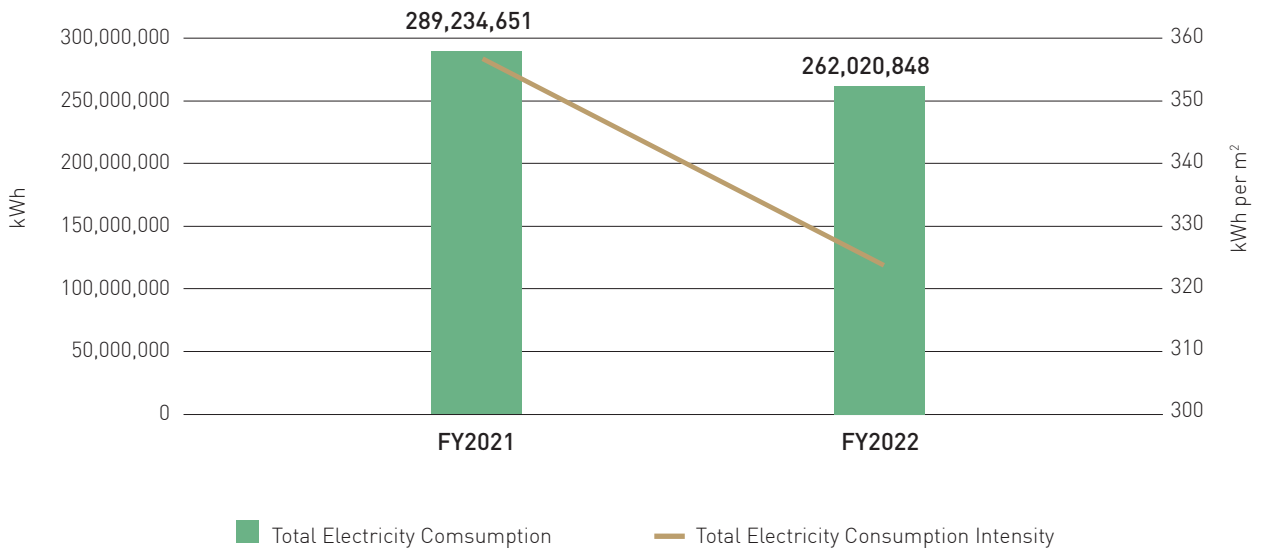
Energy Consumption Profile In FY2022



FY2022, we mostly consumed electricity (~80%) for our operations of offices, hotels and casinos, similar to the energy profile in FY2021. In the reporting year, with the decrease in

business due to the pandemic, most fuel consumption recorded a declining pattern.

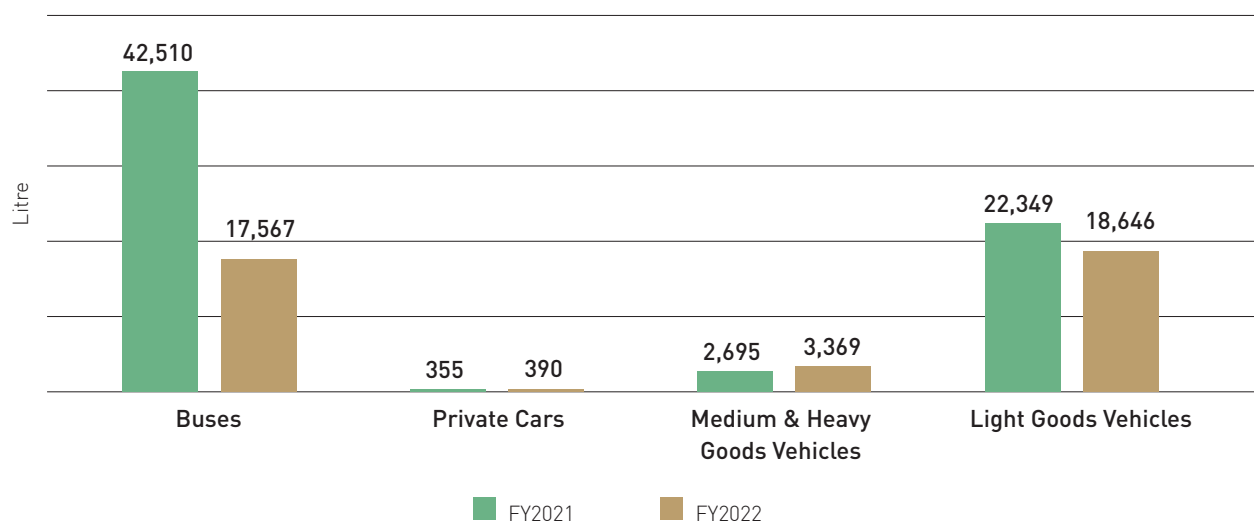
Electricity Consumption Trend



As the operations of hotels contributed to about 74% of our annual electricity consumption, the decrease in hotel electricity usage played a significant role in our electricity conservation effort. In particular, the 67% decline in electricity consumption of Sofitel Macau at Ponte 16 further brought down our total annual consumption.

Apart from the non-full operations of our properties during the year, we believe the encouraging results partly attributed to our effective implementation of conservation measures together with our adoption of new technologies. Notably, 90% of our properties recorded a drop in electricity consumption during the year.

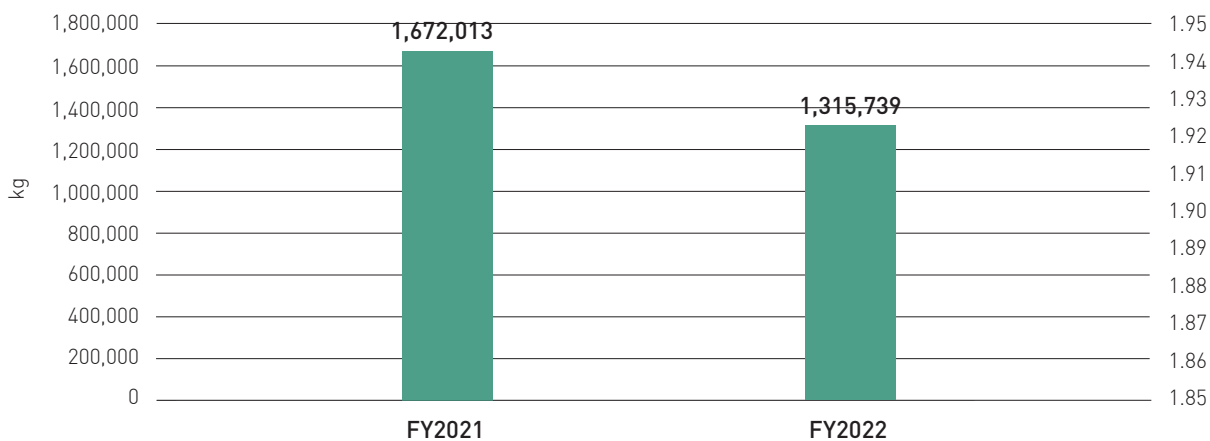
Diesel Consumption For Mobile Combustion Trend



Diesel was mainly consumed by the Group for mobile combustion in FY2022. With our dedication in replacing diesel-fuelled vehicles with greener ones, we recorded a significant

58.68% and 16.57% drop in diesel consumed by buses and light good vehicles respectively.

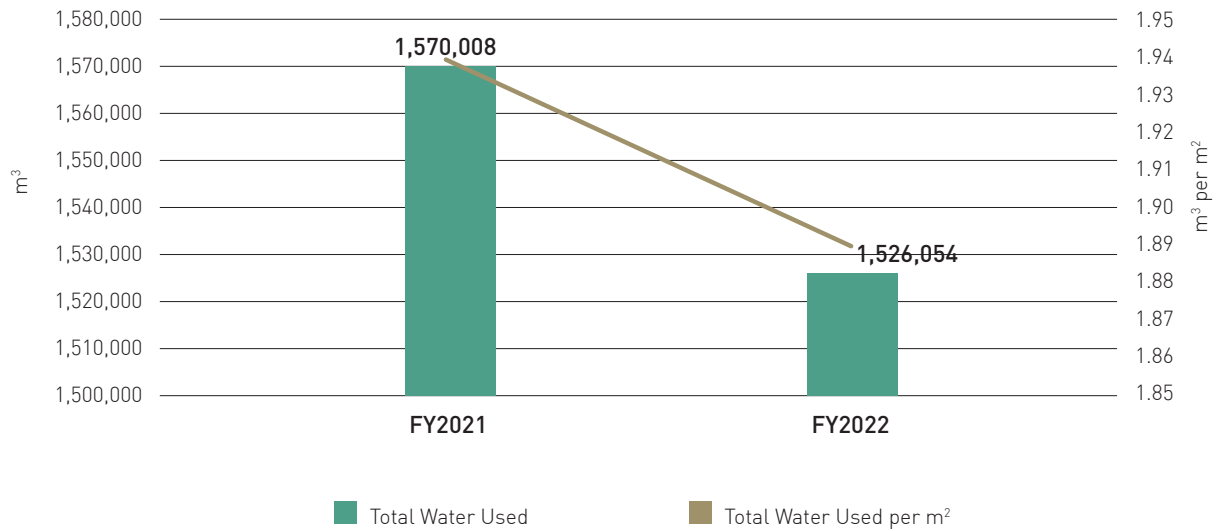
LPG Consumption For Stationary Combustion Trend



For stationary combustion, we mainly consumed NG, LPG and diesel in 2022. As compared to FY2021, the surge in NG combustion was mainly due to the full operations of GLP. It was worth noting that for LPG consumption, GL Hotel and

Sofitel Macau at Ponte 16 recorded 16.24% and 56.48% decline, respectively, which were mainly due to the reduction of business level during the pandemic outbreak.

Water Consumption Trend



FY2022, the total water intensity slightly decreased by 2.64% mainly due to pay off in efforts of water conservation in office and hotels which recorded a 50.30% and 16.53% drop respectively. To strive for continuous improvements, we

will continue to implement our water saving initiatives in our properties and actively find innovative water conserving solutions for our casinos and hotels.

Going Forward

- Reducing 2% of GHG emissions (Scope 1 and Scope 2) per MOP million revenue by 2023, with the baseline year of 2022
- Reducing 2% of electricity consumption per guest visit per year by 2023 with the baseline year of 2022
- Reducing 0.5% of office paper consumed per staff per year by 2023 with the baseline year of 2022
- Reducing 2% of water consumption per guest visit by 2023 with the baseline year of 2022
- Reducing 0.5% hot water usage per guest visit by 2023 with the baseline year of 2022
- Reducing 0.5% of natural gas consumption per guest visit per year by 2023 with the baseline year of 2022
- Reducing 2% of chemical consumption by cost per cover by 2023 with the baseline year of 2022



Lark

Lau Chon Hong x Zha Rui

A lark gracefully perching on leaves and chirping away, the delicate brushstrokes represent a reinterpretation of traditional Chinese two-dimensional art.

5. G.R.E.A.T.NESS OF OUR PEOPLE



In G.R.E.A.T., G is for Growth, R for Rapport, E for Excellence, A for Agility and T for Trust

OUR MANAGEMENT APPROACH

In order to deliver superior services to our guests, we need a workforce of engaged, motivated and skilled staff. As such, we are committed to supporting the physical and mental well-being of our people and empowering a diverse and inclusive culture in which everyone has the opportunity to thrive. We provide training and support to our colleagues and ensure the engagement and retention of talents. We care for our staff, starting from the onboarding process all the way to the creation of a safe and secure workplace and the empowerment of their career growth.

During the year under review, the Group was in full compliance with the applicable labour laws and regulations in Hong Kong and Macau, including but not limited to the Employment Ordinance (Cap. 57 of the Laws of Hong Kong) and the Labour Relations Law (Macao Law No. 7/2008).

5.1 Employee Recruitment and Management

5.1.1 Recruitment and Promotion

Reckoning that our team members are the ones who make our business work, we are committed to offering opportunities to local young people and retaining talents that are in alignment with our goals and values. To develop a professional and engaged team, our Talent Acquisition Team held over 70

recruitment activities in 2022. With our commitment in supporting local employment, we continued to work closely with the Labour Affairs Bureau of the Macau SAR Government ("DSAL") in hosting various recruitment programmes to boost social inclusion and youth social mobility.

As the employer with the biggest proportion of local workforce amongst all the gaming operators, we reach out to local candidates via multiple recruitment channels.

Recruitment Fairs, Career Talks and Workshops for local job opportunities

Targeting at local Macau residents, we held and participated in various recruitment fairs during the reporting year, including the SJM Recruitment Day, SJM Resume Writing Workshop, FAOM Recruitment Fair, DSAL Recruitment Fair and Career Talk. During the events, we shared with the participants interview techniques and resume-writing skills, and also offered on-site job application, job matching, job explanation and interview to more than 4,600 local participants.

Recruitment Fair for social inclusion

As a responsible employer, we are committed to providing job opportunities to vulnerable groups and promoting social inclusion. Since 2019, we have been invited to participate in Recruitment Fairs for the disabled residents by DSAL. In 2022, we offered interviews for 80 candidates in two events.

As one of our ways of retaining talent, we regularly review our remuneration policy against market standards. We also periodically review staff's working performance, professional qualifications and industry experience to determine their compensation packages and promotion opportunities to show proper encouragement and recognition of their outstanding performance. A performance-based attribute component is given to those staff in specific positions including sales positions.

Since January 2022, more than 40 outstanding employees and teams from GLP, GL and Oceanus were awarded the G.R.E.A.T. Employee Award and 133 employees were awarded the monthly Operation Star.

5.1.2 Compensation and Dismissal

Respecting the labour rights of all, we ensure that all dismissal and termination of contracts are handled by procedures that comply with the Macao Labour Relations Law. Any compensation arising in accordance with related laws and regulations will be provided to the leaving staff accordingly. During the reporting year, given the Group's care and support for its employees, we achieved a low turnover rate of 12%. For more information, please refer to the Appendix – Performance Table.

Job Fairs and Internship Programme for youth social mobility

Caring about the career development of students, we continued to participate in Campus Career Day of local institutions and Youth Career Expo during the year to offer job matching and job application to the students, such that students can have more understanding our Group and the integrated tourism and leisure industry, thereby allowing them to set up their career goals and look for the right career development direction. In the meantime, we also offered a 3-month internship programme for 120 fresh graduates from university to help them gain working experience so as to enhance their competitiveness and better prepare them for future challenges.

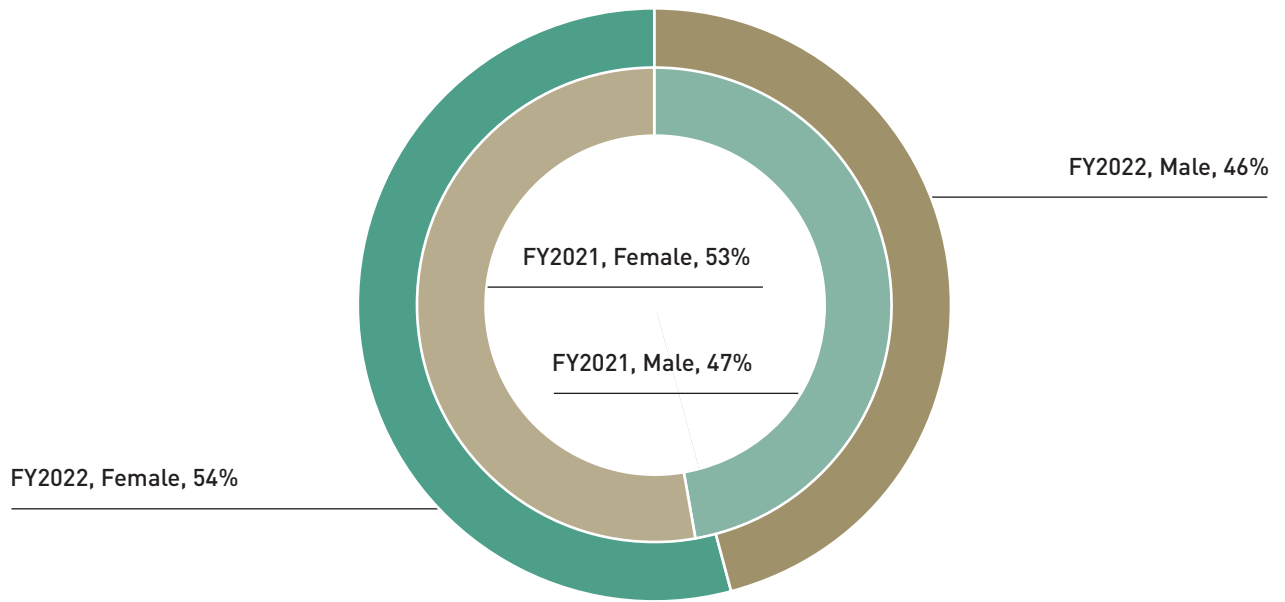
5.1.3 Working hours and Rest Periods

The Group cares about the well-being of team members and actively advocates the concept of work-life balance. As a general practice, employees are required to work 48 hours per week. In addition to statutory holidays, employees are also entitled to one regular day-off per week and break time during the work shift. The working time, working schedule and rest time are monitored and managed by the supervisors of corresponding departments according to operational needs.

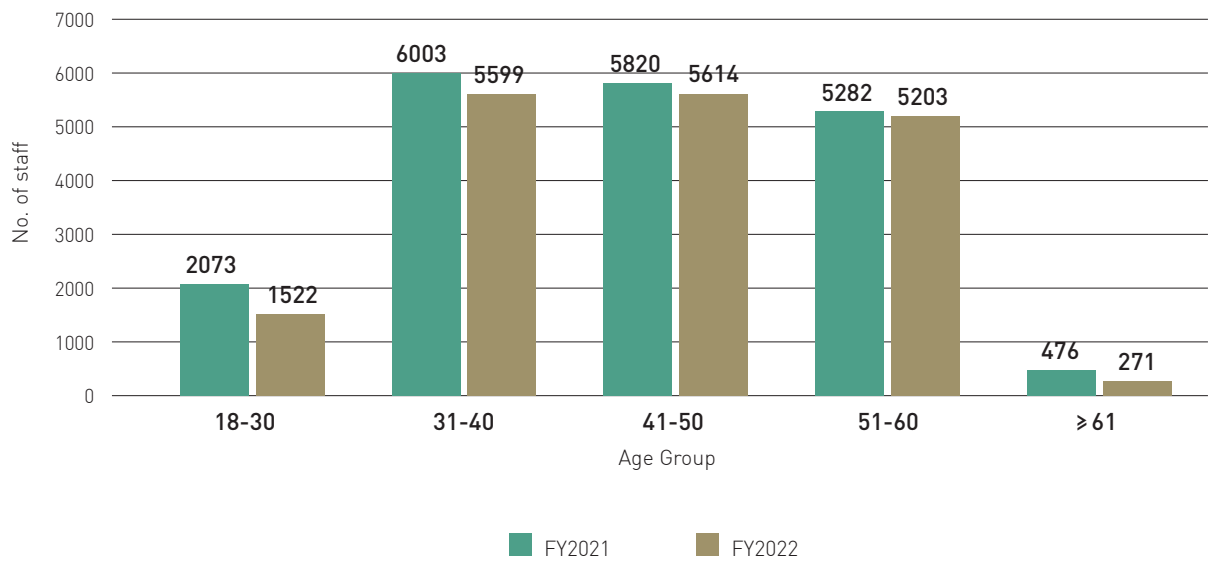
5.1.4 Diversity, Equity and Inclusion

We believe that creating a working environment that celebrates equality, diversity and inclusion is crucially important. We maintain a diverse workforce with different origins and ensure that all staff members have access to training and opportunities that enable them to advance their careers. We guarantee that all HR-related decisions, including recruitment, promotion, and opportunities to receive training or dismissal are not considered through non-ability elements such as gender, age, nationality, origin, religion or disability. Taking a zero tolerance stand against workplace discrimination or harassment, our employees are encouraged to report to their supervisors any issue that violates the policies of the Group.

Trends in Staff Gender Distribution



Trends in Staff Age Distribution



5.2 Employee Wellness and Engagement

To ensure a decent and fair working environment for all SJM employees, we have been implementing a Triangular Approach namely Govern, Communicate and Engage over the years.

SJM's Staff Welfare Consultative Committee ("SWCC") serves as a communication channel and receives staff's feedbacks on how to promote a better workplace. SWCC also operates the SJM Excellence Staff Center (employee supermarket) and oversees SJM Volunteer Teams.

5.2.1 Ethical workplace

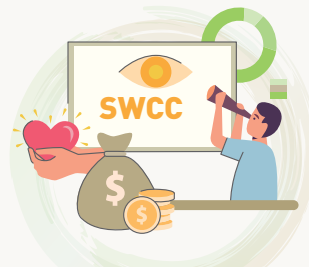
Respect for, and promotion of, labour rights are fundamental to the sustainability of the Group and in our relationship with our team members and the local community. To combat illegal child or forced labour, we conduct background checks and require candidates to provide their legal identity documents to verify their legal employability before formal employment. Our Human Resources Department is responsible for the regular review of employees' profiles and for reporting any suspected cases to the management. We will terminate the corresponding employment contract immediately once any illegal practices are spotted, and address any concerned case according to the formalised reporting procedures. We will consider taking disciplinary actions on the responsible staff depending on the severity of the case. During the year under review, the Group was in full compliance with the relevant laws and regulations that have a significant impact on the Group relating to preventing child and forced labour.

Employee Wellness and Engagement



GOVERN

Human Resources Department oversees workplace practices and employee satisfaction through monitoring, review of key indicators, and resolution of grievance cases raised by employees



COMMUNICATE

We make use of SWCC to monitor the well-being of staff and to communicate with our people



ENGAGE

We ensure that our staff has clear understanding of their roles, responsibilities, and the expectations on their performance and behaviours through the distribution of Employee Handbook and continuous engagement via dialogues

5.3 Employee Benefits and Support

We offer a package of welfare and benefits to our staff to show that we care for their wellness. In addition to the legal requirements of providing a medical plan and contribution to their Mandatory Provident Fund, we go beyond to provide them with extra leaves, and gifts for Winter Solstice as well as Chinese New Year, and many other wellness programmes.

Awarded as a Family-Friendly Employer for 2018 -2020, we pay attention to the family needs of our staff, especially those who will need more time to take care of their children and elderly. To allow flexible working time for employees to handle their family matters, particularly in the times of the pandemic, we provided the Family Care Leave plan to grant more flexibility to our staff.

In response to the Macau Government's policy to strengthen employees' retirement protection, we took the lead among six gaming enterprises in introducing the Non-Mandatory Central Provident Fund System to local employees.

Over 10,823 staff participated in the Non-Mandatory Central Provident Fund System, accounting for around 68% of the Group's local employees, the highest ratio among the integrated tourism and leisure enterprises in Macau.



5.3.1 Employee Wellness

Throughout the pandemic, we continued to provide physical and mental support to our staff through encouraging them to participate in various kinds of wellness activities, sports competitions and wellbeing seminars. A wide range of healthy food menus were also available at the Employee Dining Room aiming to enhance their well-being. In 2022, on top of the festival celebrations, sports events, charity workshops and other caring activities such as Singing Bowl Meditation Workshop and Orbis Eye Health Seminar were also organised to enrich the employees' after-work life and to equip them with knowledge of health choices.



Parenting Education Trainings

In early March 2022, we collaborated with the Macau Education and Youth Development Bureau (“DSEDJ”) to launch a series of parenting training programmes for our staff. These programmes are designed to enhance their knowledge and skills of parenting such as the way to guide children through the different stages of childhood. These programmes aim to help lay a positive foundation for good parent-child relationships for our staff.



Eye Health Seminar

In late May 2022, we joined hands with Orbis Macau to host a 3-day series of educational and fundraising events which includes an “Eye Health Seminar” for our employees. The goal of hosting these engaging and meaningful events was to enable our employees to gain a deeper understanding of eye care.



GLP Legend Mixologist Competition

In November 2022, we hosted our first Grand Lisboa Palace Legend Mixologist Competition which attracted colleagues across various departments of the Group. During the competition, participants unleashed their creativity, passion and hidden mixology talents under the support of their colleagues and department heads. After several exciting rounds of cocktails making competition, a colleague from the Information Technology Department became the champion and his winning product “Red Pocket”, was presented at “MESA” at GLP.



5.4 Workplace Safety and Health

SJM ensures that each individual and team take responsibility of occupational safety and health (“OSH”) of their work and working environment. To create a safe and healthy working environment, we have established the Occupational Safety and Health (“OSH”) Policy, which demonstrates top management’s commitment to comply with the legal requirements, prevention of injuries and illnesses, and continual improvement in OSH. To monitor the effective implementation of our OSH measures, the OSH Committees of our properties meet regularly and discuss about safety management issues such as work injury statistics, safety inspection status, training figures, and safety promotion issues.

5.4.1 Safeguarding the Workplace

Working in accordance with the legal requirements and guidelines issued by DSAL and the Labour Department of the Hong Kong SAR Government, the OSH Department (“OSHD”) is responsible for setting up KPIs for the Group and concerned departments according to the work injury performance, thereby guiding the departments to enhance their workplace safety standard.

As a means to protect employees from work-related hazards, the Hazard and Near Miss Reporting Programme is in place such that any unsafe conditions can be reported and rectified in advance to prevent any potential risks. In addition, the scope of the departmental workplace safety self-checking program, which has been launched since 2021, has also been expanded, with more than 70 departments or teams submitting the workplace safety self-checking reports to OSHD.

Despite the restriction imposed by the continuing pandemic which hindered our work on the implementation of large-scale OSH works during the year under review, we continue to maintain the occupational safety and health culture of the Group. To enhance the safety culture in the Group, OSHD distributes workplace safety tips and health reminders to all SJM employees from time to time, including Office Safety Work, Eyes protection, Personal Warmth during work and Working decompression relaxation. Furthermore, a fire drill was also conducted by OSHD with assistance from Security Department so as to strengthen the employees’ preparedness for any emergencies.

During the reporting period, the Group did not violate any applicable health and safety laws and regulations of Macau and Hong Kong. In the past three years, including FY2022, the Group recorded zero work-related fatalities. During the year under review, there were 4,415 lost days due to work injuries, which was 31% less than that in 2021.

5.4.2 Enhancing Safety Awareness

To empower our staff members and to enhance their safety knowledge and awareness, we held a variety of safety trainings in FY2022.

First Safety Video Production

Common accidents happened at back of house and Government’s preventive measures were shown on TVs round the clock in all SJM properties.



SJM Occupational Safety and Health Campaigns

In early 2022, a series of roadshows, safety seminars, stretching workshops were held for nearly 3,000 participants from Grand Lisboa, Casino Oceanus and Grand Lisboa Palace. It reached 90% employees coverage at the single property - Grand Lisboa Palace.



Individual Safety Seminar

Co-organised with DSAL, we held various safety seminars for Facility Management Department ("FM") members, relating to their specific work characteristics.



First SJM OSH Online Q&A Competition

Over 2,100 staff participated in this competition and the winner who had the highest level of OSH knowledge was awarded with cash coupons.



In addition, we also organised the mandatory Hotel and Catering Safety Card Training, which achieved over 90% completion rate in SJM in 2022 (85% in 2021). Other regular departmental safety briefing sessions were arranged as well, with more than 17,849 participants being trained in the reporting year.

5.5 Talent Development

As we understand people are our greatest asset and key to our business success, we invest heavily in their development. To strive for both human and organisational development, we encourage career building through in-house professional development programmes and external-collaborated training programmes.

5.5.1 Driving advancements and opportunities

In 2022, even under the pandemic, we spared no effort in nurturing and developing future talents. Principally managed by the Learning and Development Department, and in collaboration with other internal departments such as Performance Improvement Department, Information Technology Department and Casino Operations Department, the Group organised around 192 training courses with more than 1,604 classes held in the reporting year.

In-house training programmes mainly focus on governance, lifestyle and life skills, interpersonal and communication skills, supervisory and managerial skills, service enhancement, and different technical training courses relating to the staff's respective job duties.

Induction training is also provided to new joiners to familiarise them with our Group's background, corporate governance, responsible gaming, and industry knowledge. We also encourage continuous self-development by providing sponsorships for external development courses or degree-bearing programmes offered by the higher educational institutions.

SJM Career Enhancement Program - Explore Your Talent

This is an 18-months training and internship programme which encourages our gaming employees to gain more working experience and develop their skill sets in various non-gaming areas, such as Food and Beverage, Hotel Operations, Housekeeping and Facility Management. After 1.5 years of professional training and internship, they will be awarded a certificate. New skills and knowledge are acquired for better career development in non-gaming areas with enhanced competitiveness. In 2022, 500 staff participated in this enhancement programme.

Vocational Skills Competition

In February 2022, we held annual SJM Vocational Skills Competition to provide a platform for staff to enhance their skills and creativity. Over 160 staff members joined the competition, which comprised five categories: gaming and entertainment, Chinese culinary art, Western culinary art, housekeeping, as well as hotel facilities and maintenance. In June 2022, we also joined the 2022 Macao Integrated Tourism and Leisure Enterprise Vocational Skills Competition and clinched top trophies during the event.



5.5.2 Training Partnerships

Apart from in-house training, we also collaborated with external organisations to arrange training programmes for our people in 2022.

Institute of Mediators (IM)

Casino staff received training through attending the Professional Mediation Seminar for Frontline Staff held by IM to learn how to effectively solve disputes in case of happening in our premises.

Macao Labour Affairs Bureau

In collaboration with the Macao Labour Affairs Bureau, a series of training programmes were arranged for our staff regarding Occupational Health and Professional Quality Training.

Macau Red Cross

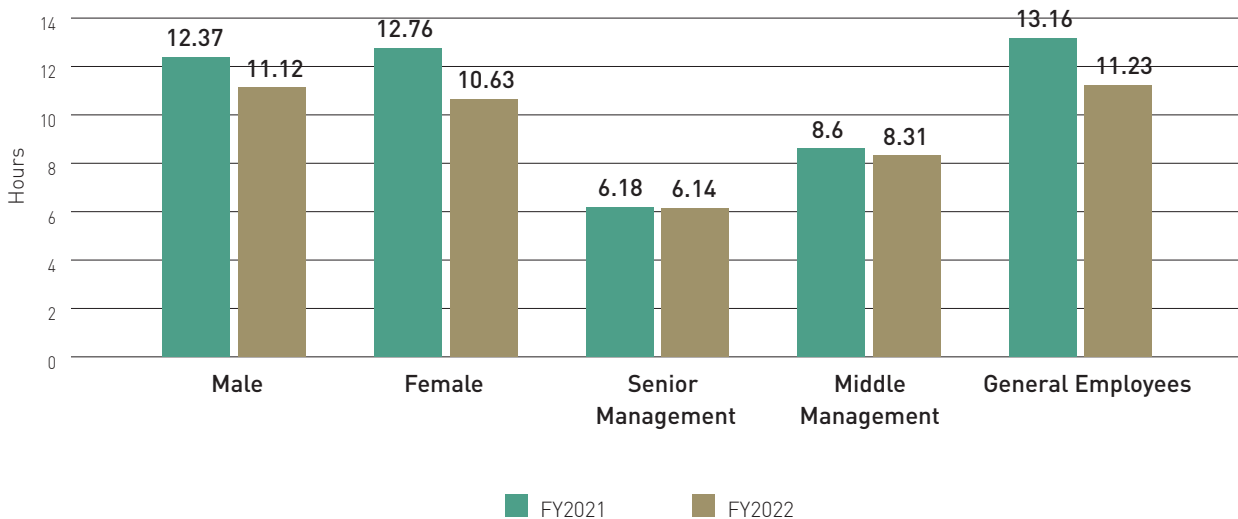
We arranged staff from the hotels and casinos to join the First Aid Seminar held by Macau Red Cross so as to well equipped them to handle emergent safety issues.

Macao Institute for Tourism Studies (IFTM)

A series of training course under the Macao Occupational Skills Recognition System (MORS) were arranged for the staff in GLP and GL Hotel to enhance their tourism knowledge to better serve our guests.

FY2022, over 11,000 staff received more than 197,000 hours of provisional training. Committed to support the career development of our general staff, we spent more than 90% of training time in upskilling our non-management staff. For more information regarding the learning and development of our Group's employees by gender and employee category, please refer to Table 3 in the Appendix – Performance Table.

Trend in Average Training Hours per Category



Our Accomplishments

- Maintaining a female to male gender ratio of 54:46
- Maintaining a low turnover rate of 12%
- Achieving zero work fatalities for consecutive 3 years
- Reducing by around 30% of the overall number of work-related injury cases
- Lowering by 43% of the number of work-related injury cases from gaming operation
- Providing more than 197,000 hours of training for over 60% of staff
- Achieving an average training hours of 10.85 hours per staff



Vivid Façade

Lai Ieng x Nicole Ng

Themed around Macau's iconic East-West architecture, the lantern is designed in the shape of a whimsical arch, highlighting Macau's unique position as an "archway" connecting different cultures. The inner arch features a painting of Hotel Lisboa, referencing the support of local business to Macau's development.

6. CORNERSTONE OF OUR COMMUNITY



FROM SOCIETY TO SOCIETY

- ✓ Nurturing Talent
- ✓ Promoting Patriotic Education
- ✓ Supporting Sports Development
- ✓ Promoting Arts and Culture
- ✓ Caring for the Community
- ✓ Responsible Business
- ✓ Promoting Economic Growth

OUR MANAGEMENT APPROACH

From society to society, SJM is committed to contributing back to our society and responding to the needs of our community.

Six principles of SJM corporate social responsibilities:

1. Putting our nation first
2. Valuing talents
3. Focusing on people's welfare
4. Promoting sustainability and innovation
5. Integrating core strengths
6. Converging team efforts

Adhering to the six principles, we have been actively responding to national policies, promoting economic growth and positively influencing the livelihood and well-being of the local society through various channels during the reporting year. In 2022, we continued to support education, arts and culture, sports and other charitable activities and encouraged our employees to do likewise.

6.1 Nurturing Talent

We believe young people are the future of our country, as such we spare no effort in nurturing our young leaders to develop all-rounded skills, courageously explore new frontiers and pursue their passion.

6.1.1 SJM Scholarship Programme

The SJM Scholarship Programme awards scholarships annually at University of Macau, Macao Polytechnic University and Macao Institute for Tourism Studies.

For children of staff, the SJM Scholarship Programme awards ten scholarships annually to students, who are each awarded MOP20,000 per year until they finish their university studies (up to five years). At the 18th SJM Scholarship Awards Ceremony held on 14 December 2022, ten outstanding students were selected for Year 2022 by the SJM Scholarship Selection Committee. We also renewed scholarships to 23 recipients, each receiving MOP20,000, for the new academic year. Amongst them, two students with exceptional academic results were each awarded an additional MOP5,000 as a token of encouragement.

To advocate lifelong learning, SJM sponsors the full school fees of staff to further their studies at Macau Millennium College and encourages staff to complete their secondary school education. We sponsored a total of 44 staff members to study at Macau Millennium College for the school term 2022-2023.



6.1.2 Collaboration with the Government

SJM supported the “Career Experience” internship programme of DSAL for the third year. To help graduates from tertiary education institutions in Macau to get well equipped and put their knowledge to practical use, we extended our internships in 2022 on multiple fronts, including professional, technical and administrative roles, enabling the interns to gain holistic skill set, experience and network. Since the launch of the “Career Experience” internship programme in 2020, over 70 students completed their internships with SJM.



According to the letters of intent “Cultivate Talents and Build Macau Together” signed with DSEDJ in March 2022, SJM launched two collaborative initiatives namely “School and Corporation Collaboration” and “Parenting Education Trainings”, aiming to implement the Macau SAR government’s administrative policies by working closely together to nurture talents and foster the integration of Macau’s young talents into the national development plan. Through the “School and Corporation Collaboration” initiative, SJM partnered with Escola Lusó-Chinesa Técnico-Profissional under DSEDJ to cultivate and retain local vocational and technical professional talents, and provide guidance and advice to the school in the creation of vocational and technical training courses.



Through the “Parenting Education Trainings” initiative, SJM worked closely with DSEDJ to implement training programmes for parents, so as to boost their knowledge and skills as they guide their children through the different stages of childhood and to establish good parent-child relationships.



6.1.3 Other Sponsorships and Support

To promote exchange between Macau and Mainland students in science and technological innovation, SJM sponsored the Third Macao Joint School Science Exhibition held at Macao Science Center on 22-23 October 2022.

In addition, we launched the “Caring for Youth Well-being” programme in partnership with Sheng Kung Hui Macau Social Services Coordination Office in June 2022, aiming to promote positive outlook and psychosocial well-being among Macau adolescents. We sponsored the “5 Gifts of Happiness” programme and helped to put together uplifting gifts for distribution to local secondary schools, benefiting more than 1,700 students.



Reckoning that learning by practice is one of the effective ways of acquiring new knowledge, we hosted a pizza workshop at Casa Don Alfonso of Grand Lisboa Hotel for students and lecturers from the Faculty of Hospitality and Tourism Management of Macau University of Science and Technology on 6 May. At the invitation of the university, another culinary skill (western kitchen) sharing session was given by Grand Lisboa's Executive Chief at the university on 25 November 2022.

SJM funded the Portuguese language program in China organized by Camões, Instituto da Cooperação e da Língua, I.P. to nurture talents who are fluent in both Chinese and Portuguese, to serve the development of "One Belt, One Road".



6.2 Promoting Patriotic Education

As a local company deeply rooted in Macau, SJM is committed to upholding the spirit of loving the Motherland and Macau, and supporting its staff members on active participation in patriotic education and activities. As the first integrated tourism and leisure company in Macau to promote patriotic education, in 2022 we continued to convey the patriotic spirit to the community through various channels.



6.2.1 Engaging in Significant Events of the Country

As one of the important programmes of SJM's Patriotic Education Series, SJM hosted the "Two Sessions Spirit" sharing session at Grand Lisboa Hotel on 8 April 2022, under the guidance of the Economic Affairs Department of the Liaison Office of the Central People's Government in Macau SAR, to deepen our staff's understanding of the national policy and the Country's future development. More than 1,200 team members attended in person. A video on the sharing session was also shown in the back-of-house areas of our properties.





In celebration of the 73rd Anniversary of the Founding of the People's Republic of China, a National Day reception was held at Grand Lisboa Hotel in October 2022, attended by close to 120 management staff. During the event, we not only shared the many momentous achievements China made in the year, but also restated our determination in paying our duty to Macau and to the Motherland. A video of the National Day Reception was also on display at the back-of-house areas, such that all could share in the joyous occasion.

SJM arranged for a telecast of the memorial service of former Chinese President Jiang Zemin at Grand Lisboa Palace Resort on 6 December 2022. Led by SJM directors, staff observed a three-minute silence to pay their respect. SJM also shared the live broadcast in its properties including staff resting areas, to enable more people to join in a moment of silence.

6.2.2 Organising patriotic courses and activities

To enhance staff's understanding of modern China, SJM organised a series of national education courses for its employees, with a total of 28 classes covering topics such as politics, culture, population, economy and finance, transport and the Guangdong-Hong Kong-Macao Greater Bay Area, benefiting a total of 1,338 participants in 2022.



As part of our Patriotic Education Series, we hosted staff-exclusive showing of the "Macao Back to Common Roots" narrative film for more than 160 staff members in January and April 2022 respectively, to enhance their understanding of Macau's history. We also arranged a screening session of the movie "The Battle at Lake Changjin II" for over 100 staff members in March. As a regular sponsor of the China Film Festival, SJM sponsored the event for the eighth year in 2022, aiming to spread the national spirit through mass media.

During the year, we also organised visit to the National Security Education Exhibition, and hosted a series of "Tell China's Stories" workshops for our staff and families, with the objective of enhancing patriotic education across the generations. Apart from story sharing on the nation's effort in combating the health crisis and in aeronautical achievements, we also invited art instructors to demonstrate the making of traditional Chinese handicraft to the young people.



6.3 Supporting Sports Development

Joining forces with the government, we continued to sponsor, organise and participate in various kinds of sports events and CSR activities over the years, helping to elevate Macau's status as an international sports city and to promote tourism.

6.3.1 69th Macau Grand Prix

A long-term supporter of the internationally renowned Macau Grand Prix, SJM was the title sponsor of SJM Macau Roadsport Challenge in the 69th Macau Grand Prix held in mid-November 2022. In addition, SJM was also the promotional partner of the Theodore Blackjack Racing team competing for the Formula 4 Race.



To invigorate interest in motorsports amongst the young generation, we invited students from the University of Macau and Macao Institute for Tourism Studies to visit the Theodore Blackjack Racing garage at the Grand Prix circuit on 18 November 2022. The students were thrilled to meet the Formula 4 drivers up close and witnessed the extent of teamwork and meticulous preparations behind-the-scenes. They took immense pride in the city's tradition of hosting this world-class sporting spectacular.



We also invited the Theodore Blackjack Racing Formula 4 drivers and a group of children from the Mong Ha Community Center of the General Union of Neighbourhood Associations of Macau to experience the "Speed Racer" arcade game at the VR entertainment zone of Grand Lisboa Palace. The drivers shared quality time with the children, spreading the exciting culture of motor racing upon a new generation of enthusiasts.



6.3.2 2022 CTA Tennis Tour

SJM was the title sponsor of the CTA Tour SJM Professional Finals (Macau) and National Tennis Championships for the second consecutive year in 2022. A series of extended CSR events were held during 5 to 11 December 2022, bringing the excitement of the tournament to the local community.

As a kick-off of this iconic event, we supported the Ball Boy Training Camp held in association with the Macau Tennis Association. Through the open recruitment, training and selection of ball boys for the final stage, we aspired to foster interest, knowledge, and passion of sport in our local youth.

Leading up to the tournament, we co-organised a tennis academy with the Office of Sports Affairs of the University of Macau on 19 November 2022, aiming to promote recreational tennis among teenagers and encourage an active lifestyle. Nineteen students received guidance from the student coaches of the University of Macau and concluded the day with a mini competition with winners receiving tennis-themed souvenirs from SJM.



In addition to sponsoring the competition, we also showed our support towards the Sports Tourism Forum and the China Tennis History and Culture Tour held at Grand Lisboa Palace and Grand Lisboa Hotel respectively, from 10 to 13 December 2022. Apart from showcasing the origin of world tennis and its development in China, it was hoped that Macau's tennis development could also be incorporated as a distinctive chapter in future exhibitions.



To motivate students to engage in sports, we hosted the "Dialogues with Outstanding Athletes" session at Grand Lisboa on 11 December 2022, with sport celebrities including former Olympic champion Tian Liang gracing the event. Over 200 students from various secondary schools and universities participated and got inspired by the athletes, whose stories showcased admirable perseverance of sportsmanship.

Furthermore, in support of "Sports for All – Let's Exercise for Better Health" advocated by the government, we organised a Community Tennis Clinic on 8 December 2022 and invited internationally celebrated Chinese tennis player and Special Olympics Global Ambassador Li Na to inspire the athletes from Macau Special Olympics.



6.3.3 2022 Macao International Dragon Boat Races

SJM has been an ardent supporter of the Macao International Dragon Boat Races since its inauguration. In full support of the 2022 Macao International Dragon Boat Races, SJM engaged in this event not just through sponsorship but also forming eight dragon boat teams to participate in the races held in late May and early June. Our teams won five major trophies in this event, including the Champion of the Men's Large Boat 500m Open Race.



6.3.4 Other Sports Events

On 18 September 2022, we formed a team of staff to participate in the 2022 Summer Obstacle Challenge organised by Macao Sports Bureau. Attributed by the incredible teamwork of our representatives, our team won the second place out of 60 teams and 400 competitors who raced in various adrenaline-charged competitions.

SJM sponsored the gala in Celebrating the 25th Anniversary of Hong Kong's Return to China and the Inauguration of the Guangdong-Hong Kong-Macao Greater Bay Area Wushu Alliance on 5 November 2022 with the goal to promote Chinese martial art and mutual exchange in the Greater Bay Area.

To extend our commitment to the community through sports, we supported Caritas Macau through sponsoring and participating in the Charity Run of Caritas Macau virtual running in October.



From August to September 2022, we organised a four-week online exercise programme for our staff to maintain a healthy life at home. Furthermore, in support of the Winter Olympics held in Beijing, we launched a quiz to encourage staff to deepen their knowledge of sports related to the Winter Olympics.

6.4 Promoting Arts and Culture

6.4.1 Celebration of Art & Culture – Artistic Lantern Festival

As an avid supporter of arts and cultural development over the years, SJM partnered with the Macau Artist Society and the Macau Youth Art Association to host the “Celebration of Art & Culture - Artistic Lantern Festival” at Grand Lisboa Palace and Grand Lisboa from 29 September to 31 October 2022.

Supported by Macao Cultural Affairs Bureau and the Macao Government Tourism Office, six local grand masters and eight local young artists joined forces to create iconic lantern installations that celebrate Chinese art and traditions, showcase Macau's cultural heritage, and promote cross-sector synergies between “Arts and Culture + Tourism”. Opened to the public, the event aimed to promote the traditional art of lantern-making and provide an excellent opportunity to showcase the multi-faceted talents in Macau.



To provide a valuable opportunity for students to experience the sophistication of Chinese art and culture, we invited close to 400 students to take part in guided lantern tours by trained ambassadors, aiming to foster a stronger sense of patriotism via appreciation for China's intangible heritage.





Cooperating with local technology company, we also introduced interactive AR games based on the uniqueness of each lantern artwork. To provide guests with an enhanced experience through these immersive fun-filled activities, we launched a "Docent Ambassador Programme" to train our staff on communication skills and knowledge in traditional art and crafts. A total of 24 employees were selected for the programme and became official ambassadors for the event.

Aiming to impart a deeper understanding of Chinese artisanal craft and pass on this valuable knowledge to the next generation, we co-hosted five lantern-making workshops with the Macau Artist Society.

To share joy and spread warmth to the local community, we invited through Caritas Macau single-parent families to visit the lantern exhibition and join the lantern-making workshop in promotion of an inclusive and supportive culture within the community.



6.4.2 Other Cultural Events

SJM jointly organised the "Grand Lisboa Palace - Beyond Legendary · Grand Gala Wedding Gown Design Contest" with the Macau Productivity and Technology Transfer Center, to promote "Cultural Creativity + Tourism," and showcase local talent while also bringing into focus Macau's appeal as a wedding tourism destination. The awards ceremony was held at Grand Lisboa Palace on 12 November 2022.

Dedicated to promoting cultural exchanges in Macau, SJM has been sponsoring the Macau Literary Festival for more than a decade. In December 2022, we were again a Golden Sponsor of the Macau Literary Festival, which serves as a cultural platform between China and Portuguese-speaking countries.

We constantly supported the cultural activities at the Kam Pek Community Centre and also the "Musical Journey" at Macau Military Club during the reporting year.

We were the title sponsor of the Macau Design Award 2021, with the awards ceremony held in February 2022 at the Grand Lisboa Palace, and also the sponsor of the 2nd Guangdong-Hong Kong-Macao Chinese Opera Festival.



6.4.3 GLP Art Workshops

SJM continued to organise various art activities at the GLP Art Workshops in 2022 for children to explore their artistic side and immerse in fun.

Joining hands with The Women's General Association of Macau ("AGMM"), a special "Mother's Day Parent-child Flower Workshop" was held at the GLP Art Workshops for representatives from AGMM's Service Centre.



On 12 June 2022, we held the Father's Day "Handmade Leather Card Holder Workshop" with members from the Macao Federation of Trade Unions to celebrate this special day with their families.



6.5 Caring for the Community

6.5.1 Aid for the Pandemic

Proactively supporting the Macau SAR Government's community-wide nucleic-acid test ("NAT") programme from June to August 2022, SJM organised its Volunteer Team to provide onsite assistance at the test centres for those in need, including infants, pregnant women, elderly and people with disabilities. We helped out in all 14 rounds of NAT, serving 1,800 persons for 18,000 hours. In view of the extra rounds of NAT volunteer service requested in November 2022, we had volunteers participating in extra 79 shifts, amounting to 632 service hours.



In recognition of our contribution, we received letters of appreciation from Ao Ieong U, Vice Chairman of Novel Coronavirus Response and Coordination Centre, and from S.K.H. Macau Social Services Coordination Office, in recognition of SJM's contribution towards the city-wide NAT programme.

As part of our commitment in stringently fighting the virus, SJM once again co-organised "Take The Shot, Protect Macau" outreach vaccination event with the Macao Health Bureau from 25 to 27 February 2022. During this three-day outreach event, close to 1,200 people were vaccinated.

To further boost local vaccination rates and build a strong immune barrier for the community, we introduced the “SJM Vaccination Encouragement Programme” from early March to 30 April 2022, to encourage employees to accompany their elderlies and children to receive vaccinations. Through the programme, employees who successfully registered their eligible family members could apply for one extra day of paid leave.

In full support of the Macau SAR Government’s anti-pandemic efforts, SJM enlisted the Grand Lisboa Palace East Wing Hotel Tower with approximately 470 rooms as a medical observation hotel from 8 July 2022. To safeguard the health and safety of our guests and employees, we strictly adhere to the latest government advice and risk-management protocols, and constantly update and communicate with the authorities.

6.5.2 Promotion of Social Inclusion

To promote social harmony and inclusion within the community, SJM title-sponsored the “Take to the Skies Together” series in collaboration with Macau Special Olympics in 2022. To strengthen mutual understanding and care to the underprivileged, a series of activities including “Giant Panda Pavilion Visit”, “PHAB fitness at home”, “Explore Social Enterprise and Macao Science Centre” and “Charity Sales of handicrafts made by the mentally handicapped” were arranged.



In addition, we supported the sports trainings, competitions and events organized by Macau Special Olympics to promote physical and emotional balance of the mentally handicapped, and to enhance the awareness of the community towards Physically Handicapped and Able-Bodied (“PHAB”).

Activities included:

- 2022 Special Olympics Bowling Competition
- 2022 Special Olympics Football Charity Competition
- “Play Unified Play Sports” Flag-Selling and Hand-craft Workshop



To further demonstrate our endeavours in promoting social inclusion, we were a major sponsor of the Special Olympics Unity Fundraising Gala Dinner at Grand Lisboa Palace on 12 December 2022, during which we also bid the autographed tennis racket of Li Na in support of the Special Olympics International Strategic Plan and to help develop the Special Olympics movement in China.



We joined hands with Macau Special Olympics, Associação de Juventude Voluntária de Macau, and the Macau Association for Intellectual Development Services to set up charity booths at the back of house of Grand Lisboa Palace to raise funds for supporting those in need. We also collaborated with Macau Orbis in organising a series of eye-care and charity events for staff members. SJM was also a prize sponsor of the 2022 Orbis Raffle.



6.5.3 Uplifting Welfare for Society

Committed to helping the underprivileged, SJM contributed to the "Food Basket" program organised by the Macau Holy House of Mercy Welfare Shop for the 10th consecutive year. In addition, over 30 volunteers from SJM assisted in the orderly distribution of food baskets to families in need on 22 and 29 March 2022.



In demonstration of support for the World Blood Donor Day on 14 June 2022, we continued to host the "Give Blood, Give Love" series started since March 2022. During the blood donation event, more than 100 staff members donated blood to help save lives.

To further extend our care towards the elderlies, we invited elderlies who live alone to visit Grand Lisboa Palace on 9 September 2022 with our staff spending quality time with them in the Mid-Autumn Festival. We also collaborated with Associação de Juventude Voluntária de Macau to host the "Care for Seniors Half Day Tour" at the Macao Science Center on 16 September 2022.

To celebrate the "Senior Citizen's Day in MSAR", a group of elderlies from Caritas Macau's Asilo de Betânia were invited to Grand Lisboa Palace on 26 October 2022 to enjoy an afternoon of gastronomy and culture.



In November 2022, we donated to Caritas Macau in support of its 53rd Caritas Macau Charity Bazaar. In addition to monetary donation, our volunteer team also set up charity game booths for two consecutive days at the Charity Bazaar to raise funds for those in need.



In 2022, we continued our support for the Macau Community Chest “Walk for a Million” by donating MOP600,000 on 7 December 2022 and encouraging staff members to participate in the “virtual walk” on 11 December 2022. To show our further support, we organised 700 team members to participate in the physical Walk for a Million activity, with another 7,500 members and family members echoed their efforts online.



To send necessary help and care to those in need, we supported the Tung Sin Tong Annual Fund Raising Campaign through our donation of MOP600,000 on 14 December 2022 to promote local philanthropy.



In addition, we sponsored the sports competitions and parent-child art activities organised by the Gaming Employees Home during the reporting year. A series of activities were held in 2022 including table tennis competition, badminton competition, basketball competition and football competition for gaming employees, together with parent-child activities such as Easter cupcake making, Mother’s Day cake class and Children’s Day cupcake workshop.

SJM also supported the event “Bring Joy and Love to Children during Christmas” held by the Municipal Affairs Bureau of the Macau SAR Government in December by donating festive gifts to the underprivileged children and their families via Caritas Macau.

Furthermore, SJM funded various NGOs during the reporting year, including the Lighthouse Club Anniversary Dinner, Charity Gala Dinner of France Macau Chamber of Commerce, Rotary Club of Macau, Casa de Portugal em Macau, Empathy Charity Association of Macau and The Salvation Army.

6.5.4 SJM Volunteer Team

Established in 2015, the SJM Volunteer Team has a membership of around 5,000 staff members. In 2022, due to the recurrence of the pandemic outbreaks in Macau, we could only hold limited in-person activities, with our volunteer service hours amounting to over 120,000 hours.

During the year, we cooperated with various charities and NGOs, including Macau Special Olympics, Caritas Macau, Macao Holy House of Mercy, Gaming Employees Home of Macau, Macao Federation of Trade Unions, Care Action Macao, Macao Social Services Centre, Associação de Juventude Voluntária de Macau, Macao Association of Young Employees in Gaming Industry, Macao Association for Intellectual Development Services, Association of Rehabilitation of Drug Abusers of Macau, and Guangdong Province Association of Persons with Psychiatric Disability and their Relatives.

We participated in the “2022 Hike with a Purpose” event for the International Anti-Drug Day and the 2022 Greater Bay Area Autistic Patient activity series to demonstrate our corporate culture of care.

In 2019, we rose to the call of the Macau SAR Government and established the First-Response Volunteer team and Caring Volunteer team to help community recovery campaigns and emergency services. Since then, 280 staff have joined the training courses. On 26 May 2022, 80 members from the SJM Volunteer Team attended the “First-Response and Caring Volunteers Seminar”, to be better equipped for future emergencies.





In 2022, our volunteers paid visits to a total of 310 households and spent quality time with the underprivileged. With our “Mid-Autumn Heart-Warming Drive” started on 5 September 2022, our team brought warmth to 210 underprivileged families with over 700 beneficiaries in the week-long campaign.

In recognition of our voluntary support, we were named as “2022 Youth Concern Partners” by Bosco Youth Service Network in January 2022.

6.6 Responsible Business

6.6.1 Prevention of Gaming Crime

To ensure the healthy development of the gaming industry, SJM hosted the “Gaming Crime Prevention Workshop” with the Macao Judiciary Police on 11 April 2022, to raise staff members’ awareness towards prevention of gaming crimes. Fifty staff members from multiple departments including security, casino operations, information technology, anti-money laundering and hotel management attended the workshop held at Grand Lisboa Hotel together with a team of 18 criminal investigators sent by the Judiciary Police, during which the participants learnt how to build a safe and crime-free environment for the gaming industry and Macau as a whole.



6.6.2 Promotion of Responsible Gaming

SJM fully cooperated with the Macau SAR Government in promoting Responsible Gaming (“RG”), and presented a series of events, competitions, games and training courses themed around “Lost Control, Lose Family”, including SJM Responsible Gaming Promotion Plan 2022, RG-themed seminars, interactive activities and competitions, so as to instill in the staff members the correct concepts and values of RG, and strengthen the communication and cooperation spirit of the team through competitions, with a total of around 8,500 participants.



In 2022, SJM continued to collaborate with Yat On Centre to launch a series of family-centered RG promotion activities during the year, with nearly 30,000 participants.

We also joined hands with Yat On Centre to launch “RG Working Group Training Course”, “RG Working Programme Internship Training and Supervision” and “Certified Gambling Counsellor Training Course accredited by the Canadian Council of Professional Certification”. In addition, we also collaborated with the Hong Kong Institute of Education for Sustainable Development in offering the Proficiency Certificate Course “Sustainable Development in Macau Tourism, Leisure, Entertainment – Responsible Gaming”.

We also consistently train new recruits, front-end staff and responsible gaming officers through special-themed seminars and interactive activities. In 2022, more than 6,000 staff were trained, totalling over 14,000 hours of RG training.

SJM supports the government's implementation of the "Responsible Gambling Indicators" programme, with its six casinos, namely Casino Grand Lisboa Palace, Casino Grand Lisboa, Casino Lisboa, Casino Oceanus at Jai Alai, Casino Ponte 16 and Casino L'Arc Macau, were awarded "Responsible Gaming Implementation Model Unit".



In 2022, thirty-three SJM employees successfully completed the "Certificate Program for Macau Responsible Gaming Trainer", with all awards presented at the closing ceremony of the Responsible Gambling Promotions 2022 "Lost Control, Lose Family" held on 15 December 2022. The closing ceremony was co-organised by the Social Welfare Bureau of the Macau SAR Government, the Gaming Inspection and Coordination Bureau of the Macau SAR Government and the Institute for the Study of Commercial Gaming at the University of Macau. During the event, SJM took the opportunity to present the series of events themed around "Lost Control, Lose Family", covering competitions and games, training courses and other activities held during the year, to fully support the government in continuously improving the quality of responsible gaming and in the prevention and treatment of gaming disorders.

Besides, we also collaborated with the Macao Gaming Industry Employees Home for the first time in organising an RG themed "Family Fun" board game promotion event, and participated in the "2022 World Cup Prevention of Addictive Sports Gaming Series", "2022 Gaming Industry Responsible Gambling Promotion Day" and "Responsible Gambling Themed Competition" held by the organisation, so as to disseminate the message of responsible gaming among employees and in the community.

We further joined hands with S.K.H. Macau Social Services Coordination to organise a seminar, aiming to raise employees' awareness of responsible gaming and financial management, thereby allowing them to apply related concepts in their work and life, and cultivate the right attitude to healthy living.

6.6.3 Supporting Remarkable Sustainability Events and Initiatives

Striving to build a low-carbon city and contribute to the development of a green Greater Bay Area, SJM participated in various environmental forums, exhibitions, workshops and seminars in 2022.

From 9 to 11 December 2022, we participated in the Macao International Environmental Co-operation Forum & Exhibition 2022 ("MIECF"). During the event, we also participated in the SME green business matching sessions and seminars on green policies. A contract-signing ceremony in relation to the recycling of waste was also held during the exhibition period.





We were the co-organiser of the 9th International Forum on Clean Energy & Net-zero Carbon Island held on 18 December 2022, in which 200 leaders and representatives from local and foreign governments joined hands in creating a new zero-carbon movement with a carbon-neutral blueprint. Sponsored by the Macao Foundation, the Forum also launched the 2022 Clean Energy Blue Book, which is the twelfth edition of the Blue Book series.

In 2022, SJM once again joined the Earth Hour campaign to promote environmental awareness. All of our hotels and casinos switched off their exterior lights and non-essential indoor lights on 26 March 2022 from 8:30pm for one hour. Moreover, Grand Lisboa Palace also participated in the “Monthly Earth Hour” event on Cotai by turning off all of its non-essential lights every first Tuesday of the month so as to raise awareness towards environmental protection.



Furthermore, we also contributed to “2022 World Environment Day” by participating in the energy-saving activities led by DSPA from June to October 2022. Initiatives included “Lights Off for One Hour”, “Casual Summer Wear – Let’s Conserve Energy” and the “Energy Saving Activity –5% Energy Saving Action” Lucky Draw.



In addition, we also promoted sustainability through backing other activities including:

- Donated the proceeds collected from the sale of plastic bags to local charities
- As panel speaker on Sustainability at District Conference for Macau Rotary Club
- On the judging panel of the Rotary Design Contest “Upcycling to Change Lives”
- Held talk on Sustainability in Hospitality at University of Macau
- Gave seminar on how start-up companies can address SDG at the City University of Macau
- Arranged Green Tour for 40 students from the Faculty of Business, City University of Macau to observe the green features of Grand Lisboa Palace
- Took part in TV documentary featuring Grand Lisboa Palace’s green features

For more information on environmental initiatives, please refer to Chapter 4 Stewardship of Our Planet of this Report.

6.7 Promoting Economic Growth

6.7.1 Supporting Major Tourist Events

In 2022, SJM participated in the “2022 Parade for Celebration for the Year of the Tiger” held by the Macao Government Tourism Office (“MGTO”) at the central and northern districts of Macau on the 3rd day and 12th day of the Lunar New Year respectively, to celebrate the Lunar New Year with residents and visitors.



On 7 May 2022, we joined the “Light Up Macao Drone Gala 2022” show organised by MGTO. A swarm of 880 drones adorned the sky highlighting our contribution to gastronomy and major sporting events, together with our signature Lisboa-brand architectures which have become top-of-list tourism landmarks.



We participated in the “Experience Macao, Unlimited” Greater Bay Area roadshows organized by MGTO, to feature Macau’s broad-ranging tourism appeal to residents in Mainland. The Zhuhai stop and Zhongshan stop were successfully held in August and September, respectively, while the others were postponed due to the pandemic outbreak.



We also participated in “Light Up Macao 2022” and staged “A Magnificent Lisboa Light Spectacular” at Grand Lisboa Palace and Grand Lisboa. Featuring a kaleidoscope of light arts under the theme of “Dazzling Winter” from December 2022 to February 2023, we transformed the two properties into a magical, immersive winter wonderland, showcasing our enchanting light displays for local residents and visitors to enjoy. At Grand Lisboa Palace, Jardim Secreto was light up with more than 160,000 blinking lights enveloping a giant dome which brought the green garden to life at night, while at Grand Lisboa, gigantic animated LED display lighted up the night sky with warm festive messages.



Apart from the above events, we also participated in the 10th Macao International Travel Industry Expo in September 2022 and in the 27th Macao International Trade and Investment Fair in October 2022, joining hands with the government and the tourism sector in promoting Macau tourism and related business activities.

SJM continued to be a Platinum sponsor of the Annual Gala Dinner of the Macau European Chamber of Commerce held at Grand Lisboa Palace in October 2022. Realising the significance of Macau being the nation's integral platform in facilitation of Sino-European trade and cultural exchanges, we are committed to playing a part in this national drive, and encouraging public-private-partnerships on multiple fronts.



Dedicated to supporting Macau as a Creative City of Gastronomy, we sponsored and participated in the 22nd Macau Food Festival from 18 November to 4 December 2022. In addition to setting up a food and game booth, we also presented a variety show to the audience at the "SJM Night" on 26 November 2022.

From 16 to 26 December 2022, we sponsored and participated in the "Crunch and Munch Fair in Macao – Fiesta for Five" held at Cotai Strip Park, which brought together gourmet food from the five "Creative Cities of Gastronomy" across the country, including Chengdu, Shunde, Yangzhou, Huai'an and Macau.

In addition, we sponsored and participated in the filming of the reality show "Macao Two-way Line – Food, Culture and Tourism Come Check" hosted by the Industry and Commerce Association of Macao ZAPE in cooperation with CCTV and Macau Government. We were also a major sponsor of the Citywide Consumer Carnival which kicked off in October 2022, and a sponsor of the 12th Macau Shopping Festival held on 1-31 December 2022.

6.7.2 Promoting Tourism+

Striving to strengthen Macau's position as a world centre of tourism and leisure, SJM spares no effort in promoting tourism across the sectors such as Tourism + Sports (see Section 6.3), Tourism + Arts & Culture (see Section 6.4), and Tourism + Gastronomy.

To showcase Macau's local flavours and further establish Macau as a UNESCO Creative City of Gastronomy, we as partner of the Michelin Guide Hong Kong Macau are proud to present MICHELIN-starred culinary experiences at Grand Lisboa Palace and Grand Lisboa. In celebration of the announcement from MICHELIN Guide Hong Kong and Macau 2022, the chefs at Robuchon au Dôme, The 8 and The Kitchen presented masterfully created menus for guests at Grand Lisboa from January to March 2022.

In December 2022, Chef Julien Tongourian from the 14-consecutive-year Michelin 3-star Robuchon au Dôme at Grand Lisboa was invited by Michelin to present a special creation at the Michelin Guide Kuala Lumpur & Penang Star Revelation Gala Dinner 2023. As one of the celebrated chefs from Macau, he renovated the dish with local ingredients to provide a unique experience to the diners.



6.7.3 Supporting Macau's SMEs

As a long-term supporter of local SMEs, SJM jointly launched the "SJM and Macau SME Procurement Partnership Programme" with the Macao Chamber of Commerce in 2016. Since then until 31 December 2022, 1,581 local suppliers have enrolled in the Programme. In 2022, SJM spent 92% of its total purchase amount on local procurement, with 77% of its awarded suppliers being local suppliers. After excluding single and specific suppliers in the Macau market, 62% of our purchases from local SMEs was spent on supporting "Micro Enterprise", "Made in Macau" and "Young Entrepreneur".



Demonstrating our long-term efforts in driving innovation and supporting local small business, a shopping area “Made in Macau” was launched in Grand Lisboa Palace in May 2022. We further collaborated with Fuhong Society in setting up a pop-up charity store at the retail zone to support local artists with disabilities.



We have consistently participated in a wide range of business-matching activities to support local small businesses. In October 2022, we participated in the MYEIC ProQ Alliance roadshow and business matching sessions, to prioritise local connections, engagements and mutual partnerships.

Attaching great importance to the preservation of traditional local brands and the cultivation of new ones, in 2022, we title-sponsored the “Macau Design Award 2021” and collaborated with the winner of the “SJM New Talent Award” to create exclusive mooncake gift boxes.

To support local artists, we also sponsored the Albergue Lusophone Market which features products from Portuguese-speaking countries.

Our Accomplishments

- Granting close to MOP900,000 scholarships to outstanding students under our SJM Scholarship Programme
- Contributing to close to 19,000 hours of volunteer service work at city-wide NAT
- Approximately 8,500 staff participated in responsible gaming via our events and training courses
- Participating in three remarkable sustainability forums and exhibitions
- Title-sponsoring iconic sport events in Macau such as Macau Grand Prix and CTA Tennis Tour
- Arranging more than 1,300 staff members to receive patriotic education
- Vaccinating more than 1,200 Macau residents through series of promotion campaigns
- Holding a series of “Celebration of Art & Culture - Artistic Lantern Festival” activities to promote arts and culture in Macau
- Paying 310 household visits to spread love to the community
- Participating in six major MGTO events in boosting local tourism economy

Going Forward

- Expanding our SJM Scholarship programme, and extending our internship programmes and collaborations with schools.
- Aiming to offer more patriotic-themed tours and forums on the latest development of China and Macau for our staff members and young people.
- Bringing into the community extended CSR activities along with our hosting of signature sports and arts and culture events.
- Targeting to recruit more staff members to join our SJM Volunteer Team with our increased support towards the elderly and children with special needs.
- Aiming to offer more employment opportunities to local people through introducing into Macau more non-gaming facilities and activities.
- Expanding our “Made in Macau” retail zone at Grand Lisboa Palace to facilitate local SMEs.



Prosperity and Peace Pillar Lanterns

Prosperity Lantern – Ng Wai Kin x Anny Chung

Peace Lantern – Lio Man Cheong x Wansi leong

The pair is modeled after the lucky number "8". A collaboration between veteran and young artists, the lanterns radiate vibrant colours in all directions to signify new prosperity on all fronts.

ABOUT THIS REPORT

SJM Holdings Limited (“SJMH”, the “Group” or “We”) is pleased to present its third standalone Environmental, Social and Governance Report in 2022. This Report outlines the performance of the Group under four major pillars, namely Governance and Ethics, Planet, People and Community, which collectively contribute to the sustainability of SJMH.

Reporting Standard

This Report was prepared in accordance with the ESG Reporting Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited under the “Comply or Explain” provision. We prepared this Report following the four reporting principles as set out in the ESG Reporting Guide to ensure effective disclosure.

Materiality

To identify ESG issues that have a material impact on our operations and development, we engaged an independent consultant to consult our key internal and external stakeholders in FY2020. Issues were mapped according to stakeholder and business priorities to identify issues most material to the Group, for which we hold ourselves accountable managing. For more information about our materiality analysis, please refer to the chapter “Sustainability at SJMH” of this Report.

Quantitative

The principle of Quantitative was demonstrated in the Report by the disclosure of environmental and social KPIs, with calculation method, conversion factors or assumptions used clearly stated in the footnote of the corresponding performance tables.

Balance

To present a comprehensive sustainability picture of the Group to our stakeholders, we disclose our ESG performance transparently without deliberately omitting information that might affect the informed decision making of readers.

Consistency

To allow meaningful comparison across years, we have been adhering to the same reporting framework for years with an enhancement in the level of disclosure. Should there be any significant changes in terms of reporting structure or calculation method, clear explanation will be stated in the corresponding sections.

Reporting Period and Boundary

Adopting the Operational Control Approach, this ESG Report principally covers the environmental and social performance within the operational boundaries of SJMH and SJM in Hong Kong and Macau. For environmental performance data, it primarily covers the Group's corporate offices, casino and hotel operations in which the Group has direct operational control, wholly- or majority-owned hotel operations which are not operated by the Group*. Unless otherwise stated, all information and data disclosed in this Report cover the Reporting Period of 1 January 2022 to 31 December 2022, with cross-year data provided for comparison where relevant and applicable.

Accessibility of the Report

This Report is available on the website of the Company and the HKEx in both English and Chinese. Should there be inconsistency, the English version shall prevail.

* It includes Casinos (Casino Grand Lisboa, Casino Lisboa, Casino Oceanus at Jai Alai, Casino Taipa), Hotels (Grand Lisboa Hotel, Grand Lisboa Palace, Jai Alai Hotel, Sofitel Macau at Ponte 16) and Corporate Offices.

APPENDIX – PERFORMANCE TABLE

Table 1. The Group's Total Emissions by Category in FY2022 ⁶

Emission Category	Key Performance Indicator (KPI)	Unit	Amount in FY2022	Intensity ¹ (Unit/m ²) in FY2022
Air Emissions ²	SO _x	KG	23.47	2.90 x 10 ⁻⁵
	NO _x	KG	1,731.08	2.14 x 10 ⁻³
	PM	KG	269.38	3.33 x 10 ⁻⁴
GHG Emissions	Scope 1 ³ (Direct Emissions)	Tonnes of CO ₂ e	18,209.67	0.02
	Scope 2 ⁴ (Energy Indirect Emissions)	Tonnes of CO ₂ e	162,465.20	0.20
	Total (Scope 1 & 2)	Tonnes of CO ₂ e	180,674.87	0.22
Non-hazardous Waste	Solid Wastes ⁵	Tonnes	4,231.28	5.23 x 10 ⁻³
	Waste recycled			
	Food Waste	Tonnes	362.77	4.48 x 10 ⁻⁴
	Paper	Tonnes	117.38	1.45 x 10 ⁻⁴
	Plastic Bottle and Single-use Plastics	Tonnes	7.45	9.21 x 10 ⁻⁶
	Others ⁷	Tonnes	32.34	3.99 x 10 ⁻⁵

- Intensity for FY2022 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's gross floor area (GFA) of 809,553.55 m² in FY2022;
- The Group's air emissions only included the air pollutants from gaseous fuel consumption and liquid fuel consumption of motor vehicles;
- The Group's Scope 1 (Direct Emissions) included only the emissions arose from the consumption of fossil fuels for stationary and mobile combustion, and the refrigerant in hotels and casinos during operations ;
- The Group's Scope 2 (Energy Indirect Emissions) included only the emissions arose from the electricity consumption;
- The amount of solid waste in FY2022 only covered domestic and commercial wastes from the hotels, casinos and offices of the Group where the employees and guests worked and lived in Macau;
- The methodology adopted for reporting on GHG emissions set out above was based on "How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, The GHG Protocol Corporate Accounting and Reporting Standard and the 2006 IPCC (Intergovernmental Panel on Climate Change) and Guidelines for National Greenhouse Gas Inventories; and
- Other recycled waste includes metal, glass, battery, used cooking oil, light bulb, soap and aluminium can.

Table 2. Total Resource Consumption in FY2022³

Use of Resources	Key Performance Indicator (KPI)	Unit	Amount in FY2022	Intensity ¹ (Unit/m ²) in FY2022
Energy ²	Electricity	kWh'000	262,020.85	0.32
	Natural Gas	kWh'000	21,362.24	0.03
	Gasoline	kWh'000	2,084.78	2.58 x 10 ⁻³
	Diesel	kWh'000	34,269.65	0.04
	LPG	kWh'000	16,817.65	0.02
	Total	kWh'000	336,555.16	0.42
Water	Water	m ³	1,526,053.80	1.89

1. Intensity for FY2022 was calculated by dividing the amount of resources that the Group consumed in FY2022 by the Group's gross floor area (GFA) of 809,553.55 m² in FY2022;
2. The energy conversion of resources consumed was based on the energy coefficient set out in "How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange and the Energy Statistics Manual of International Energy Agency (IEA); and
3. The environmental data disclosed includes the operations of management offices, casinos and hotels of the Group in Macau and Hong Kong.

Table 3. Number of Employees by Age Group, Gender, Employment Type, Position, Geographical Locations of The Group in FY2022¹

Gender		Age Group					
Male	Female	18-30	31-40	41-50	51-60	Aged 61 or above	Total
8,331	9,878	1,522	5,599	5,614	5,203	271	18,209

Employment Type		Position			
Full Time	Part Time	General Employee	Middle Management	Senior Management	Total
18,186	23	16,004	2,024	181	18,209

Geographical Location

Locations	Number of Employees
Hong Kong - Office	51
Macau - Office	2,445
Macau - Hotels	2,094
Macau - Casinos	13,619
Total:	18,209

- The employment data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. The data covered employees engaged in a direct employment relationship with the Group according to relevant local laws and workers whose work and/ or workplace was controlled by the Group. The methodology adopted for reporting on employment data set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 4. Employee Turnover Rate by Age Group, Gender and Geographical Locations in FY2022 ¹

	Gender		Age Group					Total
	Male	Female	18-30	31-40	41-50	51-60	Aged 61 or above	
Employee Turnover	1,202	932	350	472	239	669	404	2,134
Employee Turnover Rate	14%	9%	23%	8%	4%	13%	149%	12%

Geographical Location

Locations	Employee Turnover	Employee Turnover Rate
Hong Kong	16	31%
Macau - Office	438	18%
Macau - Hotels	414	20%
Macau - Casinos	1,266	9%

- The turnover data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. Turnover rate was calculated by dividing the number of employees who resigned in FY2022 by the number of employees in FY2022. The methodology adopted for reporting on turnover data set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 5. Number and Percentage of Employees Trained in the Group by Gender and Position Type in FY2022 ¹

	Gender		Position			
	Male	Female	General Employee	Middle Management	Senior Management	Total
Number of Staff Trained	5,235	5,923	9,839	1,217	103	11,158
% of Staff Trained	47%	53%	88%	11%	1%	61%

- The training information was obtained from the Group's Human Resources Department. Training refers to the vocational training that the Group's employees attended in FY2022. The methodology adopted for reporting on the number and percentage of employees trained set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

Table 6. Training Hours Received by the Employees of the Group by Gender and Position Type in FY2022 ¹

	Gender		Position			
	Male	Female	General Employee	Middle Management	Senior Management	Total
No. of Hours Trained	92,615.27	104,984.87	179,666.51	16,822.62	1,111.01	197,600.14
Average Training Hours	11.12	10.63	11.23	8.31	6.14	10.85

- The training information was obtained from the Group's Human Resources Department. The methodology adopted for reporting training hours set out above was based on "How to Prepare an ESG Report – Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

REPORT DISCLOSURE INDEX

HKEx ESG Guide content index

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
A. Environmental				
A1: Emissions	General Disclosure	<p>Information on:</p> <p>(a) the policies; and</p> <p>(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>Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.</p>	Stewardship of Our Planet	34-47
	KPI A1.1	The types of emissions and respective emissions data.	Appendix – Performance Table	80-84
	KPI A1.2	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).	Appendix – Performance Table	80-84
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	The Group did not generate significant amounts of hazardous waste during the Reporting Period.	N/A
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	80-84
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Stewardship of Our Planet	34-47
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Stewardship of Our Planet	34-47

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
A. Environmental				
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	Stewardship of Our Planet	34-47
	KPI A2.1	Direct and/or indirect energy 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).	Appendix – Performance Table	80-84
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix – Performance Table	80-84
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Stewardship of Our Planet	N/A
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Stewardship of Our Planet	34-47
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging material for finished products is not applicable to the Group's business.	N/A
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Stewardship of Our Planet	34-47
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Stewardship of Our Planet	34-47
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Stewardship of Our Planet	34-47
	KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Stewardship of Our Planet	34-47

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
B. Social				
Employment and Labour Practices				
B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	G.R.E.A.T.ness of Our People	48-58
	KPI B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	Appendix – Performance Table	80-84
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix – Performance Table	80-84
B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	G.R.E.A.T.ness of Our People	N/A
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	G.R.E.A.T.ness of Our People	48-58
	KPI B2.2	Lost days due to work injury.	G.R.E.A.T.ness of Our People	48-58
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	G.R.E.A.T.ness of Our People	48-58
B3: Development and Training	General Disclosure	Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	G.R.E.A.T.ness of Our People	48-58
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix – Performance Table	80-84
	KPI B3.2	The average training hours completed per employee by gender and employee category.	Appendix – Performance Table	80-84

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
B. Social				
Employment and Labour Practices				
B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	G.R.E.A.T.ness of Our People	45-58
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	G.R.E.A.T.ness of Our People	45-58
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	G.R.E.A.T.ness of Our People	45-58
Operating Practices				
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	Governance and Ethics	N/A
	KPI B5.1	Number of suppliers by geographical region.	Governance and Ethics	23-33
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Governance and Ethics	23-33
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Governance and Ethics	23-33
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Governance and Ethics	23-33
B6: Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Governance and Ethics	23-33
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There were no recalls concerning the provision and use of the Group's products and services that have a significant impact on the Group's operations.	N/A

Aspects	ESG Indicators	Description	Reference / Remarks	Pg.
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B. Social

Operating Practices

B6: Product Responsibility	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Governance and Ethics	23-33
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual property rights are not material to the Group's operations.	N/A
	KPI B6.4	Description of quality assurance process and recall procedures.	Governance and Ethics	23-33
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Governance and Ethics	23-33
B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Governance and Ethics	23-33
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Governance and Ethics	23-33
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Governance and Ethics	23-33
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	Governance and Ethics	23-33

Community

B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Cornerstone of Our Community	59-78
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Cornerstone of Our Community	59-78
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Cornerstone of Our Community	59-78



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