ATAL

Analogue Holdings Limited
安樂工程集團有限公司

(Incorporated in Bermuda with limited liability)
(Stock Code: 1977)

2024

Environmental, Social and Governance Report

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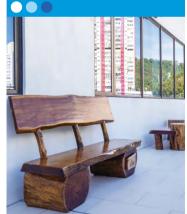
CHAIRMAN'S STATEMENT

In view of the climate challenges and technological advancements, notwithstanding reversal of global dynamics, we are continuing to integrate sustainability principles across our operations, maintaining growth while addressing societal needs and environmental challenges.

Four pillars underpin our strategy, namely: "Decarbonising Our Operations", "Driving Smart City Development", "Co-creating A Sustainable Value Chain", and "Championing Our People". Our aim is to create shared value for stakeholders, in the process of reducing carbon emissions, creating smarter and more sustainable urban environments, fostering responsible partnerships in value chains, and empowering our workforce.

Beginning operation this year, ATAL Tower, our new headquarters, is not only a significant investment in the future; it is a testament to our sustainability commitment. Transformed from an existing industrial building, this intelligent building is designed with biophilic and people-centred principles, to enhance employee well-being, operational effectiveness and environmental performance. By bringing all business and corporate units under one roof, we have realised the value of reduced travelling, improved efficiency, and enhanced synergy between units.

In parallel, we initiated the Project Excellence to reimagine business processes and streamline integration, positioning ourselves as a resilient, future-ready organisation.

As a leader in electrical and mechanical engineering, and technology services for smart cities, we dedicated the ATAL Design, Research and Training Centre, made possible by ATAL Tower, to developing cutting-edge technologies and nurturing talent of the younger generation. This enables us to better serve Hong Kong and other communities around the world.

With ATAL Tower exemplifying a successful transformation project under the Hong Kong Special Administrative Region ("HKSAR") Government's Revitalisation Scheme for Industrial Buildings, we are honoured to have received the support of the Development Bureau of the HKSAR Government in our endeavours.

In working hand-in-hand with our customers to enhance sustainability in the wider community, our industry leadership received a significant boost this year not only due to the award by a leading developer for us to achieve better sustainability performance by applying the highest level of Multi-Trade Integrated Mechanical, Electrical and Plumbing ("MiMEP") at 85%, for a Grade A commercial development in Causeway Bay; we developed a systematic MiMEP methodology for making shared win-win decisions for stakeholders, achieving less carbon emission and wastage on site, and better quality, control on duration required and safety, and incorporating Building Information Modelling ("BIM"), Modular Integrated Construction (MiC) and Digital Twin solutions.

In addition, we offer customers a diverse range of other solutions to work towards the United Nations Sustainable Development Goals, including smart building, climate, and clean water and sanitation solutions that reduce carbon emissions and waste, and create greener, more efficient infrastructure to benefit society as a whole.

Dr. MAK Kin Wah
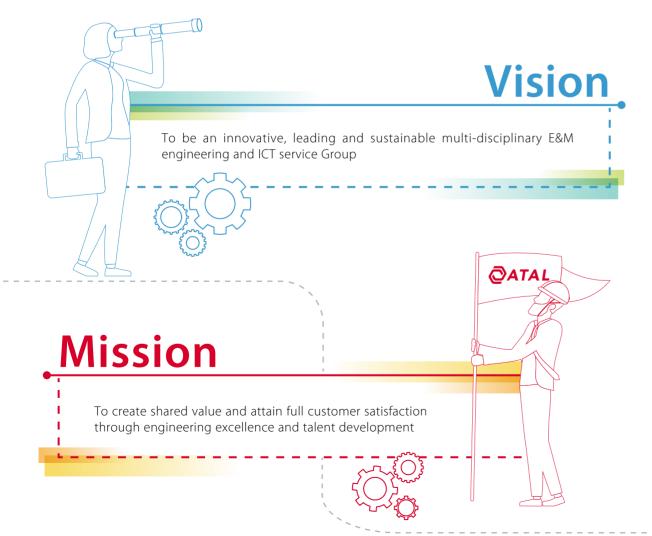*Chairman*

Hong Kong, 28 March 2025

ABOUT ANALOGUE HOLDINGS LIMITED

Established in 1977, Analogue Holdings Limited (stock code: 1977) (the "Company") together with its subsidiaries (collectively the "Group") is a leading provider of electrical and mechanical ("E&M") engineering solutions and information and communications technology ("ICT") services for smart cities, with headquarters in Hong Kong and operations in Macau, Mainland China, the United States and the United Kingdom. Serving a wide spectrum of customers from public and private sectors, the Group provides multi-disciplinary and comprehensive E&M engineering and technology services in four major segments, including Building Services, Environmental Engineering, Information, Communications and Building Technologies ("ICBT") and Lifts & Escalators.

The Group also manufactures and sells Anlev lifts and escalators internationally and has entered into an alliance with Transel Elevator & Electric Inc. ("TEI"), one of the largest independent lifts and escalators companies in New York, the United States. The Group's associate partner, Nanjing Canatal Data-Centre Environmental Tech Co., Ltd (603912.SS), specialises in manufacturing of precision air conditioners.

Our Vision, Mission and Core Values

Our Vision, Mission and Core Values shape our culture and promises to our stakeholders. They drive a commitment to excellence and innovation to achieve our goals.

Vision

To be an innovative, leading and sustainable multi-disciplinary E&M engineering and ICT service Group

Mission

To create shared value and attain full customer satisfaction through engineering excellence and talent development

Core Values

Trust
We build trust and respect between our internal and external stakeholders through fulfilling our commitment to staff and customers.

Integrity
We uphold integrity, fair play, and business ethics in everything we do.

Sustainability
We conduct our business in an environmentally and socially responsible manner whilst intensifying our support to customers on transitioning to a smart and low-carbon future.

Safety
We put the health and safety of our staff and workers as our priority through providing a safe working environment.

Innovation
We encourage innovative ideas to pioneer new approaches to achieve breakthroughs.

Drive for Results
We strive for long-term growth by working collaboratively with our stakeholders to create shared value.

Customer Focus
We respond to the needs of our customers to attain full customer satisfaction and long-term goodwill.

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2024 AT A GLANCE

Performance Highlights

Sustainability Governance

Established the **Climate Risk Management Working Group** to strengthen climate governance

3 subsidiaries successfully obtained **ISO 19650 certifications** for BIM

Streamlining our operational processes through the **Project Excellence**

Updated the **progress** towards our **sustainability targets**

Decarbonising Our Operations

Moved into our new **green and smart headquarters – ATAL Tower**

Disclosed key environmental data through **CDP** for the first time

Reported our **Scope 3** greenhouse gas ("GHG") emission data related to the **use of sold products** for the first time

Driving Smart City Development

Provided our proprietary and award-winning **AlgoWater®** solution for water treatment processes

Adopted **Artificial Intelligence** ("AI") in our smart building and sustainable water management solutions

Implemented a **predictive maintenance feature** on our Smart Building Platform to enable early identification and resolution of potential issues

Co-creating A Sustainable Value Chain

Established our second **MiMEP Design and Manufacturing Centre** and **MiMEP High Productivity Research Centre**

Achieved **average scores between "good" and "excellent"** in customer satisfaction surveys

Issued a new **Subcontractor Risk Management Policy**

Launched the **ATAL Community Support – Site Assistant Programme**

Championing Our People

>85% of permanent employees received training

Since 1984, have fostered **1,100+ Graduate Trainees** and **Technician Trainees**

0 work-related fatalities, including employees and subcontractor workers

Industrial accident rate [1] of **2.6** per 1,000 employees and subcontractor workers, which is **very low** in construction industry in Hong Kong

Reinforcing Business Ethics and Integrity

Successfully acquired certification for the **ISO 27001 Information Security Management System**

Conducted a series of **mandatory training on business ethics and integrity**

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[1] A reportable industrial accident is defined as an incident resulting in 3 days or more of sick leave. Industrial accident rate per 1,000 employees and subcontractor workers = (Number of reportable industrial accidents sustained by an employee or a subcontractor worker/Average number of employees and subcontractor workers in the Reporting Period) x 1,000

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Major Awards and Recognitions

Our dedication to sustainability has been recognised through numerous prestigious awards, highlighting our positive impact on the environment, society, and governance. The awards serve as a testament to our efforts to integrate sustainable development into our operations and corporate culture.

UNSDG Achievement Awards Hong Kong 2024

Green Council

- Sustainable Organisation – Gold

Hong Kong Sustainability Awards 2024

The Hong Kong Management Association

- Merit Award (Large-sized Organisations)

HR Excellence Awards 2023/24

Hong Kong Institute of Human Resource Management

- Green Achievement Award – Excellent
- Management Trainee Programme Award – Elite
- Learning & Development Award – Merit
- Talent Acquisition Award – Merit

2024 International ARC Awards

MerComm, Inc.

- Specialized A.R.: Sustainability Report: Hong Kong SAR – Gold
- Written Text: Sustainability Report: Hong Kong SAR – Silver
- Illustrations: Sustainability Report: Hong Kong SAR – Bronze

The Listed Enterprise Excellence Awards 2023

CAPITAL

- Corporate Governance Award

Outstanding Listed Companies Award 2024

The Hong Kong Institute of Financial Analysts and Professional Commentators Limited, HOY TV

- Outstanding Listed Companies Award

OUR APPROACH TO SUSTAINABILITY

Sustainability is one of our core values. By embedding sustainable practices in every aspect of our business and operations, we create shared value for our stakeholders, supporting a more connected and forward-thinking future.

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OUR APPROACH TO SUSTAINABILITY

Corporate Sustainability Strategy

Our Corporate Sustainability Strategy aligns all aspects of our operations with a sustainable future. Focusing on areas where we can create the most significant impact, our strategy is built on four pillars, which aligns the Group's strategy and actions with our commitment to sustainability. These pillars guide our decision-making processes and drive meaningful progress on the issues most relevant to our business and stakeholders.

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Alignment with United Nations Sustainable Development Goals

We are committed to supporting the United Nations Sustainable Development Goals ("SDGs"). The SDGs serve as a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all by 2030. We believe our business operations and Corporate Sustainability Strategy are closely related to the following SDGs as we have integrated global sustainability priorities into our strategic pillars, focus areas and key action plans. Details of our contributions to specific SDGs and progress made during the Year can be found in the corresponding chapters of this Environmental, Social and Governance ("ESG") Report.

SDG 3
Good Health and Well-being
Ensure healthy lives and promote well-being for all at all ages

SDG 4
Quality Education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

SDG 5
Gender Equality
Achieve gender equality and empower all women and girls

SDG 6
Clean Water and Sanitation
Ensure availability and sustainable management of water and sanitation for all

SUSTAINABLE DEVELOPMENT GOALS

SDG 7
Affordable and Clean Energy
Ensure access to affordable, reliable, sustainable and modern energy for all

SDG 8
Decent Work and Economic Growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 9
Industry, Innovation and Infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

SDG 11
Sustainable Cities and Communities
Make cities and human settlements inclusive, safe, resilient and sustainable

SDG 12
Responsible Consumption and Production
Ensure sustainable consumption and production patterns

SDG 13
Climate Action
Take urgent action to combat climate change and its impacts

Our Sustainability Pillars, Focus Areas and Targets

Decarbonising Our Operations

Minimise the environmental impact of our operations through decarbonisation and responsible consumption of resources

Low-Carbon Operations
To reduce our carbon footprint through operations that support the transition to a low-carbon future.

Resource Optimisation
To ensure effective use of resources to reduce the environmental impact of our operations, and to enhance operational efficiency and productivity.

Climate Risk Management
To identify and respond to climate-related risks across our operations and enhance our adaptability and resilience to climate change.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

Greenhouse gas emission reduction target

> By 2030, reduce Scope 1 and 2 GHG emissions by 30% from our 2021 baseline

In Progress/ On Track — Regular reviews and detailed analyses of our environmental performance were conducted to identify carbon-intensive activities. We have adopted a variety of carbon reduction and resource-saving initiatives, including the deployment of high-performance equipment, energy-efficient appliances, and microalgae reactors.

Energy efficiency target

> By 2030, reduce energy consumption by 30% from our 2021 baseline

In Progress/ On Track — We adopted energy-efficient technologies and equipment in our workplace. At ATAL Tower, we have deployed advanced systems for energy efficiency, including an oil-free High-Efficiency Water-Cooled Chiller System and a centralised lighting control system.

Green transport target

> Phase out fuel-propelled vehicles by 2030

In Progress/ On Track — We prioritised purchase of non-internal combustion engine vehicles whenever possible and have successfully obtained a green loan for purchase of electric vehicles.

Co-creating A Sustainable Value Chain

Attain customer satisfaction by embedding sustainability principles along the value chain, leveraging engineering excellence, professionalism, and quality services in close collaboration with key stakeholders

Customers
To deliver quality, reliable and excellent products and services, while protecting the rights and interests of our customers.

Subcontractors and Suppliers
To manage and develop collaborative working relationships with our subcontractors and our wider supply chain partners to ensure project quality, manage supply chain risks and improve project efficiency.

Community
To make a difference to the long-term development of communities through corporate social responsibility programmes and philanthropy.

3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Customer satisfaction target

> Maintain average score of "good" or higher in customer satisfaction surveys

Achieved — Customer satisfaction is built on our commitment to quality and innovation. By adhering to industry-leading standards and leveraging advanced technologies for operational excellence, we deliver customer-focused solutions that consistently exceed expectations.

Subcontractor engagement target

> Engage more than 50% of our tier 1 subcontractors [2] in the annual subcontractor forum, ATAL Quality, Safety, Environment and Sustainability Forum

Further improvement needed — The subcontractor forum has been postponed until the first quarter of 2025. In the meantime, we conducted two focus group discussion sessions on sustainability with our key subcontractors to understand their concerns regarding sustainability-related matters.

Community investment target

> 30% increase in total number of volunteer hours by 2030 from our 2023 baseline

In Progress/ On Track — To enhance our volunteering efforts and foster a culture of giving back, we partnered with non-governmental organisations to deliver impactful community services that leveraged our expertise in E&M engineering and engaged employees at all levels.

[2] Tier 1 subcontractors refer to those with annual accumulated contract sum over HK$5 millions.

Driving Smart City Development

Improve the quality of life and make cities smarter and greener

Smart and Healthy Living
To promote smart, healthy and livable cities using innovative applications to connect and improve people's living environment.

Climate Solutions
To optimise buildings and infrastructure to achieve energy conservation and carbon reduction.

Clean Water and Sanitation
To apply advanced technology for potable water and wastewater treatment to enhance water quality and resilience.

Green and smart solution target

Organise or participate in 15 or more large-scale events to showcase our green and smart solutions annually

Further improvement needed
We actively explored opportunities to promote innovation, collaboration and knowledge exchange with industry practitioners. In 2024, we participated in 14 key industry events, such as the Digital Twin Experience Sharing, Build4Asia Conference 2024, and ReThink HK 2024, to showcase our green and smart solutions.

Advanced construction technology target

60% of all building services projects to adopt BIM and DfMA-MiMEP construction technologies by 2030

In Progress/ On Track
In 2024, we established a new corporate unit for Design for Manufacture and Assembly ("DfMA"), and MiMEP Design and Manufacturing Centre and MiMEP High Productivity Research Centre in Zhuhai to foster the adoption of advanced construction technologies across our projects.

Championing Our People

Advance organisational capacity by creating an inclusive, people-centric workplace, promoting health and well-being, and fostering a culture of continuous learning and innovation

People-Centric Workplace
To foster a people-centric culture and develop a healthy, supportive, and productive workplace where our employees can take pride in their work.

Nurturing Our People
To cultivate a culture of continuous learning and professionalism among our people at all levels to support their careers and personal development. We aim to nurture a pipeline of engineering professionals and leaders that can adapt to and succeed in a rapidly changing environment.

Health and Safety
To safeguard the health and safety of employees and all interested parties and provide a safe and healthy workplace.

Talent attraction target

10% increase in hiring opportunities for interns, apprentices and fresh graduates by 2026 from our 2023 baseline

In Progress/ On Track
We actively collaborated with various academic institutions to support career progression of young professionals. We established structured development pipelines, such as the Summer Trainee to Graduate Trainee pipeline and the Higher Diploma Industrial Attachment to Assistant Engineer pipeline.

Diversity and inclusion target

Increase the proportion of women joining the Hong Kong Institution of Engineers Scheme "A" Graduate Training programme to 20% by 2026

30% increase in minority employees in the workforce by 2026 from our 2023 baseline

In Progress/ On Track
By providing equal opportunities for everyone, collaborating with minority organisations and offering tailored support for employees from diverse cultural and linguistic backgrounds, we aim to enhance inclusiveness in our daily operations and attract a skilled, diverse workforce that drives excellence.

Training and development target

Maintain on average of at least 15 training hours per employee per year

Achieved
We adopted a structured "Plan, Do, Check, Act" approach to ensure our training programmes were effectively analysed, designed, delivered, and evaluated. The programmes were regularly reviewed and updated to align with business needs and support employees' professional growth.

Good health and safety target

Maintain low industrial accident rate at not more than 2 per 1,000 employees and subcontractor workers

Further improvement needed
Health and safety were managed through appropriate policies, regular audits, various types of inspections, and thematic site visits. We promoted a culture of "Think Safety and Work Safely" in our workplace, and enhanced safety by adopting various smart safety technologies. Accident review and safety rethinking sessions were conducted, and improvement measures were being implemented.

Sustainability Governance

The Group has implemented a dual approach, encompassing both top-down and bottom-up strategies, to integrate sustainability management across all levels of business operations. This approach facilitates collaboration across the Group in development of action plans and attainment of our sustainability objectives.

Governance Structure

```
Board of Directors
        │
Management Committee
        │
Sustainability Committee
        │
┌──────────┬──────────┬──────────┬──────────┬──────────┐
Decabonisation   Sustainable    Championing    Climate Risk    ESG Report
and Smart City   Value Chain    Our People     Management      Preparation
Working Group    Working Group  Working Group  Working Group   Task Force
```

Board of Directors
The Board holds ultimate responsibility and accountability for all our sustainability efforts, including those related to climate matters. The Board supervises the Group's significant decisions on sustainability, including overall direction, strategy, and performance. The Board, with the support of the Sustainability Committee, oversees the implementation of our sustainability strategy and conducts regular reviews of sustainability performance to ensure that material sustainability considerations are holistically integrated into the Group's strategic processes and that established goals and targets are achieved.

We recognise that diversity within the Board is critical to strong governance and decision making around sustainability. In designing the composition of the Board, board diversity has been considered from a number of perspectives including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, and years of working experience.

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Sustainability Committee

Established by the Board in 2020, the Sustainability Committee is chaired by an Executive Director and comprised of management personnel who possess the necessary knowledge, expertise, and experience to make positive contributions to the work of the Sustainability Committee. The Sustainability Committee is tasked with advising and recommending on sustainability strategy, as well as integrating sustainability into our strategic plan and daily operations. It is appointed by the Board and supported by four sustainability working groups and a task force. The Sustainability Committee also evaluates the significance of sustainability issues, supervises the preparation of annual ESG Report, and reports to the Management Committee, which subsequently reports to the Board.

During the Year, the Sustainability Committee held two meetings, focusing on sustainability performance and specific action plans for advancing the four pillars of our Corporate Sustainability Strategy.
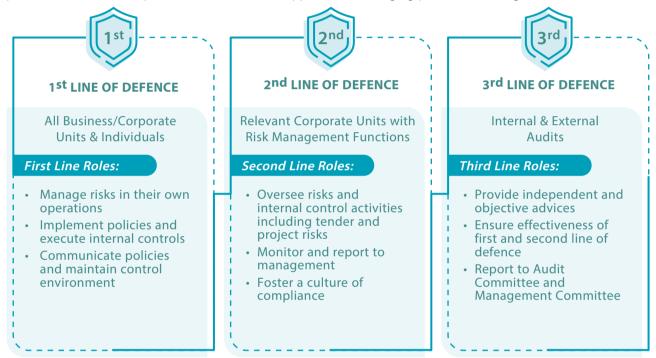
Sustainability Working Groups

Under the Sustainability Committee, there are four sustainability working groups overseeing and supporting the four key pillars of our Corporate Sustainability Strategy. The working groups are: the Decarbonisation and Smart City Working Group; the Sustainable Value Chain Working Group; the Championing Our People Working Group; and the Climate Risk Management Working Group. Newly established during the Reporting Period, the Climate Risk Management Working Group is dedicated to enhancing climate governance, overseeing the implementation of climate-related strategies, and identifying, assessing, and managing climate-related risks to enhance our adaptability and resilience to climate change.

Members of the sustainability working groups comprise representatives from diverse business and corporate units. Utilising members' professional knowledge, industry insights, and operational understanding, the working groups are instrumental in planning and implementation of practical and effective sustainability policies and initiatives, monitoring progress and impact, and delivering regular reports to the Sustainability Committee. This process ensures that the sustainability targets and action plans we have implemented remain relevant, practical, effective, and effectively communicated.

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Sustainability Risk Management

Risk management is a collective responsibility across the organisation, involving all levels, from the Board to individual employees. It is an ongoing process embedded within the organisational culture. The Board, with support from the Audit Committee and the Risk Management Committee, oversees the Group's risk management process which comprises identification and assessment of the key risk exposures of the Group and formulation of corresponding mitigating measures. We have incorporated risk management training into staff orientation and onboarding to integrate risk awareness into our organisational culture, daily operations and decision-making processes. This fosters a proactive and consistent approach to managing potential challenges.

1st	2nd	3rd
1st LINE OF DEFENCE	**2nd LINE OF DEFENCE**	**3rd LINE OF DEFENCE**
All Business/Corporate Units & Individuals	Relevant Corporate Units with Risk Management Functions	Internal & External Audits
First Line Roles:	*Second Line Roles:*	*Third Line Roles:*
• Manage risks in their own operations • Implement policies and execute internal controls • Communicate policies and maintain control environment	• Oversee risks and internal control activities including tender and project risks • Monitor and report to management • Foster a culture of compliance	• Provide independent and objective advices • Ensure effectiveness of first and second line of defence • Report to Audit Committee and Management Committee

Enterprise Risk Management

Our Enterprise Risk Management System is aligned with internationally recognised frameworks. It is designed to identify, assess, mitigate, and monitor key risks across the organisation, addressing multiple risk categories, including strategic, financial, operational, compliance, and sustainability-related risks. Tailored action plans are devised to mitigate these risks, taking into consideration their likelihood of occurrence and potential impact. During the Year, the Risk Management Committee conducted a review of climate-related risks, including physical and transition challenges, as well as supply chain vulnerabilities and cybersecurity threats.

Please consult the "Risk Management and Internal Controls" section in our Annual Report for further information.

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Tender and Project Risk Management

The Tender and Project Risk Management System evaluates risks associated with current and prospective projects and facilitates formulation of appropriate mitigation measures to minimise potential impact of unforeseen challenges at various stages of tender submission and contract execution. All received tenders and secured projects undergo systematic review of risk elements grouped under contractual, financial, technical and operational, and environmental and safety risks. Each tender or project is classified into five risk classes, ranging from Low Risk to Ultra High Risk. During the Year, we reviewed and refined the descriptions of risk dimensions and amended the risk class escalation mechanism by considering various high-level unexpected threats in our Tender and Project Risk Management System.

Business Continuity and Crisis Management

To ensure seamless operation of our business and effectively respond to emergencies, a Crisis Management Plan has been implemented at the corporate level, along with Project Continuity Plans. These plans establish a comprehensive framework for managing crisis situations while ensuring the safety and well-being of our employees and stakeholders.

A dedicated Crisis Steering Team oversees and coordinates all aspects of crisis management, including both internal and external communications, to ensure smooth execution of these plans.

A specialised Crisis Communication Team will be established in the event of a crisis. The team will be responsible for addressing all issues related to the crisis, including preparation and execution of crisis action plans, information dissemination, media relations, stakeholder communication, and post-event reviews. The main objective of the Crisis Communication Team is to keep all relevant parties informed and to deliver timely updates to the Crisis Steering Team.

In the event of a disaster or other circumstances necessitating contingency operations at the project level, the project's regular structure will shift to a contingency structure. The primary responsibilities of the contingency structure include safeguarding employees and information assets, establishing an effective response capability, overseeing all response and recovery efforts, engaging and informing stakeholders, efficiently resuming critical business operations, meeting regulatory obligations, and streamlining progress reporting.

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Sustainability Policies

The Group's sustainability-related policies extend beyond regulatory compliance to responsible operations. We regularly review and communicate these policies to employees. We expect our employees to be familiar with and comply with all the relevant policies and guidelines. Details of our sustainability-related policies are highlighted in this ESG Report to demonstrate how they drive our sustainability efforts.
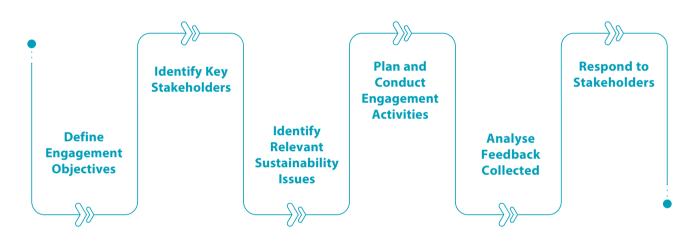
Sustainability Awareness

We aim to amplify the impact of our sustainability efforts by working closely with our key stakeholders across our value chain. To support the implementation of our strategy and achieve our goals, we have introduced targeted engagement initiatives to raise awareness, foster a shared sense of responsibility, and strengthen the capacity of various stakeholder groups to contribute to sustainability. Through collaboration and capacity building, we drive collective actions towards a more sustainable future.

Theme	Relevant Section of the ESG Report
Environmental Sustainability	Decarbonising Our Operations – Climate Change and Resilience, Environmental Awareness
Supply Chain Sustainability	Co-creating a Sustainable Value Chain – Subcontractors and Suppliers
Community Sharing	Co-creating a Sustainable Value Chain – Community
Diversity and Inclusion	Championing Our People – Diversity, Equity and Inclusion
Safety	Championing Our People – Occupational Health and Safety
Business Ethics	Reinforcing Business Ethics and Integrity – Business Ethics and Integrity

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Stakeholder Engagement

Engaging stakeholders in the Group's value chain fosters trust and collaboration as we pursue best practices in our operations and sustainability efforts. Regular interaction with stakeholders provides insight into their perspectives and expectations. Their feedback is valuable as it guides our business strategies and generates lasting value for all stakeholders.

Stakeholder Engagement Process

- Define Engagement Objectives
- Identify Key Stakeholders
- Identify Relevant Sustainability Issues
- Plan and Conduct Engagement Activities
- Analyse Feedback Collected
- Respond to Stakeholders

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Engagement Channel with Key Stakeholders

Investors and shareholders
- Sustainability surveys
- Annual general meetings
- Financial reports
- ESG reports
- Announcements and circulars
- Investor conferences
- Investor e-newsletters
- Investor Relations section on Corporate website
- Investor email alerts
- Press releases and public publications
- Social media platforms (e.g., LinkedIn, WeChat)
- Investor enquiry email address

Customers
- Sustainability surveys
- Customer satisfaction surveys
- Tendering and assessment procedures
- External newsletters (e.g., *Voice of ATAL* and *Analogue*)
- Corporate website
- Public forums and seminars
- Social media platforms (e.g., LinkedIn, WeChat)
- Enquiry hotline and email address

Communities, non-governmental organisations and the media
- Sustainability surveys
- Community activities and investment programmes
- Press releases and public publications
- External newsletters (e.g., *Voice of ATAL* and *Analogue*)
- Corporate website
- Enquiry hotline and email address
- Public forums and seminars
- Social media platforms (e.g., LinkedIn, WeChat)

Professional bodies and associations
- Sustainability surveys
- Industry conferences and site visits
- Member sharing
- Public forums and seminars
- Participation in steering committees
- Corporate website
- Social media platforms (e.g., LinkedIn, WeChat)

Employees
- Sustainability surveys
- Employee engagement surveys
- Focus group discussions (e.g., sustainability focus group discussion)
- Internal publications (e.g., *The Bridge*)
- Internal feedback channels (e.g., "Echo" Aerogram)
- Human Resources ("HR") visits and top management communication sessions
- Performance appraisals
- Regular meetings, training programmes, seminars and workshops
- Employee engagement activities
- Internal emails and Intranet
- Social media platforms (e.g., LinkedIn, WeChat)

Suppliers and subcontractors
- Sustainability surveys
- Focus group discussions (e.g., sustainability focus group discussion)
- Tendering and assessment procedures
- Regular meetings and performance assessment
- Workshops
- Inspections and visits
- External newsletters (e.g., *Voice of ATAL* and *Analogue*)
- Corporate website
- Forums and seminars (e.g., annual subcontractor forum)
- Social media platforms (e.g., LinkedIn, WeChat)

Business partners
- Product development meetings
- Memoranda of understanding
- Trade show and conference booths

Government and regulatory authorities
- Sustainability surveys
- Regular meetings and performance evaluation
- On-site inspections
- Corporate website
- Public forums and seminars

Tertiary institutions
- Recruitment fairs and career talks
- Public forums and seminars
- Corporate website
- Social media platforms (e.g., LinkedIn, WeChat)

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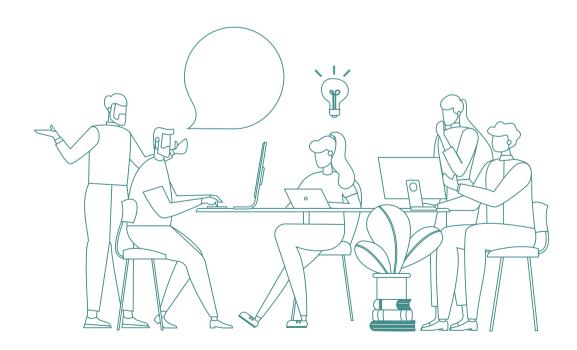BUSINESS ETHICS
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Materiality Assessment

The Group regularly evaluates our sustainability priorities through materiality assessments to ensure our approach remains relevant and aligned with stakeholder expectations and global standards. By applying the concept of double materiality in the comprehensive materiality assessment exercise, we examined both the financial implications of sustainability challenges on our business (financial materiality) and the broader environmental and social impacts of our operations (impact materiality). This dual perspective aligns our strategies with both business objectives and societal needs.

A stakeholder engagement and materiality assessment exercise was rolled out during the Year. Prior to engaging stakeholders, a review of the Group's material sustainability issues was conducted through desktop research and peer benchmarking. A total of four focus group discussion sessions were held with our internal and external stakeholders (i.e. our employees and key subcontractors) to assess the level of impact materiality. The result of impact materiality assessment was then presented to the Sustainability Committee, and members of Sustainability Committee were invited to evaluate the sustainability issues in terms of financial materiality.

The assessment enabled us to identify and evaluate the sustainability issues most pertinent to our business and stakeholders. This helps us develop and refine our sustainability approach and daily practices while considering the material risks and opportunities that lie ahead. By integrating materiality assessments into our sustainability framework, we reinforce our commitment to transparency, proactive risk management and alignment with international best practices. This allows us to adapt to evolving challenges and expectations while driving sustainable growth and contributing to broader environmental and social progress.

Materiality Assessment Process

1. Identification

Desktop research and peer benchmarking were conducted during the Year to obtain insights into peer behaviour and megatrends. These confirmed that the list of 27 sustainability issues compiled in 2023 remain valid and are aligned with megatrends.

Based on this research, we renamed the sustainability issue "Privacy and Data Security" as "Cybersecurity, Privacy and Data Security", emphasising the importance of cybersecurity to the Group's business as an advocate for technological advancement and innovation.

2. Prioritisation

Impact Materiality
Our internal and external stakeholders (i.e. our employees and key subcontractors) were invited to participate in four focus group discussion sessions to assess the Group's impact on the economy, environment and society.

Financial Materiality
Members of the Sustainability Committee evaluated the impact of each issue on the Group's enterprise value.

Based on the materiality assessment conducted last year and the feedback from the stakeholder engagement exercise during the Year, overall materiality level of each issue was established. A materiality matrix with a prioritised list of sustainability issues was developed based on the conclusions.

3. Validation

The results of the materiality assessment were presented to the Sustainability Committee for evaluation. Taking into consideration stakeholders' feedback alongside the potential risks and opportunities related to sustainability megatrends and their alignment with the Group's business objectives and priorities, the Sustainability Committee agreed that the materiality level of sustainability issues identified as "very important" in 2023 materiality assessment will remain unchanged. The Management Committee and Board of Directors subsequently confirmed the final assessment results.

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Materiality Matrix

Impact on the Economy, Environment and Society (High / Low)

Impact on the Enterprise Value (Low / High)

Environment | Social | Governance

Level of Materiality: Very Important ^	Relevant Chapters of the ESG Report
14 Occupational Health, Safety and Well-being	Championing Our People
22 Business Ethics and Integrity	Reinforcing Business Ethics and Integrity
26 Risk Management	Our Approach to Sustainability
16 Product and Service Quality and Safety	Co-creating A Sustainable Value Chain
24 Compliance Management	Reinforcing Business Ethics and Integrity
25 Innovation and Technology	Our Approach to Sustainability; Driving Smart City Development
27 Contingency Planning	Our Approach to Sustainability
13 Training and Development	Championing Our People
15 Labour Standards	Championing Our People
10 Employment Practices	Championing Our People
11 Employee Engagement	Championing Our People
5 Energy	Decarbonising Our Operations
1 Climate Change and Resilience	Decarbonising Our Operations

Level of Materiality: Important
18 Cybersecurity, Privacy and Data Security *
17 Customer Engagement

Level of Materiality: Moderately Important
20 Responsible Supply Chain Management
9 Project Life Cycle Management
23 Human Rights
12 Diversity and Equal Opportunity
19 Responsible Marketing and Labelling
4 Waste
7 Materials
21 Community Engagement and Investment
6 Water
2 Greenhouse Gas Emissions
3 Air Emissions
8 Biodiversity

^ The materiality level of sustainability issues identified as "very important" in 2023 materiality assessment remains unchanged.

* Renamed from "Privacy and Data Security" based on the considerations mentioned above.

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Business Innovation

We remain steadfast in embracing innovation as the bedrock of sustainability. We empower our employees through capacity building and foster a culture of innovation to continuously develop a wide range of solutions for process improvement, addressing evolving needs of customers and communities. We have been actively investing in research and development ("R&D") and business development in innovative construction technologies, smart solutions for buildings as well as industrial plants, and new environmental engineering technologies. These provide strong impetus for the Group's growth in line with our strategic pillars of "New Technology", "New Market", and "New Business Model", strengthening our market position while contributing to smart city development and long-term sustainability.

Research and Development

Our in-house R&D team of highly skilled professionals collaborates with leading universities and diverse partners to drive innovation and gain access to best industry practices. In particular, we prioritise R&D investments in Digital Twin, Internet of Things ("IoT"), AI, Big Data Analytics and other advanced technologies. At ATAL Tower, we have established the ATAL Design, Research and Training Centre, which strengthens continuously our industry leadership in R&D, and talent cultivation, to drive innovation and productivity and to contribute to upgrading and developing the engineering industry.
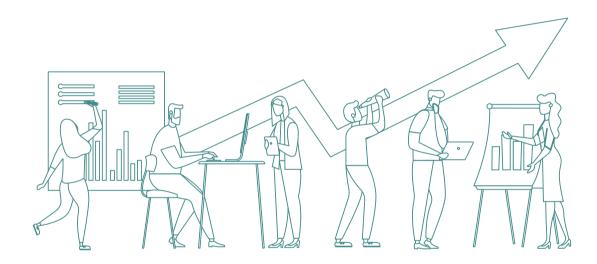
The Group has established business development units to keep us at the forefront of the latest technological trends and deliver state-of-art solutions to our customers. Our new Smart Data Automation unit invests in automated data solutions that enhance smart system operations in water treatment plants, sewage treatment plants, data centres, and other industrial facilities. To support the diverse needs of our customers in mechanical handling, another business development unit has launched innovative mechanical handling solutions, including a comprehensive crane and hoisting system and smart options for E&M systems.

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Capacity building

We adopt advanced construction technologies that facilitate the digital transformation of the industry and enhance project management efficiency. To improve and expand our overall capability in construction technologies, especially BIM, we have established and maintained BIM environments, methodologies, and facilities. Three of our subsidiaries have successfully obtained ISO 19650 certification, an international standard for managing information over the whole life cycle of a built asset using BIM. Through such efforts, we are integrating advanced construction technologies across our building services projects.

Recognising the importance of investing in professional development to maintain our competitive edge in delivering solutions, we encourage our engineering staff and frontline staff to pursue industry-recognised qualifications, and we empower and upskill our employees through a variety of training programmes. During the Year, our employees have received over 5,000 hours of training on BIM theory, software, and management.

Culture of Innovation

We welcome innovative ideas. To encourage and recognise employees thinking outside the box, we have established the biennial Chairman's Innovation Award. The next cohort of the award is scheduled in 2025. Through this award, we hope to empower our employees to develop sustainable and innovative solutions, turning ideas into reality.

In our operations, we embrace innovation by implementing smart initiatives at our new headquarters and streamlining operational processes through our Project Excellence. ATAL Tower is the first smart building in Hong Kong to deploy Wi-Fi 7, providing a fast and reliable connectivity to enable more effective communications and support high-demand applications, such as IoT and AI-enabled technologies. In addition, we have deployed smart workplace, smart facilities, and smart access technologies at ATAL Tower. A cutting-edge visitor management system simplifies the processes of visitor invitations, registrations, and access control, as one example. Employees can use QR codes for building and door access as a convenient alternative to traditional staff cards.

Case Study: Streamlining Operational Processes with the Project Excellence

We implement the Project Excellence to streamline business operation processes to achieve the 4 project key objectives, which include improving efficiency, enhancing governance and control, generating timely insight, and fostering seamless integration. A dedicated Project Excellence Task Force has been established, tasked with identifying core improvement areas and monitoring progress towards the key objectives. Our management and representatives from business and corporate units have collaborated to develop action plans for success of the initiative.

We believe that the Project Excellence will enable us to achieve more efficient business processes and create a more productive and empowering work environment for everyone.

DECARBONISING OUR OPERATIONS

In this Chapter
- Environmental Management System
- Climate Change and Resilience
- Resource Management
- Environmental Awareness

We have prioritised efforts to responsibly manage our carbon footprint and minimise our environmental impact. As part of our contribution to both global and local efforts to combat climate change, we enhance our climate resilience by decarbonising our business operations and managing climate-related risks and opportunities.

Feature Story: The ATAL Green Month Initiative – "From Trash to Treasure"

Launched in 2023, ATAL Green Month is an annual flagship sustainability initiative. The 2024 theme, "From Trash to Treasure", inspired us to reconsider waste management through innovative upcycling and efficient resource utilisation. The campaign featured a variety of engaging activities, including the two sessions of Cherish Food Experience, Upcycling Photo Contest, Pop-up Recycling Station, Visit to O•Park1, Office and Construction Site 4Rs Seminar and Trashy Treasure Workshop. These activities had strong participation and received positive feedback from our colleagues.

During the sessions of Cherish Food Experience, our volunteers cooperated with Food Angel by Bo Charity Foundation and the Hong Kong Federation of Women's Centres. They prepared 6,000 meal boxes using surplus fresh produce, and collected 174 kg of surplus food from wet markets for redistribution to the community. Simultaneously, the Trashy Treasure Workshop conducted by the Ways Out Hong Kong showed participants how to transform kitchen waste into exquisite jewellery.

The campaign reflected our conviction that small, intentional actions can lead to substantial environmental change, and effectively inspire waste reduction and resource optimisation.

DECARBONISING OUR OPERATIONS

Environmental Management System

To systematically manage our environmental impacts, we have implemented an integrated environmental management system in line with the ISO 14001:2015 standard, the internationally recognised standard for environmental management systems, updated in 2015, across our operations in Hong Kong, Macau, Mainland China, and the United Kingdom. Our system serves as a robust legal and regulatory framework for environmental management and provides guidance for developing preventive and mitigation measures to address potential environmental risks. The Corporate Environmental, Health, and Safety ("EHS") Committee is responsible for overseeing the system to support our environmental strategies and achieve our environmental goals. Our integrated environmental management system is aligned with emerging EHS and sustainability trends, industry best practices, and both local and international standards, and is subject to rigorous internal and external audits.

Our EHS Policy aims to reduce the negative impact of our operations on the environment and human health. The policy also promotes the adoption of resource optimisation practices, including efficient use of energy, water, and other natural resources. Related procedures and work instructions are detailed in our Quality, Safety, and Environment ("QSE") Manual.

Climate Change and Resilience

Communities worldwide are increasingly experiencing the impacts of climate change, underlining the urgent need to limit global temperature rise and accelerate the transition to a low-carbon economy. As a multi-disciplinary E&M engineering group committed to sustainability, we have taken proactive measures to reduce the impact of climate change on our operations while minimising any adverse effects our business may have on the environment. Guided by our Climate Change Policy, the Group is committed to combating climate change by identifying and responding to climate-related risks and opportunities and adopting strategies in line with local and international best practices. We strive to mitigate the impact of climate change while enhancing our adaptability and resilience.

We are actively working on enhancing our climate governance, management strategies and practices, as well as our climate-related disclosures, to better align our performance with stakeholders' expectations. During the Year, we conducted a gap analysis based on the International Financial Reporting Standards S2 Climate-related Disclosures requirements to assess our compliance. Based on the findings, we developed a comprehensive action plan to address gaps and meet the updated requirements of the Stock Exchange of Hong Kong ("HKEX") on climate-related disclosures. Additionally, we have submitted our first CDP Climate Change Questionnaire, demonstrating our commitment to transparency and accountability.

Our Decarbonisation Journey

To drive meaningful progress in our decarbonisation journey, we have set clear and measurable targets, along with implementing strategies to achieve them. The decarbonisation targets are established based on the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) approach, ensuring that they are well-defined and enable us to track progresses effectively. Our decarbonisation efforts include switching to electric vehicles, enhancing energy efficiency of office operations, adopting renewable energy systems, and upgrading the equipment used in our workshops to reduce fugitive emissions. We conduct regular reviews and detailed analysis of our environmental performance to identify and understand carbon-intensive activities within our operations, and formulate corresponding carbon reduction and resource-saving measures. We aim to strengthen our climate resilience and to contribute to supporting Hong Kong's low-carbon transition and global climate goals.

Greenhouse gas emission reduction
By 2030, reduce Scope 1 and 2 GHG emissions by 30% from our 2021 baseline

Energy efficiency
By 2030, reduce energy consumption by 30% from our 2021 baseline

Green transport
Phase out fuel-propelled vehicles by 2030

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Case Study: Accelerating Decarbonisation in Our Operations through Innovation

Anchored by a culture of accountability and innovation, we continue to lead by example, advancing sustainability initiatives and embracing emerging technologies. Our new headquarters, ATAL Tower exemplifies our unwavering commitment to sustainability through cutting-edge energy-efficient systems and environmentally conscious design.

The exterior façade of ATAL Tower incorporates a specialised coating to manage sunlight reflection, paired with low-light-reflection glass to minimise heat absorption. These measures reduce indoor temperatures, significantly reducing energy demand for air conditioning.

Through the adoption of advanced energy-efficient technologies and renewable energy solutions, including an oil-free High-Efficiency Water-Cooled Chiller System and photovoltaic ("PV") pavers and panels, ATAL Tower achieves an impressive reduction in energy consumption and carbon emissions. The implementation of chilled beam technology ensures optimal indoor comfort while maximising energy efficiency. Additionally, a centralised lighting control system, combined with energy-saving light-emitting diode fittings, enhances the energy efficiency of lighting installations.

We also introduced microalgae reactors to ATAL Tower. Featured with IoT-enabled sensors to monitor real-time indoor environmental quality, it is an innovative system designed to absorb carbon dioxide and improve air quality.

Our decarbonisation efforts underscore our dedication to creating a low-carbon, energy-efficient workplace and meaningful impact for a more sustainable future.

Climate Governance

Governance

We have established a strong governance framework to address climate-related matters, with the Board holding the ultimate responsibility and accountability. The Sustainability Committee, chaired by a Board member, manages, implements, and monitors our sustainability strategy, targets, performance, action plans and reporting. We have also established a dedicated Climate Risk Management Working Group under the Sustainability Committee during the Year to strengthen climate risk management. Its key responsibilities are twofold: identifying climate-related risks and opportunities and their impacts; and developing climate-related strategies and action plans to strengthen our resilience to climate change. In 2024, the Board was provided updates on climate-related issues, enhancing their competencies to oversee climate matters.

Strategy

We believe that taking proactive steps towards addressing climate change not only benefits our business, but also has a positive impact on the communities we operate in. In addition to a thorough literature review, we conducted a comprehensive peer review to identify potential climate-related risks and opportunities across each of our business segments and operations. We have also held a series of management interviews, during which our management team provided insights into the most relevant climate risks and opportunities. With regard to the climate-related risks, regulatory changes and stringent requirements for existing products and services may pose challenges to project management and limit supplier options, potentially resulting in increased costs. On the opportunity front, adopting advanced technologies enables us to meet the growing demand for low-carbon solutions and respond to shifts in consumer preferences toward sustainable alternatives, thereby maintaining our competitive edge.

Going forward, we plan to carry out a climate scenario analysis to assess transition risks of our business, as well as physical risks at sites of our key operations, including ATAL Tower and our lift and escalator manufacturing facilities in Nanjing. The physical risk assessment will cover various climate hazards, addressing both acute and chronic risks. These findings will be incorporated into our climate risk register, which will help us to refine and strengthen our approach to climate-related risks and opportunities. We will also evaluate the financial impact of prioritised risks and opportunities, quantifying the potential effects on our operating costs, revenues, capital expenditure and allocation, acquisitions and divestments, as well as access to capital. Through this exercise, we aim to develop a comprehensive corporate climate strategy and transition plan that will enhance our resilience to climate change.

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Risk Management

The Board takes responsibility for maintaining a robust and effective risk management system and internal controls. Through its Audit Committee and Risk Management Committee, the Board oversees our enterprise risk management system. Climate risk management is incorporated into the overall risk management process. At the tender and project level, "Climate Change" is one of the risk dimensions of our Tender and Project Risk Management System. This integrated approach strengthens our ability to effectively managing climate risks.

Metrics and Targets

Our primary climate-related metrics consist of Scope 1 and 2 GHG emissions, as well as our progress in meeting carbon reduction goals. To gain a more comprehensive understanding of our GHG emission portfolio, we have engaged an external consultant to conduct screening for our Scope 3 GHG emissions. We have identified that use-phase GHG emissions of our sold products (Category 11: Use of Sold Products) represents the largest share (more than 90%) of our Scope 3 GHG emissions. Starting from 2024, we have disclosed our Scope 3 GHG emission data related to the use of our sold products, providing stakeholders with a more complete picture of our GHG inventory.

For more details of our carbon reduction goals and environmental KPIs, please refer to the previous section "Our Decarbonisation Journey" and "Key Statistics – Environmental Key Performance Indicators" respectively.

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Resource Management

We optimise resource use in our operations to enhance our operational efficiency and productivity. By implementing all-round strategies and adhering to best practices, we optimise consumption of materials, water, and other natural resources, and ensure responsible management of waste.

Waste

The Group implements sustainable waste management practices, following the "4Rs" waste hierarchy principles of Reduce, Reuse, Recycle, and Replace to promote resource reuse and recycling, and waste reduction at the source.

We implement robust waste management policies to ensure responsible handling of both hazardous and non-hazardous waste. We engage licensed waste contractors to collect and process hazardous waste, such as waste cartridges, waste toner bottles, batteries, and waste motor oil. We categorise non-hazardous waste items for appropriate handling. Recyclable materials are prioritised for reuse, recycling, or donations to charities, while non-recyclable materials are disposed of responsibly.
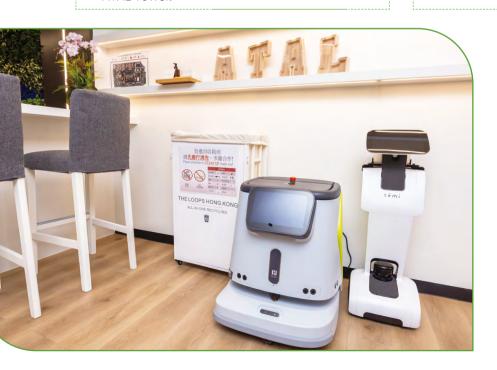
Offices

- Engaging The Loops Hong Kong to collect more than 40 types of recyclables at ATAL Tower, such as Tetra Pak, aluminium, plastic, glass, and electronic devices.
- Food waste collection boxes are placed in every pantry and a food waste composter is installed at ATAL Tower.

Manufacturing Facilities and Construction Sites

- Cold plates and stainless steel pallets used in production at our manufacturing facilities are reused.

Materials

Through digital transformation, sustainable procurement, and the adoption of advanced construction technologies, we improve efficiency in the use of materials in our business and operations.

Offices

- Implementing a paperless workplace through the use of electronic communication platforms and workflow digitalisation.
- Use of the Human Resources Information System to streamline processes and automate routine tasks.

Manufacturing Facilities and Construction Sites

- Adopting efficient packaging methods and refining the design of sheet metal parts for production of lifts and escalators to optimise use of packaging and raw materials.
- Deploying advanced construction technologies, such as BIM and DfMA-MiMEP, to minimise material consumption.
- Implementing ATAL DfMA System to streamline the installation and assembly process and reduce material wastage of Mechanical, Electrical and Plumbing ("MEP") components.

Water

To promote responsible water use, we adopt a proactive approach to conserve water through implementation of water-saving strategies. We also monitor our water usage and conduct analysis to identify high water-consuming activities and explore ways to improve the efficiency of water use.

Offices

- Installing water and flushing devices that have achieved Grade 1 water efficiency under the Voluntary Water Efficiency Labelling Scheme at ATAL Tower.
- Installing water leakage detection sensors in all freshwater tanks and pump rooms at ATAL Tower, connected to the Building Management System to trigger an immediate alarm in the event of a leak.

Manufacturing Facilities and Construction Sites

- Reusing greywater at our manufacturing facilities for production processes.
- Conducting water consumption analysis for our manufacturing facilities to identify points of water leaks and arrange repair works when necessary.
- Using robotic vacuums to improve the efficiency of cleaning and water consumption.

Environmental Awareness

We place a strong emphasis on promoting environmental awareness and fostering a culture of sustainability within the Group by actively and regularly engaging employees and stakeholders.

In addition to offering a variety of training programmes on sustainability and environmental awareness tailored to employees across different specialties, we have launched the Sustainability Master Challenge series, aiming at deepening employees' understanding of key sustainability topics – such as the Group's sustainability targets, the concept of greenwashing, green energy, and climate change – through interactive quizzes and games. Our signature ATAL Green Month, an annual month-long campaign designed to raise employees' awareness of environmental protection and encourage sustainable practices, remains a core part of our efforts. We also prepare internal publications, such as the *Road to Sustainability* e-newsletter series, to support group-wide capacity building for environmental conservation.

Beyond internal initiatives, we participated in external environmental awareness events, including the Hong Kong Green Building Week 2024, organised by the Hong Kong Green Building Council and Construction Industry Council, and Earth Hour 2024, organised by the World Wide Fund for Nature.

Office and Construction Site 4Rs Seminar

Visit to O•PARK1

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Biz-Green Dress Day 2024

ATAL Tower BEAM Plus Training

Trashy Treasure Workshop

DRIVING SMART CITY DEVELOPMENT

In this Chapter
- Smart and Healthy Living
- Climate Solutions
- Clean Water and Sanitation

The Group has introduced advanced technologies to shape the development of smart and sustainable cities as the future of urban development. In accordance with the Smart City vision of the HKSAR Government, we are dedicated to creating intelligent, efficient, and sustainable urban systems that support the city's growth and enhance the quality of life for its residents through the adoption of emerging technologies.

Feature Story: Industry Exchange

We actively promote innovation, collaboration and knowledge exchange with industry practitioners and stakeholders to create value for communities, customers and the environment.

Throughout the Year, we participated in key industry events such as Digital Twin Experience Sharing, Build4Asia Conference 2024, and ReThink HK 2024, reflecting our commitment to integrating innovation and technology within the built environment. Key topics in which we gave presentations showcased our multi-disciplinary solutions for smart city development, including Digital Twin, Smart Building Platform, energy optimisation solutions, smart water and wastewater treatment systems, and BIM. These focused on ways technology can help enhance environmental performance, reduce costs and optimise operations across various sectors.

By engaging in meaningful discussions and fostering regional and global collaboration, we are helping to drive the sustainable transformation of the construction, engineering and urban development sectors.

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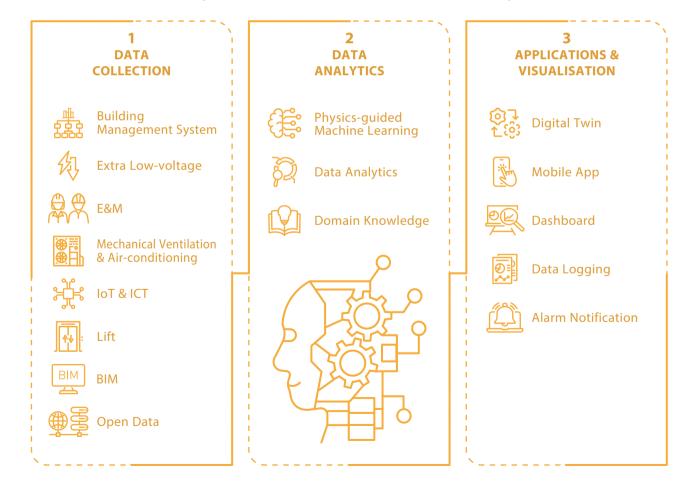BUSINESS ETHICS
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Smart and Healthy Living

The Group fosters innovation in smart and healthy living through IoT solutions, ICT systems, intelligent systems, and building technology systems. We design, install, and service a range of systems that serve as the technological foundation for smart city development. These systems provide seamless and intelligent connectivity, automate building functions through advanced controls for streamlined management, and improve convenience and efficiency. We optimise indoor environments for comfort and health, ensuring safety throughout the premises and enhancing the quality of living through our innovative solutions.
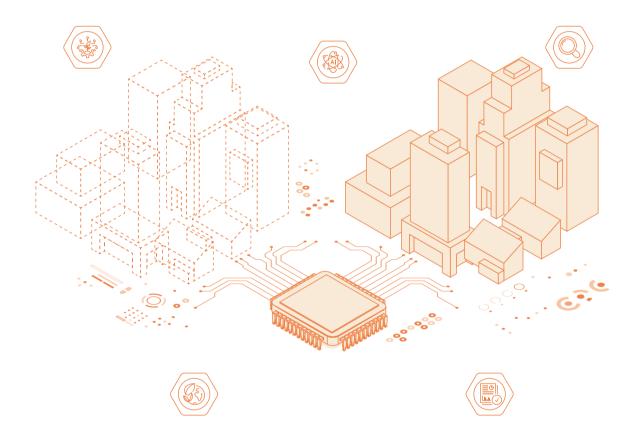
Smart Building Solutions

Leveraging our in-house R&D capabilities, we develop smart building solutions to foster digitalisation of the built environment. Our self-developed Smart Building Platform combines AI technologies and domain knowledge to optimise building functionalities holistically. It integrates IoT-enabled devices and all building systems in a centralised cloud-based platform, providing superior building performance, streamlining facility management, and enhancing building occupant experience. A wide range of data on the indoor environment parameters and building operations are collected through smart sensors. The data are fed into algorithms for analysis using deep learning and AI technology. We provide custom-built applications and modules tailored to customer needs to enable users to interact with significant data and capture real-time summaries at a high level of details.

1 DATA COLLECTION

- Building Management System
- Extra Low-voltage
- E&M
- Mechanical Ventilation & Air-conditioning
- IoT & ICT
- Lift
- BIM
- Open Data

2 DATA ANALYTICS

- Physics-guided Machine Learning
- Data Analytics
- Domain Knowledge

3 APPLICATIONS & VISUALISATION

- Digital Twin
- Mobile App
- Dashboard
- Data Logging
- Alarm Notification

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Our ESG-Centric Digital Twin solution is at the core of our self-developed Smart Building Platform. The solution leverages AI technologies to provide insights into the environmental impact of buildings and opportunities for improving ESG performance. By integrating equipment and facility data as well as occupant feedback, the dynamic, interactive interface enables users to explore trends and patterns in building performance, and make effective decisions on building maintenance, energy management, and occupant experience.

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Smart Building Platform

Video Analytics

Applications provide analysis, enhanced crowd security and operational efficiency, covering crime prevention, accident management, and capture of customer demographics and shopping behaviour

Energy Optimisation

An all-in-one intelligent system leveraging big data analytics and machine learning to achieve building energy efficiency

Smart Washroom

Integrate IoT network and devices to facilitate real-time management of manpower, air quality and cleanliness, consumables and washroom usage, improving overall user experience

Visitor Management

Streamline visitor check-in process through ID scanning, visitor pre-registration and easy authentication, heightening security with effortless user experience

Real-time Location Tracking System

Enable universal tracking across premises to provide instant visibility for operational processes, reducing search time and optimising utilisation rate of the premises

Automatic Fault Detection & Diagnosis

A model-based algorithm for automatic detection and diagnostic system developed to identify faults in real time and provide of actionable intelligence

Indoor Environmental Quality Monitoring

Provide insights into indoor environmental quality across premises, ensuring the comfort of building occupants and facilitating data collection for ESG reporting

Lift Monitoring

Keep real-time tracking of equipment status to provide a holistic view of operational performance, supporting predictive maintenance

Digital Twin

Our centralised control platform leverages interactive 3D visualisation to deliver real-time monitoring, analytics, alerts, and predictive maintenance. Designed for smart facilities management, it enhances tenant satisfaction and supports ESG management, creating a responsive and efficient building environment that meets sustainability goals.

IoT Infrastructure

Our IoT Infrastructure solution connects devices and systems in smart cities. It uses advanced communication protocols for better data collection and analysis, enabling real-time monitoring and automation, and hence enhancing urban quality of life.

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Predictive Maintenance Feature in Smart Building Platform

We implement a predictive maintenance feature that incorporates real-time performance tracking and a health scoring system in our Smart Building Platform. By continuous monitoring of the performance and condition of building equipment, maintenance can be arranged based on actual needs. Compared with traditional scheduled maintenance, condition-based maintenance reduces disruptions to daily operations while reducing overall maintenance costs. This feature also allows facility managers to identify potential issues before they escalate into significant problems, reducing the number of unexpected breakdowns and enhancing operational efficiency.

Case Study: Revolutionising Residential Living with Smart Building Technologies

We have been engaged in a smart housing project that incorporates a suite of innovative technologies for facility management, establishing a new benchmark for residential developments. The project adopted our Smart Building Platform, digitalisation of building systems, and integration of various advanced features, including smart grey water irrigation, rodent detection, water level monitoring with pump controls, smart metering, and car park monitoring. These solutions facilitated remote, real-time monitoring and control of critical systems, thereby improving operational efficiency, minimising service outages and disruptions and improving hygiene standards. The big data from the project will provide a foundation for generating insights for future smart residential complexes.

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Case Study: Enhancing Security and Operational Efficiency with AI-powered Video Analytics Solutions

The Group has been providing AI-powered Video Analytics solutions to shopping malls. It includes a comprehensive suite of capabilities designed to support real-time monitoring and enable data-driven decision-making. The key features include intrusion and loitering detection, facial recognition, counting of people and vehicles, crowd and fight detection and heat mapping. These provide comprehensive security coverage and enable proactive risk management. Other functions such as slip and fall detection, thermal detection, rodent detection and unattended object alerts also enable prompt incident response.

Key Features:
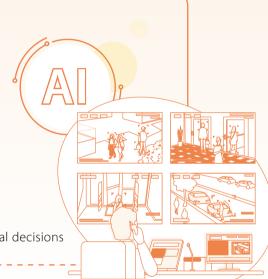
- Intrusion and Loitering Detection
- Facial Recognition
- People and Vehicle Counting
- Heat Mapping and Thermal Detection
- Crowd and Fight detection
- Slip and Fall Detection
- Rodent Detection
- Left Object Detection

Benefits:

- Minimise security risks
- Improve incident response
- Optimise resource allocation and management
- Provide data-driven insights that inform operational decisions
- Enhance customer experience

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Climate Solutions

We provide our customers and our own operations with tools for reducing carbon emissions and combating climate change for a sustainable future. Through the provision of end-to-end solutions for energy optimisation and renewable energy solutions, we aim to support our customers in reducing their carbon footprints and embracing low-carbon practices.

Energy Optimisation

We have been assisting our customers in achieving their energy-saving goals through offering diverse customised energy optimisation solutions. These include the Semantic AI Energy Box, Energy Analytics module, AI-driven fault detection and diagnosis, retro-commissioning, energy audits, and more.

Transformative Energy Management with the Semantic AI Energy Box

In response to the increasing demand for all-in-one intelligent energy optimisation systems, we offer an Energy Analytics module and Semantic AI Energy Box for different customer needs.

The award-winning Energy Analytics module on our Smart Building Platform provides fault detection and diagnosis and leverages big data analytics and physics-guided machine learning to generate actionable intelligence for optimal energy control setting. We have provided Energy Analytics solutions for various building types, including office buildings, shopping malls and data centres.

With similar features as the Energy Analytics module, the Semantic AI Energy Box serves as an offline version, providing an option for on-premises deployment. It leverages a physics-guided machine learning approach that adapts to specific site conditions without being tied to a particular Building Management System vendor or additional server. This flexibility allows customers to maximise energy efficiency, regardless of their existing systems. The solution helps our customers unlock up to 25% of energy savings, depending on building type and current energy performance.

Benefits:

- **Energy and Cost Savings**: Unlock energy savings by optimising performance and reducing consumption.
- **Flexible Deployment**: Work with any system, ensuring compatibility.
- **Actionable Insights**: Transform raw data into insights to improve energy efficiency and operational decision-making.

Renewable Energy

We provide a variety of customised renewable energy solutions to assist our customers in reducing their carbon footprints and operational costs. Our renewable energy solutions include solar PV systems, building-integrated PV systems, solar thermal systems, renewable energy supply for lamp posts, solar pavement units, solar cooling systems, and wind turbine systems.

Case Study: Electricity Generation with Walkable Solar Pavers

The Henderson is a sustainable commercial building located at the heart of Hong Kong's Central Business District. The Group served as a trusted partner in delivering cutting-edge solutions to achieve the client's smart building objectives. These include an AI Energy Management Platform, a Fault Detection and Diagnostic System, an AI Video Analytics Solution, a top-grade Surveillance System, a Digital Twin solution, and IoT-enhanced facilities, such as Smart Washrooms. We also installed walkable PV pavement units on the rooftop to harness renewable energy.

The solar pavement system is a PV-integrated flooring solution with the dual functionality of generating electricity from solar energy while optimising space utilisation for other amenities. It operates on extra low voltage with an anti-slip surface to ensure pedestrian safety. Its small footprint and aesthetically pleasing design make it possible for our solar pavement system to integrate discreetly with the built environment. The modular design of the solar pavement also enables fast and easy installation, offering high flexibility in applications to replace traditional floor tiles.

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Clean Water and Sanitation

Sustainable Water Management

Access to clean and safe water is essential for human health and environmental sustainability. To meet the growing demand for clean and safe water, we have been exploring resilient and efficient water and wastewater treatment solutions. We employ an innovative approach to delivering high-quality water and wastewater treatment services that integrate advanced technologies, including AlgoWater®, Aerobic Granular Sludge Treatment Process, ATAL High Power Ultra-Sonic, and Ceramic Membrane Technology. These solutions reflect our commitment to sustainable water management and better quality of life.

Case Study: Pioneering the Adoption of Ceramic Membrane Technology in Hong Kong's Water Treatment Works

The Group is currently collaborating with Binnies Hong Kong Limited (Binnies) under a consultancy agreement and conducting a pilot trial of ceramic membrane technology at the Water Supplies Department's Tsuen Wan Water Treatment Works.

The Group has been engaged in the design, construction, installation, and commissioning of the pilot trial, supervised by Binnies, to evaluate the feasibility and application of the ceramic membrane technology in Hong Kong.

Compared with the conventional technology used in water treatment, ceramic membrane technology has distinctive advantages in water treatment efficiency, cost-effectiveness, and flexibility without the need for flocculation. The ceramic membrane filtration system not only removes impurities and achieves 4-log *Cryptosporidium* and *Giardia* (C & G) reduction from raw water, but also exhibits greater potential of handling Contaminants of Emerging Concern. Its durability, strong chemical/thermal resistance, and multi-layered structure enable operation under high pressure, high flux and varying water quality conditions, ensuring the consistent delivery of clean and safe drinking water. With these advantages, the ceramic membrane technology only requires a relatively smaller footprint, making it ideal for urban or space-constrained sites. It is anticipated that the pilot trial being conducted can provide further appreciation on the advantages of applying this new technology in Hong Kong.

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Case Study: AlgoWater® – Detecting Abnormal Influent Sewage for Wastewater Treatment Process

Developed in-house, our proprietary AlgoWater® is an award-winning AI-enabled Digital Twin solution for water and wastewater treatment. It is designed to optimise and predict key operations in water and wastewater treatment processes. We are currently expanding the solution to cover water, stormwater and sewage distribution network. The existing modules in AlgoWater® include:

- Smart Chemical Dosing
- Smart Aeration
- Smart Filter Backwash
- Smart Lime Saturation
- Video AI for Water Quality
- Pump & Centrifuge Predictive Maintenance
- Robotic Application for Water and Sewage Treatment
- Pump Energy Optimisation
- Flood Prediction and Detection

The solution has been awarded a "Certificate of Merit" (Sub-category II – An Innovative Application) at the HKIE Grand Award 2024 by The Hong Kong Institution of Engineers ("HKIE"), a "Merit" at the CIWEM HK 2023 Innovation Awards by the Chartered Institution of Water and Environmental Management Hong Kong Branch, and a "Silver Medal" at the Smart City Technology Innovation Award by the International Society for Urban Informatics. During the Year, we successfully registered the "AlgoWater®" trademark.

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Waste Management

The Group invests in waste management infrastructure. We specialise in design and installation of solid waste treatment and handling systems for a wide range of applications. Collaborating with engineers and manufacturers, we design applications that utilise advanced waste reduction technologies, including recycling, food waste and sewage sludge anaerobic co-digestion, incineration, and pelletising. In addition, we add value to biogas and waste heat generated during waste treatment and handling process by turning waste to energy.

Case Study: Leveraging Waste-to-Energy Technology for Sustainable Waste Management

We offer comprehensive waste-to-energy solutions, promoting sustainable waste management and the use of renewable energy. Our services include design, construction, and operation of various waste-to-energy systems in Hong Kong and Mainland China.

In Hong Kong, we have engaged in projects that convert landfill gas and waste heat from sewage treatment works into energy. At a sewage treatment facility, we installed a power generating system that harnesses waste exhaust heat from existing combined heat and power generators. The electricity generated supports the energy self-sufficiency of the treatment plant. Surplus is fed back into the grid, maximising the benefits of the waste-to-energy solution.

In our projects in Mainland China, we are responsible for installing biogas power generation systems that generate electricity from biogas produced in the anaerobic digestion of food waste in waste resource utilisation centres. The electricity generated is prioritised for on-site use. To reduce reliance on external energy sources, we capture the flue gas released during biogas combustion to generate steam for heating purposes.

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Case Study: Enhancing Environmental Friendliness of Waste Management Facility

The Group has been awarded a contract for E&M design-and-build of a Leachate Treatment Works at a landfill extension in Hong Kong. Based on local and national discharge standards, the project helps maintain the waste disposal service at a landfill site in Hong Kong in an ecologically friendly way.

To meet stringent discharge requirements, we employ a range of cutting-edge technologies in the leachate treatment process, including Ammonia Stripping Plant, two-stage Anoxic-Aerobic bioreactor system, ultrafiltration and nanofiltration systems, and a brine evaporation system, so that treated leachate can be discharged into the sea without the need for further processing and will have no adverse environmental impact.

In addition to the technologies adopted in leachate treatment, during the design phase, we use BIM technology to visualise the integration of existing and new elements, design changes and site logistics. This enables close collaboration among multi-disciplinary parties of the project, ensuring precise and timely completion.

CO-CREATING A SUSTAINABLE VALUE CHAIN

In this Chapter

- Customers
- Subcontractors and Suppliers
- Community

The Group builds trust and develops beneficial partnerships with stakeholders to establish a sustainable value chain. Leveraging our engineering expertise, professionalism, and commitment to quality, we provide solutions that meet customer expectations and drive meaningful progress towards the growth of communities, creating lasting value.

Feature Story: Elevating Project Efficiency with our own MiMEP Centres

In 2024, we elevate our advantage to deliver high-standard MEP modules to our customers through establishing greater control over offsite manufacturing. We established MiMEP Design and Manufacturing Centre and MiMEP High Productivity Research Centre with our business partner in Zhuhai. Having our own MiMEP Centres allows us to manage prefabrication time effectively and improve project efficiency, work quality and safety and reduce material wastage.

The new MiMEP Centres manufacture and pre-install MEP modules for our commercial building project in Causeway Bay. This project is the first large-scale private development in Hong Kong to extensively adopt MiMEP for ventilation and air conditioning, fire services, plumbing, drainage, and electrical systems. At an impressive 85% adoption rate of MiMEP, we can achieve significant cost savings from on-site labour costs and by effectively reducing construction waste.

CO-CREATING A SUSTAINABLE VALUE CHAIN

Customers

Delivering Excellence in Product and Service

The Group strives to deliver exceptional quality and reliability in its products and services. We demonstrate our commitment to excellence and long-term customer satisfaction through offering innovative and customised solutions that meet specific needs.

Our quality management system is based on the ISO 9001:2015 standard, and is implemented across all our core operations. We have established a Quality Policy along with quality plans and procedures to integrate quality considerations into our operations. To achieve full customer satisfaction, we carry out regular cross-business unit inspections at our construction sites to promote the exchange of best practices on quality and elevate standards of workmanship. Internal and external compliance audits are also conducted to ensure compliance and support ongoing improvement.

To safeguard our customers' rights and interests, we have established systematic procedures for handling product quality issues. These include product recalls and quality tracking to identify the root causes of nonconformities and prevent recurring problems. Additionally, we have adopted responsible marketing and labelling practices to build trust with our customers.

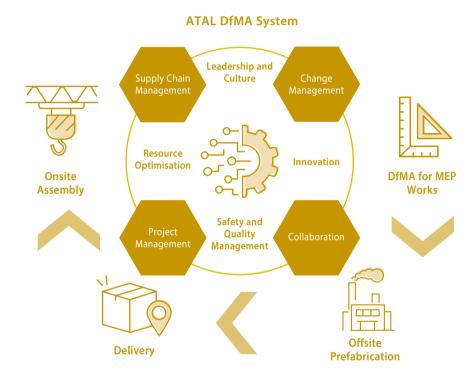### Case Study: Striving for CMMI Maturity Level 3 Certification

Capability Maturity Model Integration ("CMMI") is a process improvement approach that aligns business goals directly with operations and capabilities to drive measurable improved performance in terms of time, quality, budget, customer satisfaction and other key drivers. We have been appraised at CMMI Maturity Level 2, indicating that our projects have been planned, performed, measured, and controlled at a managed level. Moving forward, we aim to attain CMMI Maturity Level 3, at which proactive organisation-wide process improvement efforts are guided by predefined standards.

We have appointed several colleagues to obtain CMMI Certified Associate qualifications, who will serve as internal appraisal team members to facilitate the assessment. We believe that by achieving CMMI certification, we can reduce risks in software and product development and develop process efficiency and capacity to deliver consistently high-quality products and services.

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Harnessing Advanced Technologies

We actively explore opportunities to adopt cutting-edge technologies in our projects and operations. These technologies not only improve overall efficiency and quality but also enable us to deliver excellence in products and services.

ATAL DfMA System

DfMA-MiMEP is an innovative design approach that optimises the manufacture and assembly of MEP components. We have developed the ATAL DfMA system along with a set of guidelines that can serve as the Group's blueprint for implementing DfMA-MiMEP. The Group has been implementing BIM, DfMA and MiMEP in our building services projects. These streamline work processes and improve quality and safety.

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At our lift and escalator manufacturing facilities in Nanjing, we employ automated production and processing systems to provide high-quality solutions and increase productivity. We optimise the product specifications, minimise resource wastage, and improve output flexibility through the implementation of digital control systems. These innovations, combined with our robust quality management system, allow us to provide high-quality solutions tailored to our customers' needs.

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Embracing Industry Trends and Raising Awareness

Staying up-to-date with the latest technological advancements and industry trends is essential for delivering innovative, high-quality products and services. We provide a wide range of learning opportunities for our management and engineering professionals to keep them informed. For instance, we host regular training sessions to share up-to-date information on tender requirements, market trends and effective applications in BIM.
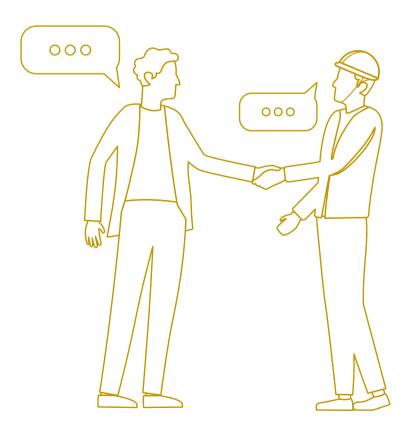
We publish the *Quality Tips* newsletter regularly to share quality-related information and industry best practices to raise the level of workmanship and quality. We also organise tailored training sessions for project staff that focus on customer services.

Elevating Customer Satisfaction

We prioritise customer experience by providing innovative and value-added solutions. The Group regularly engages stakeholders to enhance our products and services. Customer feedback is regularly collected for response and development.

To measure the level of customer satisfaction, we conduct surveys once a contract is completed. For projects with lengthy contract periods, we conduct these surveys on an interim basis. In the Year, the average score of the customer satisfaction surveys was in the range of "good" to "excellent", reflecting satisfaction with our products and services.

We have established a structured complaint handling procedure, as detailed in the QSE Manual to effectively address customers' concerns and improve customer satisfaction. This encompasses classification, acknowledgement, investigation, improvement actions, follow-ups, and analysis to ensure appropriate resolution.

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Subcontractors and Suppliers

We build enduring relationships with our subcontractors and suppliers to foster mutual growth. Our commercial engagements are grounded in best practices, and we collaborate with our subcontractors and suppliers to promote environmentally and socially responsible operational practices in forward-thinking partnerships to co-create a sustainable future.

Responsible Supply Chain Management

We seek to build a robust supply chain by responsibly managing our subcontractors and suppliers. Our procurement process is guided by our Code of Conduct which reflects the highest ethical standards. Our QSE Manual outlines comprehensive procedures for supply chain management. It guides all facets of purchasing and subcontracting processes, including selection and performance evaluation. Procurement personnel of the Group are required to follow the Code of Conduct and the QSE Manual, along with the internal procurement policies.

Our Code of Conduct for Suppliers and Subcontractors specifies the obligations of our suppliers and subcontractors, ensuring that our suppliers and subcontractors adhere to our ethical, regulatory, and sustainability standards. It mandates strict prohibition of forced or child labour, and outlines our requirements for ethical conduct, health and safety, human rights, working hours, compensation, and environmental conservation. Suppliers and subcontractors must ensure that their employees are aware of these standards along with their corresponding rights and responsibilities.

Selection

We have a stringent selection process to select suitable subcontractors and suppliers based on formal and objective assessments. Candidates are assessed based on financial stability, technical compliance, quality, ethical conduct, EHS, human rights and labour rights. Preference is given to subcontractors and suppliers who provide environmentally friendly products and services.

Evaluation

We conduct qualitative and quantitative evaluations to measure the performance of all subcontractors and suppliers. Sustainability is one of the priorities in this performance-based approach. We give priority to top-performing subcontractors and suppliers and may downgrade or remove underperformers from the approved supplier and subcontractor lists.

Monitoring

Subcontractors and suppliers are subject to continuous monitoring throughout the project life cycle to identify and mitigate potential risks to the supply chain. We implement strict internal procedures, alongside regular audits and inspections, to assess their ongoing performance.

To maintain fairness and prevent conflicts of interest, we segregated procurement duties, and all potential subcontractors and suppliers are provided with consistent guidance on procurement requirements and specifications, including technical clarifications. We have also implemented a two-layer declaration system. In addition to a self-declaration of interest, employees, suppliers, and subcontractors are required to sign a declaration confirming their compliance with business ethics, anti-collusion, and confidentiality.

We established a Task Force on Enhancing Subcontractor Management and Procurement to improve the existing mechanism of subcontractor management and procurement for construction works. It focuses on strengthening subcontractor selection, engagement, monitoring, and evaluation processes. During the Year, the Task Force improved the notification and reporting mechanism for underperforming subcontractors and tightened the control and monitoring of various subcontractor risk factors in contract execution process.

We enforce strict contractual conditions that include mandatory adherence to safety, environmental protection, management system protocols, and green building requirements, to mitigate health and safety and environmental risks in construction work, and ensure that our subcontractors operate responsibly.

To mitigate subcontractor risk, we issued a new Subcontractor Risk Management Policy during the Year. We prohibit unapproved downstream subcontracting and employment of non-listed subcontractors, and we have strengthened assessments of key risk factors associated with subcontractors. The key risk elements include manpower and equipment, workload capacity, health and safety, financial capability, work quality and other risks affecting business continuity. The project teams regularly review and update the risk mitigation measures specific to subcontractor risk.

Supplier and Subcontractor Engagement

We engage and communicate with our suppliers and subcontractors to strengthen supply chain management. Open communication is promoted through regular meetings and workshops, providing platforms for knowledge exchange and mutual growth. During the Year, we held a series of sustainability focus group discussions with our key subcontractors to gain insights into their perspectives on sustainability issues and expectations.

Community

The Group emphasises social responsibility and is committed to fostering positive change and supporting long-term development in the local communities we serve. Our commitment lies in understanding community needs and designing initiatives that address various societal needs. We focus on themes including joining hands to build a sustainable city, nurturing the next generation of talent, and serving the community. We proactively engage in community activities, volunteer services, and charitable initiatives to give back to the communities that have supported us and to contribute to societal improvement. Our continuous efforts have been recognised by the Caring Company Scheme, organised by the Hong Kong Council of Social Service, with the "15 Years Plus Caring Company Logo".

Joining Hands to Build a Sustainable City

Promoting Innovative Wastewater Treatment Technologies to the Public at DSD Open Day 2024
We participated in the Drainage Services Department (DSD) Open Day 2024, themed "Drainage Services by Technologies", to promote application of state-of-the-art technologies in enhancing wastewater treatment efficiency in Hong Kong. Our Graduate Trainees from the Environmental Engineering Department designed interactive games that effectively educated participants on wastewater and solid waste treatment. Our booth also showcased our environmental solutions using advanced water and wastewater treatment technologies.

As a special treat, participants received environmentally friendly seed pencils that can grow into plants, encouraging them to practise sustainability in their daily lives. Through the engagement, we enhanced our connections with the community and encouraged collective efforts towards a sustainable future.

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Sharing Water Sustainability Concepts with Students at Green Day in Ma Wan

The Group partnered with Rainbow Foundation, a non-profit organisation, to co-organise the Green Day in Ma Wan for the third consecutive year. With "Water Sustainability" as the theme of the event, our Graduate Trainee delivered an engaging session for over 30 primary school students, sharing the concepts of water sustainability and the innovative solutions adopted in our environmental engineering projects. The students also participated in a workshop with our volunteers at Noah's Ark Hong Kong to learn about water purification and distillation processes. Through the knowledge sharing and fun-filled outdoor activities, we sparked curiosity among the students about water sustainability and inspired them to consider pursuing a future in engineering.

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Nurturing the Next Generation of Talent

Inspiring the Next Generation of Engineers

We are dedicated to empowering young talent and equipping them with the skills and knowledge to thrive in the engineering field. By providing a variety of training programmes, including The HKIE Scheme "A" Graduate Training programme and Vocational Training Council Apprenticeship Programme, we have established a robust foundation for developing the next generation of engineers. Starting in 1984, we have fostered over 1,100 Graduate Trainees and Technician Trainees who have contributed to the Group and the industry. To instill a sense of social responsibility among the Graduate Trainees, we are enhancing our HKIE Scheme "A" Graduate Training programme to encourage participation in community services. We also provide opportunities for young engineering staff to engage in various outreach initiatives, enabling them to have an impact, connect with the community and foster a sense of shared value.

In addition, taking part in various outreach events allows us to inspire and motivate the younger generation to develop a passion for engineering. Over 30 of our Graduate Trainees participated in the Hong Kong Engineers Week 2024, organised by HKIE with the theme "Be the Change". The Graduate Trainees developed and facilitated interactive booth activities that integrated STEM (Science, Technology, Engineering and Mathematics) educational elements with practical experiences. The activities reflected the expertise of the young engineers in Building Services, Environmental Engineering, ICBT, as well as Lifts and Escalators. Our Graduate Trainees also shared their insights on the engineering field and the Group's significant role in infrastructure development in Hong Kong. We aim to spark an interest in engineering among the broader community and support the next generation in exploring career paths in the field, promoting a sustainable and innovative future for the industry.

Serving the Community

Run for Charity – The Community Chest Corporate Challenge 2024
Over 50 of our colleagues participated in The Community Chest Corporate Challenge 2024, which included a half marathon and a 10 km run. The event transcended a mere race; it served as an opportunity to support those in need, with all proceeds directed towards The Community Chest of Hong Kong's rehabilitation and aftercare services. Our participation in this meaningful event has promoted a more compassionate and inclusive society.

Chinese New Year Goodies Donation Programme
We have continued to participate in the Chinese New Year Goodies Donation Programme organised by the food recycling organisation Food Grace. This campaign promotes sustainable food management and community care by donating surplus food to the underprivileged. With the enthusiastic support of our employees, we collected a total of 84 items, weighing 15.3 kg, including cookies, candies, and canned goods. All the collected food was transferred to Food Grace and distributed to families in need, reflecting our commitment to the community.

ATAL Community Support – Site Assistant Programme
As part of our Group's signing of the "Racial Diversity & Inclusion Charter for Employers" with the Equal Opportunities Commission, we launched the ATAL Community Support – Site Assistant Programme in 2024. We created part-time site coordinator roles with flexible work schedules and competitive salaries for women balancing work and family responsibilities. The initiative helped women fulfil their potential in a harmonious work environment, championing equality and female empowerment.

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- Talent Development
- Occupational Health and Safety

We understand that our employees have been an integral part of the success of the Group. We have been devoting our best effort to fostering a people-centric, safe, healthy, inclusive, supportive and empowering work environment for our employees.

Feature Story: Enhancing Occupant Wellbeing at ATAL Tower

Our new headquarters, ATAL Tower, emphasises the importance of occupant experience. By incorporating biophilic design and providing people-centred facilities, we provide a vibrant work environment that promotes both mental and physical wellbeing.

ATAL Tower offers pleasant views of its green surroundings, fostering a connection to the natural environment for its occupants. We have also designed several seating areas surrounded by greenery to encourage employees to step outside for relaxation and enjoying nature. In addition to outdoor landscaping and a vertical green wall, we have strategically placed various plotted plants indoors to promote mental health of our employees. For physical health, we provide a gym facility where employees are welcome to exercise during their spare time, fostering a healthy and active lifestyle.

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Talent Management

The Group adopts a holistic approach to talent management, focusing on building a motivated and capable workforce across all levels. Our HR policies, guidelines and practices encompass all aspects of the business and employment lifecycle, from strategic manpower planning and talent acquisition to professional development and employee welfare and benefits, ensuring every aspect of the employee experience is thoughtfully managed. Clear communication channels such as the Employee Handbook and the corporate intranet keep employees informed and engaged, fostering alignment with the company's goals.

Talent Attraction and Retention

Our talent strategy is designed to attract, retain, and nurture top talent while solidifying our position in the competitive talent market. By building an employer brand that is supportive, caring, and passionate about professional growth, we aim to create a workplace that appeals to a wide range of candidates.

To maximise our talent acquisition efforts, we categorise potential employees based on categories that include young professionals, previous employees, and other identified sources of professional talent. Proactive recruitment strategies to attract young professionals include partnerships with universities and academic institutions, career talks, campus recruitment programmes, and career fairs. Our Employee Referral Programme, ATAL Alumni network, and presence on social media and job boards expand our reach to diverse audiences. By integrating these efforts with HR-Business Partnering, we are building a skilled and diverse workforce, strengthening our ability to establish a sustainable pipeline and ensuring that we remain agile, future-ready, and competitive in attracting and retaining the best professional talent.

In terms of employee retention, we foster a culture of appreciation and engagement. We roll out awards and recognition programmes each year that celebrate employee achievements at both individual and team levels. We present the Outstanding Employee Award, Best Graduate Trainee Award, Best Apprentice Award, Service Star Award, Long Service Award, and many others. We also offer competitive remuneration packages and comprehensive employee benefits, including medical, life, and personal accident insurance. Remuneration is regularly reviewed against market trends, business performance, and individual contributions to ensure fairness and provide motivation.

Employee Relations and Engagement

Workplace communication
The Group prioritises open dialogue and collaboration to build a connected and inclusive workplace culture. Leveraging diverse communication channels like the "Echo" Aerogram, corporate magazines, newsletters, and employee engagement surveys, the Group encourages employees to share feedback and ideas. Regular HR visits, focus group discussions, and top management communication sessions further address workplace concerns, with timely follow-up actions reflecting our dedication to employee satisfaction and engagement.

To strengthen connections, the Corporate HR Unit partners with our business units and other corporate units to adopt a people-first approach. Through initiatives like site visits and roadshows, we gain valuable insights into employee experiences and identify ways to improve. Employees are encouraged to reach out to HR personnel, so that their voices are heard and their needs are supported, reinforcing our commitment to fostering a caring and empowering work environment.

Employee Well-being
Recognising that employees perform the best when they are in their best health and have a sense of well-being, the Group organises various welfare programmes, including comprehensive health insurance to support employees in times of need.

We have also implemented family-friendly practices, such as the ATAL Scholarship Programme for Employees' Children. Launched in 2021, the programme rewards outstanding academic achievement of employees' children. In 2024, 30 children were awarded the scholarships.

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Leather Workshop

Dragon Boat Team

The ATAL Recreational and Welfare Affairs Club ("ARWA Club") plays an important role in strengthening a sense of belonging and encouraging a healthy work-life balance. The ARWA Club organises a series of sports, recreational and welfare activities for our employees. Several sports teams have been formed, and gatherings, friendly matches, and training sessions were organised during the Reporting Period. Some of the recreational and welfare activities organised by the ARWA Club also welcome families, encouraging employees to spend leisure time with their family members.

Case Study: Celebrating Mother's Day

To honour the mothers among us and their invaluable contributions, a Mother's Day special programme was organised for colleagues, their mothers and children to coincide with the Mother's Day. The event was filled with warmth and joy, creating cherished memories for all. As a token of our love and gratitude, each mother received a personalised card and gift.
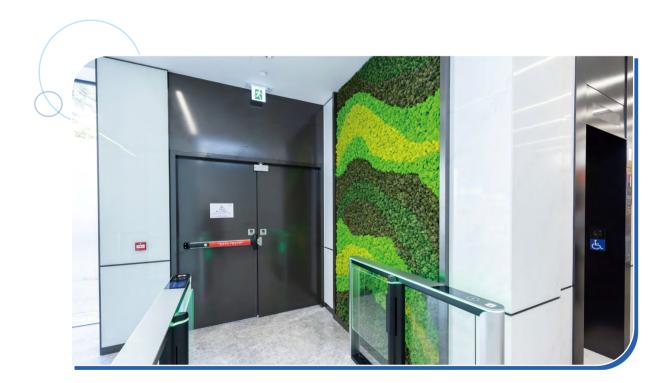
Diversity, Equity and Inclusion

The Group strives to cultivate a diverse and inclusive workplace where all employees are treated with respect and fairness. In fostering a culture of inclusion, we ensure legal compliance and accountability. We have zero tolerance for any forms of discrimination, harassment, or unjust treatment, and provide equal opportunity for all individuals regardless of race, colour, ethnicity, national origin, gender, age, marital status, sexual orientation, or religious and political beliefs. Internal policies and operating procedures are in place to prevent any form of discrimination.

To ensure accessibility for all, we have integrated a range of inclusive features into the architectural design of ATAL Tower. These features include a reception area that accommodates wheelchair users, automatic doors at the entrances and washrooms on each floor, and a keypad operating panel at lift lobbies equipped with essential control buttons for the disabled. These thoughtful barrier-free design elements make possible an inclusive and accessible environment, and create a space where everyone can feel welcome.

We regularly invite representatives from the Equal Opportunities Commission to share information on anti-discrimination, including anti-discrimination ordinances in Hong Kong and how to avoid and respond to discrimination and harassment. All employees are required to attend the training to help maintain a respectful workplace. By incorporating diversity and inclusion training and promoting anti-discrimination practices, we remain dedicated to creating a supportive and equitable environment.

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Diverse workforce

The Group recognises the value of a multi-generational workforce, and creates opportunities for employees at all stages of their careers. For instance, we offer employment opportunities for retired employees who wish to continue their careers beyond the retirement age, enabling us to support them while engaging their extensive experience and skills.

We foster a workplace where individuals from all cultural backgrounds are respected. We actively support ethnic inclusion through partnerships with minority organisations and participation in initiatives like the "Racial Diversity & Inclusion Charter for Employers" launched by Hong Kong's Equal Opportunities Commission. To ensure inclusiveness in daily operations, we provide tailored support for employees from diverse cultural and linguistic backgrounds, including conducting regular Cantonese language exchange sessions for minority employees and English classes for employees from Mainland China to assist them in adapting to both work and personal life in Hong Kong. We also develop bilingual event promotional materials to increase participation and engagement among the diverse workforce.

To create job opportunities for underrepresented groups, the Group has recently launched several new initiatives. These include collaboration with other education centres or non-governmental organisations to provide job opportunities for students with special needs. These efforts reflect our ongoing commitment to foster an inclusive, supportive, and diverse workplace where individuals from all backgrounds can thrive.

Human Right and Labour Standards

The Group maintains a strict commitment to human rights in its operations and throughout its supply chain. We have zero tolerance for unethical employment practices, such as child labour, illegal or forced labour, and human trafficking.

To maintain an ethically responsible workplace, we have implemented stringent internal policies and operational procedures. All employees are required to adhere to the Code of Conduct and the related HR policies. The recruitment process includes thorough identity verification and eligibility assessment to prevent unethical practices. Guidelines on work patterns, rest days, holidays, leave entitlements, and termination procedures are clearly defined to protect employee rights. We have a Grievance Handling Policy to address potential violations. Employees are advised to address grievances initially with their immediate supervisor or manager. If necessary, they may escalate the matter to business/corporate unit heads, HR, or senior leadership. We take employee grievances seriously and aim at providing prompt and fair resolution.

Talent Development

We place great importance on nurturing our employees and empowering them to thrive in their careers. By offering comprehensive training programmes and development opportunities, we foster a culture of innovation and excellence, enabling our team to stay ahead of the curve in the E&M industry. Our commitment goes beyond our own workforce, as we actively contribute to developing talent for the whole industry, creating a lasting impact on both individuals and the wider community.

Investing in Youth

To nurture the future generation of professionals in the E&M industry, we invest in the growth and development of young people. By fostering fresh perspectives and innovation, we ensure a dynamic and forward-looking workforce. We offer career talks, summer internships, and hands-on industrial attachment opportunities, providing valuable experience that inspires and prepares the next generation of industry professionals. To support youth career progression, we have structured development pipelines, such as the Summer Trainee to Graduate Trainee pipeline and the Higher Diploma Industrial Attachment to Assistant Engineer pipeline.

Case Study: Collaboration with Local Education Institutions to Nurture Young Professionals

Following the signing of a Memorandum of Understanding between the Group and the Technological and Higher Education Institute of Hong Kong ("THEi") in 2023, the Group offers internship and job opportunities to THEi students. High-performing summer trainees will receive conditional offers to return to the Group as graduate trainees after graduation. We also launched the ATAL Scholarship Programme which recognises the best students who complete an internship or part-time job at the Group, and supports ongoing development of the young professionals in the E&M engineering industry.

Nurturing Talent

The Group is committed to fostering a culture of continuous learning and growth. Through our structured training and development ("T&D") framework, T&D System, and T&D Advisory Committee, we design and implement a wide range of professional development and training programmes that meet the unique personal and career development needs of employees at all levels and align with job requirements and our business goals.

We support career progression of our employees. We regularly meet with different business units and department heads to identify high-potential individuals and their career development needs. After arranging career conversations with them to identify their development needs, we devise tailored management training plans, including coaching, job rotation, and external networking exposure to help them gain essential skills and experience. Eligible employees are also entitled to sponsorship for part-time degree programmes, company sponsored training, and overseas training.

We understand the importance of keeping our training programmes relevant and fit-for-purpose in an ever-changing industry. The Group adopts the "Plan, Do, Check, Act" approach to ensure our training programmes are effectively analysed, designed, delivered and evaluated. Our training programmes and course materials are regularly reviewed and updated to align with the latest developments and industry standards.

Case Study: Revamped Training Programmes to Meet Specific Professional Development Needs
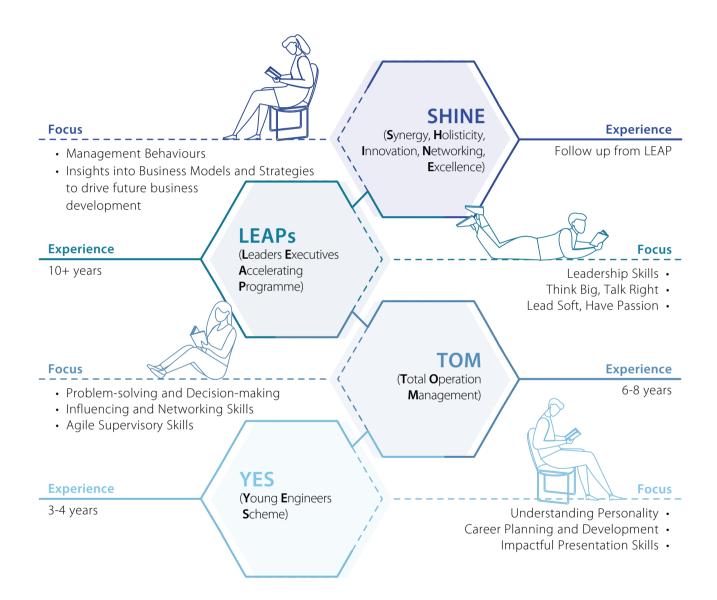
In 2024, we reviewed our training programmes and revamped our Building Services Skill Enhancement Scheme for Technicians programme as the ATAL Diploma in Leading E&M Maintenance programme. The revamped programme consists of both structured theoretical knowledge classroom training and practical training to equip the dedicated employees with essential skills and technical expertise in key areas of E&M maintenance services in setting of various building types, including data centre, water treatment plant and hospital.

In view of our more frequent business connections with the Mainland China, we also launched a new training series to provide our employees with up-to-date knowledge, focused on the recent developments in Mainland China to enhance our young engineers' understanding of the emerging trends.

The revamp and launching of new training series reflect our commitment to professional development by offering a systematic and fit-for-purpose approach to training. We believe that regular review of our training programmes not only improves workforce competencies but also trains industry-ready professionals who can deliver high-quality services and products.

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Tailored Development Programmes

We provide tailor-made training programmes designed to support engineers at various stages of their careers, helping them develop the skills and knowledge needed for professional growth.

SHINE
(**S**ynergy, **H**olisticity, **I**nnovation, **N**etworking, **E**xcellence)

LEAPs
(**L**eaders **E**xecutives **A**ccelerating **P**rogramme)

TOM
(**T**otal **O**peration **M**anagement)

YES
(**Y**oung **E**ngineers **S**cheme)

Focus
- Management Behaviours
- Insights into Business Models and Strategies to drive future business development

Experience
10+ years

Focus
- Problem-solving and Decision-making
- Influencing and Networking Skills
- Agile Supervisory Skills

Experience
3-4 years

Experience
Follow up from LEAP

Focus
Leadership Skills •
Think Big, Talk Right •
Lead Soft, Have Passion •

Experience
6-8 years

Focus
Understanding Personality •
Career Planning and Development •
Impactful Presentation Skills •

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Structured Training Programmes
We offer structured training programmes that are designed to meet the needs of our employees, enhancing their skills and supporting their professional development.

HKIE Scheme "A" Graduate Training Programme
Target : Graduate Trainees

To equip graduate trainees with the essential technical and managerial knowledge and skills to become professional engineers. The programme offers diverse training activities and mentorship, laying a solid foundation for their engineering careers and future development.

In addition to the Mechanical, Electrical, Environmental, Building Services and Energy disciplines under the HKIE Graduate Training Scheme, the Group recently successfully applied for the new disciplines of Control, Automation and Instrumentation and Electronics.

Vocational Training Council Apprenticeship Programme
Target : Apprentices

To develop professional and multi-skilled technicians through on-the-job training, mentorship, and educational support, including training subsidies.

12 Training Series
Target : All Employees

To provide the entire workforce with comprehensive job-related knowledge and skills.

The well-defined classification system used in the training series establishes clear learning objectives, which are regularly reviewed by the T&D Advisory Committee to ensure they remain aligned with industry knowledge and market trends.

Technical Skills	Project Management	Compliance	ATAL Familiarisation
Building Information Modelling	Management Sharing	People Management	Contract Management
Quality, Safety, Environment and Sustainability	Corporate Functions	Soft Skills	Enterprise Resources Planning, Information Technology

Joint Training Programmes

We deliver joint training programmes, collaboratively designed by the T&D team and various business units, to create tailored curricula that address specific needs and ensure a purpose-driven approach to professional development.

ATAL Diploma in Leading E&M Maintenance

Target Group : Employees involved in the E&M maintenance services

Course Duration : 1.5 years

Focus : Fire services, mechanical ventilation and air-conditioning, electrical services, and plumbing and drainage for operations and maintenance of building services, Building Management System maintenance, and key elements of building services for data centres, water treatment plants and hospital settings

Objective : To enhance the technical skills, knowledge, and capabilities of employees working in E&M maintenance services.

Building Services Technical Training Scheme for Talent

Target Group : Building services engineering staff

Course Duration : 2 years

Focus : Heating, ventilation, and air conditioning, electrical services, plumbing and drainage, fire services & contract management

Objective : To develop our engineering staff into well-rounded professionals with the essential building services knowledge to meet their job requirements.
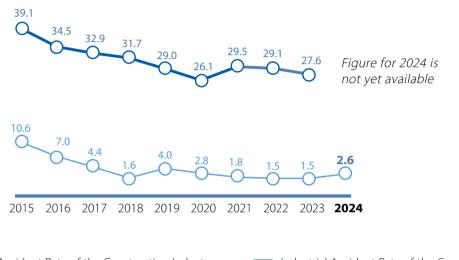
ATALent: Our Online Training Information System

ATALent, our online training information system, empowers our employees to take charge of their professional growth. It is an intuitive platform that offers easy access to a wealth of up-to-date training information and course materials. It enables our employees to enhance their skills and knowledge at their own convenience and promotes a culture of self-improvement and continuous learning.

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Occupational Health and Safety

We believe that strong safety leadership and robust safety management, along with innovation, are essential for safeguarding health and safety of all employees and subcontractors. We have achieved zero fatalities and low industrial accident rates in comparison to the average industrial accident rates of the construction industry in Hong Kong over the years.

Industrial Accident Rate of the Construction Industry in Hong Kong and the Group

Figure for 2024 is not yet available

Construction Industry line: 39.1, 34.5, 32.9, 31.7, 29.0, 26.1, 29.5, 29.1, 27.6

Group line: 10.6, 7.0, 4.4, 1.6, 4.0, 2.8, 1.8, 1.5, 1.5, **2.6**

2015 2016 2017 2018 2019 2020 2021 2022 2023 **2024**

— Industrial Accident Rate of the Construction Industry in Hong Kong [3]

— Industrial Accident Rate of the Group [4]

Number of fatality and confirmed cases of occupational diseases:

0

Industrial accident rate [4]:

2.6

[3]   Source from Labour Department, HKSAR Government
[4]   A reportable industrial accident is defined as an incident resulting in 3 days or more of sick leave. Industrial accident rate per 1,000 employees and subcontractor workers = (Number of reportable industrial accidents sustained by an employee or a subcontractor worker/Average number of employees and subcontractor workers in the Reporting Period) x 1,000

Safety Leadership and Responsibility

We ensure effective leadership in occupational health and safety by clearly delineating responsibilities among general staff, EHS professionals, operational management, senior executives, and the Board. Through open communication and active engagement, we foster a safety-first culture at all levels of the Group.

Health and Safety Management
Our EHS Policy commits us to minimising potential hazards and ensuring a safe and healthy workplace. To effectively manage health and safety matters, we have implemented an integrated management system that is certified under the ISO 45001:2018 Standard across our operations. It provides detailed policies, objectives, targets, and evaluation mechanisms. Based on the system, our QSE Manual provides clear standards, practical guidelines, and measures for health and safety management. To safeguard our employees and stakeholders and ensure business continuity, the Crisis Management Plan also addresses occupational health and safety concerns.

The Corporate QSE Unit is responsible for overseeing the implementation, upkeep, and enhancement to the QSE management system. The Corporate EHS Committee and various Site EHS Committees across different business units monitor on-site implementation. To enhance safety, we conduct regular reviews of safety objectives, targets, and effectiveness. We also ensure that our QSE documentation is aligned with the most recent revisions of applicable legislations and standards. For instance, we updated our procedures and work instructions during the Year to comply with the revised Code of Practice for Safety and Health at Work in Confined Spaces.

We place a high priority on subcontractor safety as part of our supply chain management. Our Code of Conduct for Suppliers and Subcontractors requires all our subcontractors to adhere to our stringent safety standards. Continuous communication and collaboration with our subcontractors enable us to evaluate and improve the safety of frontline workers, prevent potential accidents, and raise safety awareness.

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Risk Management and Performance Monitoring

We take a proactive and structured approach to managing risks and monitoring safety performance. Job hazard identification and risk assessment are carried out, enabling us to develop and implement appropriate mitigation measures for occupational health and safety. We implement mandatory improvements to safety measures by adopting dynamic risk assessment through pre-work briefing sessions on changing risks throughout the different stages of projects. Workers are required to present information on hazard identification, safe work procedures and control measures during the briefing sessions to ensure understanding of work processes and safety requirements.

To evaluate the health and safety performance of our daily operations, we have delegated in-house teams and independent third parties to perform periodic inspections and audits. We conduct both scheduled and surprise site visits to ensure that safety measures are effectively implemented. Through routine measures including the Cross Business Unit QSE Inspection Scheme and senior management walks, our management and various business units collaborate to exchange best practices and ideas for enhancing safety on construction sites. Additionally, we analyse safety performance data, including injuries, dangerous occurrences, near-miss events, and accidents involving subcontractors, from incident reporting and site observations. Relevant data and findings are presented at the regular Site EHS Committee meetings and reviewed by the Corporate EHS Committee to assess the effectiveness of safety measures.

Health and Safety Awareness

Within construction sites, we maintain safety standards and promote a culture of safety. We conduct training and promotional events for our staff and subcontractors to enhance their awareness of work safety and to emphasise their roles and responsibilities. We also increase safety consciousness at an early stage in young engineers' careers through integrating safety elements into the HKIE Scheme "A" Graduate Training programme.

Alongside Mandatory Basic Safety Training, we regularly conduct seminars and workshops on specific safety-related topics, such as work-at-height safety, prevention of heat stroke at work, and safety concerns about working on ceiling void, with the objective of providing comprehensive health and safety information.

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Case Study: Act Together for Work Safety Campaign

In 2024, the Group launched the Act Together for Work Safety campaign to enhance safety awareness and promote the concept of "Safety is Everyone's Responsibility". The campaign is leadership-driven, stressing the necessity of prioritising safety in all operations and charging all employees with embracing safety as a paramount concern.

This year, the campaign focused on methodologies to reduce hazards and risks related to working at height. We provided our employees with a series of comprehensive guidelines and training on the proper and safe use of various equipment, including light-duty working platforms, power-operated and manual elevating working platforms, mobile aluminium towers, bamboo scaffolding, and fall arrest systems.

Our management and engineering teams conducted unannounced inspections to assess safety management of work at height. Project managers and maintenance managers are required to submit an inspection report on implementation of safety measures. We also shared the outcomes of the campaign and exchanged insights with our employees and subcontractors, promoting a culture of safety along our value chain.

We regularly publish newsletters, including *Safety Alert* and *Safety Starts With Me* which focus on recent accident cases and safety best practices, as well as *Healthy Living* which shares health tips. We aim to encourage our staff and subcontractors to take personal responsibility for safety, fostering a culture in which safety is viewed as a shared obligation.

Safety Innovation

We value and promote safety innovations and adopt safety technologies and smart devices to improve the safety of our construction operations. These technologies aid in the prevention of accidents and facilitate prompt responses during emergencies, thereby protecting lives. We established a Task Force on Smart Site Safety System to improve work safety by leveraging cutting-edge technology. Experts from different fields work collaboratively to develop, implement, and maintain smart site safety systems for different projects specific to particular job hazards.

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ATAL Smart Site Safety System

Office

1 Centralised Management Platform
- Manage signals or alerts from the Smart Site Safety System and monitor site safety performance online.

2 Digital Works Supervision System
- Facilitate digital submission, review, and approval of works and inspection documents to enhance work supervision.

3 Construction Reality Capture Software
- Facilitate remote tracking of site safety and work processes and enable effective dynamic risk assessment and analysis.

4 Virtual Reality Training for Safety
- Allow participants to experience high-risk activities and the severe consequences of accidents.

5 Robotic Welding
- Automate welding process by utilising robotic arms equipped with welding heads.

MiMEP Centre

DfMA-MiMEP allows manufacturing of MEP components in a controlled factory environment. This approach can reduce safety risks associated with on-site works.

6 Smart Safety Helmet
- Monitor health conditions and real-time locations of workers and detect accidental falls.

7 Smart Safety Harness System
- Implement a real-time monitoring, alert and reporting system to identify improper harness use by workers on elevated platforms and scaffolds.

8 Secondary Guarding Device
- Issue an early warning signal to avoid any entrapment hazard relating to the use of mobile elevated work platforms.
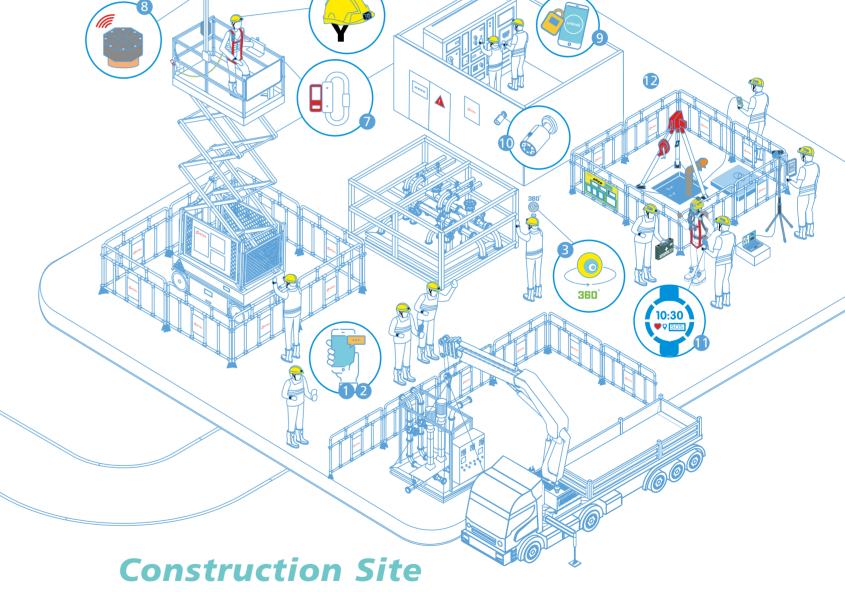
9 Bluetooth Smart Lock
- Control direct access for E&M facility rooms and main switchboards and monitor access records.

10 AI Safety Monitoring System
- Identify predefined violations and monitor signs of body motion among the workers.

Construction Site

11 Smart Watch
- Monitor workers' key health metrics and location in real-time and issue alerts in case of abnormal vital signs.

12 Confined Space Monitoring System
- Integrate various smart devices for permit entry, environmental risk monitoring and real-time alerts in case of any parameter that exceeds the pre-determined safety levels.

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Confined Space Monitoring System
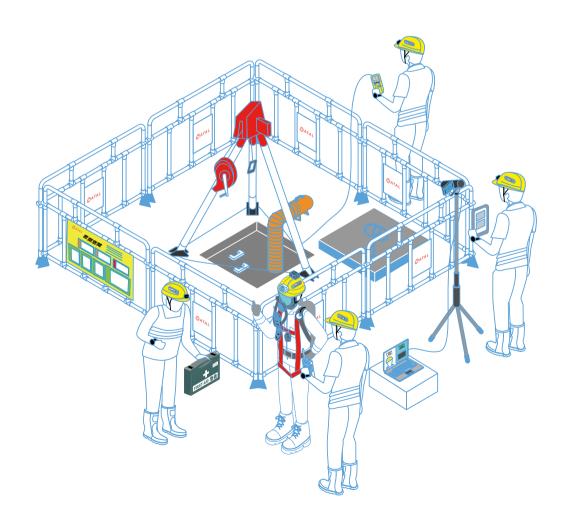
An all-round smart monitoring system that integrates various devices, such as air monitoring alarm, to enhance safety in confined spaces and enable immediate rescue operations in emergencies.

- Keep a detailed entry and exit log of confined spaces.

- Permit entry into confined spaces for certified workers wearing a smart helmet equipped with radio-frequency identification.

- Monitor concentration levels of common atmospheric hazards as well as other environmental parameters in confined spaces.

- Enable real-time alerts for any monitoring parameter that exceeds the pre-determined safety levels or if any anomalies in workers' conditions are detected.

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Case Study: Smart Site Safety System Labelling

The Smart Site Safety System ("4S") Labelling Scheme, established by the Development Bureau of the HKSAR Government and the Construction Industry Council, aims to enhance safety performance at construction sites through adoption of advanced technologies. Projects that have successfully adopted and passed the assessment for proper adoption of 4S will receive plaques with unique identification.

One of our environmental engineering projects is in the first batch to be awarded the 4S label. This project implemented several smart initiatives, including smart watches for workers to monitor their health conditions and provide emergency alerts, real-time 360 cameras for monitoring of danger zones for mobile plants to prevent collisions, and an AI Safety Monitoring System for real-time detection of unsafe behaviours and personal protective equipment compliance. The implementation of 4S provides an extra layer of protection to ensure safety. During the construction period of this project, no safety incidents were recorded.

In addition to this project, we have some other projects that have been awarded the 4S Label. We will continue to enhance safety in construction sites through innovation and technology.

REINFORCING BUSINESS ETHICS AND INTEGRITY

In this Chapter
- Business Ethics and Integrity
- Privacy and Cybersecurity
- Legal Compliance

The Group demonstrates a strong commitment to business integrity and ethics. We maintain transparent, accountable, and responsible interactions with our partners, customers, employees, and the broader community. We have implemented measures to prevent unethical business practices and to ensure adherence to compliance standards.

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Business Ethics and Integrity

We integrate transparency, accountability, and ethical conduct into all facets of our operations. Our Code of Conduct establishes clear internal standards to guide business interactions following the highest ethical standards. We maintain zero tolerance for illicit activities such as extortion, fraud, money laundering, corruption, and anti-competitive activities.

As part of our effort to support the sustained advancement of anti-corruption initiatives in the construction sector, we have subscribed to the Construction Industry Integrity Charter 2.0. We aim to enhance the Group's ethical management, anti-corruption capabilities and employee awareness through a series of seminars and training programmes. The Group has at least one senior management staff member completing on average at least one hour of integrity training annually, highlighting our leadership's commitment to ethical standards.

Staff orientation conducted for new employees underscores the significance of anti-corruption measures and the management of conflicts of interest. During orientation sessions, new employees are acquainted with the Group's Code of Conduct and the Group's zero-tolerance stance on unethical behaviours. This proactive approach raises ethical awareness among employees from the beginning of their careers with the Group. Additionally, existing employees are required to reaffirm their understanding and compliance with the Code of Conduct annually.

Anti-corruption

Our Code of Conduct outlines clear principles regarding bribery, corruption, fraud, and conflicts of interest. All employees must declare any potential conflicts of interest upon joining the Group and regularly renew these declarations. By utilising our automated Human Resources Information System, we have optimised this process, allowing timely submission of declarations without depending on conventional paper-based methods.

We have implemented substantive measures to strengthen our anti-corruption initiatives and improve awareness throughout the Group. To ensure a top-down commitment, our Board members participate in regular anti-corruption training. The Independent Commission Against Corruption was invited to conduct two online training sessions for our employees in Hong Kong during the Year, focusing on corruption risks and prevention measures specific to the construction industry. All employees from both business units and corporate units were required to pass a post-training assessment to ensure effective knowledge transfer.

During the Year, there were no suspected or concluded legal cases relating to corruption activities brought against the Group or its employees.

Prevention of Anti-competitive Practices

The Group takes a proactive approach in ensuring strong, continuing and all-around compliance with competition law. In addition to the policies on competition and procurement detailed in our Code of Conduct, our Hong Kong Competition Law Compliance Manual sets out regulations and guidelines for ethical dealing with competitors, vendors, distributors, and indirect resellers.

We regularly disseminate information on competition law to our employees. We have incorporated training on prevention of anti-competitive practices into staff orientation, and we organise regular training to promote awareness and compliance with the Competition Ordinance. During the Year, three online training sessions on prevention of anti-competitive practices conducted by Competition Commission were provided for all business unit employees. In addition, in May 2024, the Group engaged an external law firm to provide legal training on the Competition Ordinance and Competition Commission enforcement update. All employees from business units were required to pass a post-training assessment to ensure effective knowledge transfer.

Whistleblowing

We maintain a Whistle-blowing Policy and provide a confidential reporting channel to promote the reporting of potential violations and malpractice. All reports are investigated promptly and fairly, with appropriate follow-up actions, including disciplinary measures, termination of employment, and other preventive measures. We also safeguard whistle-blowers against unfair dismissal, victimisation, and unjust disciplinary actions.

Privacy and Cybersecurity

Cybersecurity

We have established an information security management system and have successfully achieved ISO 27001 certification. We aim to minimise the risk of potential cybersecurity incidents and improve the security and integrity of all data processed within the organisation by implementing a more robust system.

Recognising that this information security management system will not be effective without staff awareness and cooperation, we implement cybersecurity awareness training programmes and regularly disseminate cybersecurity reminders to all personnel. The training programmes are intended to equip employees with essential knowledge and skills to identify and respond to potential cybersecurity threats. The reminders provide continuous reinforcement of training and maintain staff vigilance and preparedness.

Data Privacy and Intellectual Property Rights

The Group acknowledges our duty to protect data privacy and observe regulatory compliance, to safeguard proprietary intellectual property and confidential information throughout the Group. Our Operation Manual delineates specific procedures for the management of intellectual property, including requirements for patent protection for all products and software-related inventions, in compliance with the laws and regulations of the countries in which we operate.

We have implemented a comprehensive Personal Data and Privacy Policy to safeguard against the misuse of confidential, privileged or personal information entrusted to us. This policy outlines the obligations and procedures related to data collection, retention, access, and correction. All employees must sign the Intellectual Property, Staff Invention, Confidential Information Agreement, and Staff Declaration on Software Policies upon joining the Group. Violations may lead to disciplinary measures, including termination.

Legal Compliance

We adhere to all laws and regulations, acknowledging that any violations may affect our operations, performance, financial standing, and reputation. We have established stringent policies, guidelines, and practices to ensure compliance, while keeping abreast of current and emerging legal requirements for our business through regular internal reviews. Significant updates and amendments are promptly communicated to our employees. We raise awareness throughout the Group via a newsletter series, *Compliance Starts With You*, which provides compliance-related information.

The table below provides a summary of our performance in compliance management for the Year:

Compliance category	Significant reportable cases [5] of breaches in legal or regulatory compliance in 2024
Business Practices (relating to corruption and anti-competitive practices)	No reportable cases
Employees and subcontractors (relating to employment practices, labour standards, and occupational health and safety)	No reportable cases
Product Responsibilities (relating to customer privacy, product and service information, and customer health and safety)	No reportable cases
Environment (relating to air and greenhouse gas emissions, discharges to water and land, and waste generation)	No reportable cases

[5] The number of significant reportable cases of non-compliance with relevant laws and regulations. The level of significance of the non-compliance is determined by considering the material effect it has on the Group; or the environment and society and the monetary value of the penalty (i.e., fines over HK$50,000 are considered significant).

ABOUT THIS REPORT

This ESG Report provides an overview of our sustainability strategy, policies, practices, and key performance on material sustainability topics relevant to our stakeholders. It covers the reporting period from 1 January to 31 December 2024 (the "Year" or the "Reporting Period").

This ESG Report is available in both English and Chinese, with the English version serving as the official text in case of any differences.

Reporting Boundary

This ESG Report focuses on the material sustainability performance of our core business operations in Hong Kong, Macau, Mainland China, and the United Kingdom, while excluding businesses where we hold less than 50% equity interest. We remain committed to regularly evaluating our business activities and their sustainability impacts, adjusting the reporting boundary as needed, guided by the principle of materiality [6].

Reporting Standards

This ESG Report has been prepared in accordance with the ESG Reporting Code outlined in Appendix C2 of the Rules Governing the Listing of Securities on the HKEX. In compiling this ESG Report, we have adhered to the four key reporting principles of materiality, quantitative, consistency, and balance to ensure the accuracy and reliability of the information presented.

Reporting Principles	The Group's Application
Materiality	The ESG Report highlights the significant economic, environmental and social impacts of the Group's operations. We have identified key sustainability issues for disclosure through ongoing communication with stakeholders and a materiality assessment.
Quantitative	Quantitative data are provided wherever possible along with comparative figures. The standards, methodologies and assumptions used for calculations have also been disclosed.
Consistency	We have employed consistent methodologies in measuring and calculating data for disclosure, allowing for a meaningful comparison of our ESG performance over years. To ensure the quality and accuracy of the disclosed information, we have conducted due diligence and provided specifics as changes occur.
Balance	This ESG Report is presented in an objective and transparent manner to offer an unbiased overview of the Group's ESG performance.

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[6]   The data collection scope of environmental performance indicators has been extended to include all offices, depots, workshop, warehouses, staff quarters and construction sites in all regions of the Group's business operation, as well as manufacturing facilities and MiMEP Centres in Mainland China.

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Report Approval

We take responsibility for ensuring the accuracy and reliability of the information presented in this ESG Report. All the information presented in this Report is based on our internal policies and statistical data. The content of this ESG Report has been reviewed and approved by the Board, reflecting our commitment to transparency and accountability.

Report Publication and Contact

This ESG Report is available on the websites of the HKEX (www.hkexnews.hk) and the Group (www.atal.com).

We welcome and value your feedback and suggestions on our ESG Report and performance.

Email: sustainability@atal.com

KEY STATISTICS

Environmental Key Performance Indicators

Environmental Key Performance Indicators [7]	2021	2022	2023	2024	Unit
Air Emissions					
Nitrogen oxides (NO$_x$) [8, 9]	816.3	670.4	854.8	1,379.4	kg
Sulphur oxides (SO$_x$) [8]	4.0	3.6	14.7	21.3	kg
Particulate matter (PM) [8, 10]	294.2	577.5	677.7	119.8	kg
Non-methane hydrocarbon [10]	33.0	107.1	9.8	70.1	kg
Xylene [10]	0.0	1.9	0.0	0.0	kg
Volatile organic compounds (VOC) [10]	0.0	39.9	0.0	0.0	kg
GHG Emissions					
Scope 1 Direct Emissions					
Combustion of fuels in stationary sources [11]	0.0	5.2	20.2	52.0	tonnes of CO_2-e
Combustion of fuels in mobile sources	591.3	523.6	537.5	605.1	tonnes of CO_2-e
Fugitive emissions from equipment and systems [12]	17,206.5	10,467.0	1,399.3	10,376.5	tonnes of CO_2-e
Fugitive emissions from welding and cutting [13]	1.0	1.1	0.5	0.6	tonnes of CO_2-e
Scope 1 total	**17,798.7**	**10,996.9**	**1,957.6**	**11,034.2**	**tonnes of CO_2-e**

[7] Slight discrepancies may exist between the sum of the individual items and the totals due to rounding.

[8] From unleaded petrol and diesel consumed by vehicles, and diesel consumed by generators in construction sites.

[9] From natural gas consumed in the manufacturing process in the lift and escalator manufacturing facilities in Nanjing and in the staff quarters in Zhuhai. The 2022 and 2023 data have been updated to more precisely reflect the actual NO$_x$ emissions.

[10] From the manufacturing process in the lift and escalator manufacturing facilities in Nanjing. Figures of previous years are disclosed to align with the extended scope of disclosure of the environmental performance indicator in 2024.

[11] From diesel consumed by generators in construction sites, and natural gas consumed in the manufacturing process in the lift and escalator manufacturing facilities in Nanjing and in the staff quarters in Zhuhai. The 2022 and 2023 data have been updated to more precisely reflect the actual GHG emissions from the combustion of fuel in stationary sources.

[12] 99.9% of the fugitive emissions from equipment and systems come from our hydraulic pressure tests for clients' pressurised cylinders of fire suppression systems in Hong Kong. Due to technical constraints in the industry, a certain amount of fire suppression agents was emitted during hydraulic pressure testing.

[13] From welding and cutting in the lift and escalator manufacturing facilities in Nanjing. The 2023 data have been updated to more precisely reflect the actual fugitive emissions from welding and cutting.

Environmental Key Performance Indicators	2021	2022	2023	2024	Unit
GHG Emissions					
Scope 2 Energy Indirect Emissions					
Purchased electricity	1,179.8	1,396.9	1,184.2	1,449.7	tonnes of CO_2-e
Purchased cooling [14]	338.7	363.1	374.2	335.5	tonnes of CO_2-e
Scope 2 total	**1,518.5**	**1,760.0**	**1,558.4**	**1,785.2**	**tonnes of CO_2-e**
GHG emissions in total (Scope 1 and 2)	**19,317.3**	**12,756.9**	**3,516.0**	**12,819.5**	**tonnes of CO_2-e**
GHG intensity (Scope 1 and 2, by floor area)	**41.5**	**21.8**	**6.0**	**19.7**	**tonnes of CO_2-e/thousand ft^2**
Scope 3 Other Indirect Emissions [15]					
Paper waste disposal [16]	142.8	138.8	51.2	0	tonnes of CO_2-e
Use of fresh water [17]	1.4	1.8	1.6	1.2	tonnes of CO_2-e
Sewage discharge [17]	0.7	0.9	0.8	0.6	tonnes of CO_2-e
Business air travel	10.9	8.7	68.3	228.5	tonnes of CO_2-e
Use of sold products [18]	N/A	N/A	N/A	7,287.5	kilotonnes of CO_2-e

[14] Include cooling from the facility management companies for centralised air conditioning systems in Hong Kong only.
[15] Not all Scope 3 activities along our value chain are covered.
[16] For Hong Kong and the United Kingdom operations only. The 2023 data have been updated to more precisely reflect the actual GHG emissions from disposal of paper waste.
[17] For Hong Kong operations only.
[18] The Group discloses the Scope 3 GHG emissions related to the Category 11: Use of Sold Products for the first time in 2024. Figures of the previous years are not available. These emissions include the use-phase GHG emissions of air conditioning and handling systems, and lighting sold, which together account for more than 80% of our total Scope 3 GHG emissions based on the screening results.

Environmental Key Performance Indicators	2021	2022	2023	2024	Unit
Generation of Hazardous and Non-hazardous Waste					
Generation of Hazardous Waste [19]					
Waste electrical and electronic equipment [20]	8.1	9.9	10.0	8.1	tonnes
Waste cartridges	0.1	0.2	0.2	0.2	tonnes
Waste toner bottles	0.01	0.16	0.06	0.09	tonnes
Waste filter cotton [21]	0.077	0.106	0.003	0.010	tonnes
Waste paint buckets [22]	0.7	3.2	1.6	1.2	tonnes
Waste activated carbon [23]	0.0	4.0	5.1	4.4	tonnes
Waste paint residue [24]	0.7	3.5	3.0	1.5	tonnes
Waste hydraulic/lubricating oil and oil packaging drums [25]	0.7	0.2	1.5	0.8	tonnes
Waste rags [26]	0.03	0.02	0.00	0.00	tonnes
Spent sawdust [27]	0.0	0.0	0.1	0.0	tonnes
Total hazardous waste	**10.3**	**21.3**	**21.6**	**16.3**	**tonnes**
Hazardous waste intensity (By floor area)	**0.02**	**0.04**	**0.04**	**0.03**	**tonnes/thousand ft²**

[19] The figures of previous years have been updated to more precisely reflect the actual amount of hazardous waste generated.

[20] From the estimated weight of personal computers, notebooks, liquid crystal displays, printers, servers, switch and network-attached storage devices, hard disk drives, tablets, compact discs, and other electronic devices donated, and the amount of waste batteries generated.

[21] From the waste filter cotton generated by the lift and escalator manufacturing facilities in Nanjing. Other business operations do not involve generation of such waste.

[22] From the waste paint bucket generated by the lift and escalator manufacturing facilities in Nanjing. Other business operations do not involve generation of such waste.

[23] From the waste activated carbon generated by the lift and escalator manufacturing facilities in Nanjing. Other business operations do not involve generation of such waste.

[24] From the waste paint residue generated by the lift and escalator manufacturing facilities in Nanjing. Other business operations do not involve generation of such waste.

[25] From the waste hydraulic/lubricating oil and oil packaging drums generated by the lift and escalator manufacturing facilities in Nanjing and in provision of building services and lifts and escalators maintenance services in Hong Kong and in provision of lifts and escalators installation and maintenance services in the United Kingdom. Other business operations do not involve generation of such waste.

[26] From the waste rags generated in provision of lifts and escalators maintenance services in Hong Kong. Other business operations do not involve generation of such waste.

[27] From the spent sawdust generated in provision of lifts and escalators maintenance services in Hong Kong. Other business operations do not involve generation of such waste.

Environmental Key Performance Indicators	2021	2022	2023	2024	Unit
Generation of Hazardous and Non-hazardous Waste					
Generation of Non-hazardous Waste					
By recycling					
Metal	1.7	1.1	0.9	0.9	tonnes
Paper	10.3	8.4	11.1	36.2	tonnes
Plastic	0.3	0.1	0.2	0.3	tonnes
Glass	0.00	0.00	0.00	0.05	tonnes
Dry mixed waste [28]	0.00	0.00	1.44	0.01	tonnes
Other recyclables [29]	N/A	N/A	N/A	0.03	tonnes
By disposal					
General waste	38.0	38.1	39.9	42.3	tonnes
Construction waste [30]	0.0	0.0	1,839.4	589.4	tonnes
By anaerobic digestion					
Food waste [31]	0.0	0.0	0.5	1.3	tonnes
Total non-hazardous waste	**50.4**	**47.6**	**1,893.3**	**670.6**	**tonnes**
Non-hazardous waste intensity (By floor area)	**0.1**	**0.1**	**3.2**	**1.0**	**tonnes/thousand ft²**
Energy Consumption					
Petrol	1,447.2	1,272.2	1,321.7	1,242.4	MWh
Diesel	704.5	602.6	642.6	980.7	MWh
Electricity	2,274.6	2,874.1	2,309.8	3,149.3	MWh
Cooling [32]	614.3	723.1	709.4	665.8	MWh
Acetylene [33]	2.3	3.0	1.9	1.2	MWh
Natural gas [34]	0.0	26.4	75.2	218.1	MWh
Total energy consumption	**5,043.0**	**5,501.4**	**5,060.6**	**6,257.4**	**MWh**
Energy intensity (By floor area)	**10.8**	**9.4**	**8.6**	**9.6**	**MWh/thousand ft²**

[28] From the dry mixed waste generated by the United Kingdom operations.

[29] Other recyclables include foam sheets, wood, Tetra Pak, ice packs, pump heads, cosmetics, and other contaminated recyclables generated by the Hong Kong headquarters. For the contaminated recyclables collected, The Loops Hong Kong cleaned and recycled them.

[30] From the general refuse, broken concrete, mixed waste, and inert waste generated in construction sites. The mixed waste and inert waste were sent to the sorting facilities and public filling areas respectively. The 2023 data have been updated to more precisely reflect the actual amount of construction waste generated.

[31] From the food waste generated by Hong Kong and the United Kingdom operations, and in the lift and escalator manufacturing facilities in Nanjing.

[32] From cooling delivered by the facility management companies for centralised air conditioning systems in Hong Kong.

[33] From welding and cutting in the lift and escalator manufacturing facilities in Nanjing. The 2023 data have been updated to more precisely reflect the actual consumption of acetylene.

[34] From the manufacturing process in the lift and escalator manufacturing facilities in Nanjing and the staff quarters in Zhuhai. Figures of previous years are disclosed to align with the extended scope of disclosure of the environmental performance indicator in 2024.

Environmental Key Performance Indicators	2021	2022	2023	2024	Unit
Water Consumption					
Fresh water	8,516.1	11,548.8	14,159.2	13,296.9	m³
Reclaimed water [35]	0.0	19.0	83.0	81.0	m³
Total water consumption	**8,516.1**	**11,567.8**	**14,242.2**	**13,377.9**	**m³**
Water intensity (By floor area)	**18.3**	**19.8**	**24.1**	**20.6**	**m³/thousand ft²**
Paper Consumption [36]					
Total paper consumption	**41.9**	**38.8**	**34.2**	**28.3**	**tonnes**
Packaging Material Consumption [37]					
Poplar plywood	116.9	60.7	82.2	100.9	tonnes
Heat shrink film	5.7	2.6	3.4	3.4	tonnes
Stretch film	0.3	0.3	0.6	0.4	tonnes
Bubble wrap	0.6	0.2	0.1	0.5	tonnes
Packaging belt	0.7	0.4	2.1	0.6	tonnes
Indented Kraft Paper	0.1	0.1	0.1	0.1	tonnes
Expanded polyethylene (EPE foam)	0.150	0.068	0.040	0.004	tonnes
Total packaging material consumption	**124.4**	**64.3**	**88.5**	**105.9**	**tonnes**
Packaging material intensity (By millions of dollars in sales revenue [38])	**1.4**	**1.0**	**0.9**	**1.1**	**tonnes/HK$ million**

[35] From the lift and escalator manufacturing facilities in Nanjing. Figures of previous years are disclosed to align with the extended scope of disclosure of the environmental performance indicator in 2024.

[36] Data from procurement records.

[37] Packaging materials used in the lift and escalator manufacturing facilities in Nanjing only. Other business operations do not involve the use of packaging materials. Figures of previous years are updated to align with the extended scope of disclosure of the environmental performance indicator in 2024.

[38] Sales revenue of the lift and escalator manufacturing facilities in Nanjing only.

Social Key Performance Indicators

Social Key Performance Indicators [39]								
Employment								
	2021		2022		2023		2024	
	Number	Distribution (%)	Number	Distribution (%)	Number	Distribution (%)	Number	Distribution (%)
Workforce Profile at the end of the reporting period	**2,770**	**N/A**	**2,701**	**N/A**	**3,010**	**N/A**	**3,149**	**N/A**
By gender								
Male	2,305	83.2%	2,234	82.7%	2,515	83.6%	2,625	83.4%
Female	465	16.8%	467	17.3%	495	16.4%	524	16.6%
By contract type								
Permanent	2,231	80.5%	2,273	84.2%	2,378	79.0%	2,428	77.1%
Contract	108	3.9%	84	3.1%	101	3.4%	130	4.1%
Term contract	246	8.9%	205	7.6%	268	8.9%	251	8.0%
Part time	74	2.7%	53	2.0%	79	2.6%	83	2.6%
Temporary	111	4.0%	86	3.2%	184	6.1%	257	8.2%
By age								
Under 30 years old	818	29.5%	704	26.1%	747	24.8%	807	25.6%
30-50 years old	1,381	49.9%	1,459	54.0%	1,606	53.4%	1,654	52.5%
Over 50 years old	571	20.6%	538	19.9%	657	21.8%	688	21.8%
By grade								
Management	6	0.2%	7	0.3%	9	0.3%	8	0.3%
Senior executive	30	1.1%	38	1.4%	40	1.3%	41	1.3%
Executive	269	9.7%	276	10.2%	317	10.5%	343	10.9%
Professional	876	31.6%	916	33.9%	961	31.9%	996	31.6%
General staff	1,589	57.4%	1,464	54.2%	1,683	55.9%	1,761	55.9%
By location								
Hong Kong	2,458	88.7%	2,340	86.6%	2,570	85.4%	2,707	86.0%
Macau	26	0.9%	31	1.1%	28	0.9%	57	1.8%
Mainland China	282	10.2%	325	12.0%	295	9.8%	275	8.7%
United Kingdom	4	0.1%	5	0.2%	117	3.9%	110	3.5%

[39] Unless specified otherwise, workforce figures include permanent, contract, term-contract, part-time, and temporary staff working in Hong Kong, Macau, Mainland China and the United Kingdom.

Social Key Performance Indicators								
Employment								
	2021		**2022**		**2023**		**2024**	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
New Employees [40]	**685**	**25.1%**	**660**	**24.1%**	**1,047**	**36.7%**	**993**	**32.2%**
By gender								
Male	558	24.6%	552	24.3%	899	37.9%	861	33.5%
Female	127	27.9%	108	23.2%	148	30.8%	132	25.9%
By contract type								
Permanent	425	19.2%	467	20.7%	564	24.3%	496	20.6%
Contract	57	57.6%	30	31.3%	60	64.9%	67	58.0%
Term contract	26	10.9%	111	49.2%	101	42.7%	66	25.4%
Part time	42	59.2%	15	23.6%	40	60.6%	54	66.7%
Temporary	135	126.2%	37	37.6%	282	208.9%	310	140.6%
By age								
Under 30 years old	381	49.0%	274	36.0%	466	64.2%	454	58.4%
30-50 years old	228	16.2%	288	20.3%	390	25.4%	387	23.7%
Over 50 years old	76	13.9%	98	17.7%	191	32.0%	152	22.6%
By grade								
Management	0	0.0%	1	15.4%	2	25.0%	0	0.0%
Senior executive	1	3.5%	3	8.8%	4	10.3%	3	7.4%
Executive	23	9.0%	25	9.2%	40	13.5%	36	10.9%
Professional	148	17.2%	184	20.5%	197	21.0%	178	18.2%
General staff	513	32.5%	447	29.3%	804	51.1%	776	45.1%
By location								
Hong Kong	610	25.2%	576	24.0%	974	39.7%	908	34.4%
Macau	4	16.0%	6	21.1%	2	6.8%	9	21.2%
Mainland China	68	24.5%	77	25.4%	63	20.3%	43	15.1%
United Kingdom	3	75.0%	1	22.2%	8	13.1%	33	29.1%

[40] New employee rate = (Number of employees who joined the Group during the Reporting Period/Average number of employees of the Reporting Period) x 100%

Social Key Performance Indicators								
Employment								
	2021		**2022**		**2023**		**2024**	
	Number	**Rate (%)**	**Number**	**Rate (%)**	**Number**	**Rate (%)**	**Number**	**Rate (%)**
Employee Turnover [41]	**426**	**19.3%**	**560**	**24.9%**	**568**	**24.4%**	**376**	**15.6%**
By gender								
Male	343	18.8%	466	25.2%	455	23.9%	312	15.9%
Female	83	21.6%	94	23.5%	113	26.8%	64	14.4%
By age								
Under 30 years old	207	44.2%	215	87.4%	207	53.1%	116	18.3%
30-50 years old	190	13.2%	292	17.3%	294	18.8%	217	16.0%
Over 50 years old	29	9.5%	53	16.9%	67	17.8%	43	10.4%
By grade								
Management	0	0.0%	0	0.0%	1	16.7%	0	0.0%
Senior executive	0	0.0%	1	3.2%	7	20.3%	3	8.3%
Executive	31	12.2%	40	14.5%	41	13.8%	45	14.0%
Professional	173	20.5%	239	27.8%	241	26.5%	183	19.0%
General staff	222	20.6%	280	25.9%	278	25.7%	145	13.5%
By location								
Hong Kong	383	20.1%	503	26.3%	466	24.2%	307	15.7%
Macau	0	0.0%	2	7.0%	3	10.2%	1	1.9%
Mainland China	43	26.4%	55	18.1%	94	30.3%	35	12.2%
United Kingdom	0	0.0%	0	0.0%	5	8.3%	33	29.6%

[41] The 2022 and 2023 data have been updated to more precisely reflect the employee turnover rate of the years. Employee turnover rate = (Number of permanent employees who left the Group voluntarily during the Reporting Period/Average number of permanent employees in the Reporting Period) x 100%

Social Key Performance Indicators

Parental Leave [42]

	2021		2022		2023		2024	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
Employees Entitled to Parental Leave [43]	**2,669**	**96.4%**	**2,701**	**100.0%**	**2,899**	**100.0%**	**3,149**	**100.0%**
By gender								
Male	2,214	96.1%	2,234	100.0%	2,423	100.0%	2,625	100.0%
Female	455	97.8%	467	100.0%	476	100.0%	524	100.0%
Employees that Took Parental Leave [44]	**34**	**1.3%**	**50**	**1.9%**	**41**	**1.4%**	**43**	**1.4%**
By gender								
Male	19	0.9%	43	1.9%	34	1.4%	37	1.4%
Female	15	3.3%	7	1.5%	7	1.5%	6	1.1%
Return to Work after Parental Leave [45]	**33**	**97.1%**	**48**	**98.0%**	**41**	**100.0%**	**41**	**95.3%**
By gender								
Male	19	100.0%	41	97.6%	34	100.0%	35	94.6%
Female	14	93.3%	7	100.0%	7	100.0%	6	100.0%
Retention of Employees that Took Parental Leave [46]	**33**	**82.5%**	**24**	**72.7%**	**29**	**60.4%**	**38**	**92.7%**
By gender								
Male	31	83.8%	14	73.7%	24	58.5%	31	91.2%
Female	2	66.7%	10	71.4%	5	71.4%	7	100.0%

[42] Parental leave refers to both paternity and maternity leave. The figures reflect all core business operations of the Group in which the Group had more than 50% equity interest throughout the reporting period.

[43] Rate of employees entitled to parental leave = (Number of employees entitled to parental leave as of the end of the Reporting Period/Number of employees as of the end of the Reporting Period) x 100%

[44] Rate of employees that took parental leave = (Number of employees that took parental leave during the Reporting Period/ Number of employees entitled to parental leave as of the end of the Reporting Period) x 100%

[45] Return to work rate = (Number of employees that returned to work after parental leave during the Reporting Period/ Number of employees due to return to work after parental leave during the Reporting Period) x 100%

[46] Retention rate of employees that took parental leave = (Number of employees working for the Group for 12 months after returning to work from parental leave/Number of employees returning from parental leave in the prior reporting period) x 100%

Social Key Performance Indicators								
Health and Safety								
	2021		**2022**		**2023**		**2024**	
	Number	**Rate**	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Fatality (employees and subcontractor workers)	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**
Confirmed Cases of Occupational Diseases (employees and subcontractor workers)	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**
Industrial Accident [47]	**9**	**1.8**	**8**	**1.5**	**8**	**1.5**	**14**	**2.6**
Employees [48]								
Hong Kong	0	0.0	3	1.3	2	0.8	2	0.8
Macau	0	0.0	0	0.0	0	0.0	0	0.0
Mainland China	0	0.0	0	0.0	0	0.0	0	0.0
United Kingdom	0	0.0	0	0.0	0	0.0	0	0.0
Subcontractor workers [49]								
Hong Kong	9	5.2	4	2.4	6	3.6	12	7.6
Macau	0	0.0	1	3.5	0	0.0	0	0.0
Mainland China	0	0.0	0	0.0	0	0.0	0	0.0
United Kingdom	0	0.0	0	0.0	0	0.0	0	0.0

[47] A reportable industrial accident is defined as an incident resulting in 3 days or more of sick leave. Industrial accident rate per 1,000 employees and subcontractor workers = (Number of reportable industrial accidents sustained by an employee or a subcontractor worker/Average number of employees and subcontractor workers in the Reporting Period) x 1,000

[48] Industrial accident rate per 1,000 employees = (Number of reportable industrial accidents sustained by an employee/ Average number of employees in the Reporting Period) x 1,000

[49] Industrial accident rate per 1,000 subcontractor workers = (Number of reportable industrial accidents sustained by a subcontractor worker /Average number of subcontractor workers during the Reporting Period) x 1,000

Social Key Performance Indicators								
Health and Safety								
	2021		**2022**		**2023**		**2024**	
	Number	**Rate**	**Number**	**Rate**	**Number**	**Rate**	**Number**	**Rate**
Lost Days due to Industrial Accidents [50]	**980**		**900**		**676**		**1,765**	
Employees								
Hong Kong	0		100		90		167	
Macau	0		0		0		0	
Mainland China	0		0		0		0	
United Kingdom	0		0		0		0	
Subcontractor workers								
Hong Kong	980		545		586		1,598	
Macau	0		255		0		0	
Mainland China	0		0		0		0	
United Kingdom	0		0		0		0	
Non-industrial Accident (employees only) [51]	**0**	**0.0**	**2**	**0.7**	**1**	**0.4**	**5**	**1.6**
By location								
Hong Kong	0	0.0	2	0.8	1	0.4	5	1.9
Macau	0	0.0	0	0.0	0	0.0	0	0.0
Mainland China	0	0.0	0	0.0	0	0.0	0	0.0
United Kingdom	0	0.0	0	0.0	0	0.0	0	0.0
Lost Days due to Non-industrial Accidents (employees only) [50]	**0**		**404**		**260**		**329**	
By location								
Hong Kong	0		404		260		329	
Macau	0		0		0		0	
Mainland China	0		0		0		0	
United Kingdom	0		0		0		0	

[50] Number of days of absence from work due to accidents occurring in the Reporting Period.

[51] A reportable non-industrial accident is defined as an incident resulting in 3 or more days of sick leave. Non-industrial accident rate per 1,000 employees = (Number of reportable non-industrial accidents sustained by an employee/Average number of employees in the Reporting Period) x 1,000

Social Key Performance Indicators

Training and Development

	2021		2022		2023		2024	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Employees Trained [52]	**1,750**	**63.2%**	**2,084**	**77.2%**	**2,210**	**73.4%**	**2,283**	**72.5%**
By gender								
Male	1,397	60.6%	1,687	75.5%	1,810	72.0%	1,874	71.4%
Female	353	75.9%	397	85.0%	400	80.8%	409	78.1%
By contract type								
Permanent	1,674	75.0%	2,032	89.4%	2,136	89.8%	2,151	88.6%
Contract	26	24.1%	24	28.6%	23	22.8%	55	42.3%
Term contract	42	17.1%	0	0.0%	44	16.4%	63	25.1%
Part time	3	4.1%	6	11.3%	6	7.6%	9	10.8%
Temporary	5	4.5%	22	25.6%	1	0.5%	5	1.9%
By grade								
Management	6	100.0%	7	100.0%	7	77.8%	7	87.5%
Senior executive	23	76.7%	32	84.2%	33	82.5%	34	82.9%
Executive	243	90.3%	242	87.7%	263	83.0%	312	91.0%
Professional	682	77.9%	736	80.3%	739	76.9%	861	86.4%
General staff	796	50.1%	829	56.6%	863	51.3%	1,069	60.7%
By location								
Hong Kong	1,539	62.6%	1,846	78.9%	1,905	74.1%	2,095	77.4%
Macau	12	46.2%	12	38.7%	25	89.3%	39	68.4%
Mainland China	195	69.1%	221	68.0%	276	93.6%	148	53.8%
United Kingdom	4	100.0%	5	100.0%	4	3.4%	1	0.9%

[52] Percentage of employees trained = (Number of employees that have completed their training sessions and who remain employed with the Group as of the end of the Reporting Period/Number of employees as of the end of the Reporting Period) x 100%

Social Key Performance Indicators				
Training and Development				
	2021	**2022**	**2023**	**2024**
	Hour	Hour	Hour	Hour
Total Training Hours [53]	**51,453.9**	**67,062.0**	**46,727.3**	**68,477.6**
Average Training Hours [54]	**17.5**	**23.0**	**14.2**	**20.7**
By gender				
Male	16.8	23.5	14.4	21.5
Female	20.8	20.7	13.2	16.5
By contract type				
Permanent	21.5	27.3	17.8	26.3
Contract	3.1	2.2	1.6	3.9
Term contract	1.0	0.0	1.1	2.8
Part time	0.1	0.3	0.8	0.5
Temporary	0.1	0.2	0.1	0.1
By grade				
Management	26.0	12.3	8.6	12.7
Senior executive	30.0	36.4	17.4	15.4
Executive	21.7	25.3	15.3	21.2
Professional	20.6	24.9	15.5	27.7
General staff	14.8	21.1	13.3	16.7
By location				
Hong Kong	18.2	24.5	16.1	23.0
Macau	8.1	2.7	6.9	4.0
Mainland China	12.1	14.5	3.3	9.5
United Kingdom	32.0	24.0	2.1	0.0

[53] Total number of hours of training received by employees during the Reporting Period (including employees who have left the Group during the Reporting Period).

[54] Average training hours = Number of hours of training received by employees who remain employed with the Group during the Reporting Period/Number of employees as of the end of the Reporting Period

Social Key Performance Indicators

Responsible Operations

	2021		2022		2023		2024	
	Number of subcontractors	Number of suppliers	Number of subcontractors	Number of suppliers	Number of subcontractors	Number of suppliers	Number of subcontractors	Number of suppliers
Subcontractors and Suppliers	**898**	**1,991**	**925**	**2,084**	**1,008**	**2,209**	**1,407**	**3,216**
By location								
Americas	1	33	2	32	2	32	2	27
Asia-Pacific excluding Hong Kong and Mainland China	24	35	24	35	24	36	3	37
Europe & Middle East	1	72	1	83	68	159	79	712
Hong Kong	812	1,083	814	1,080	802	1,070	1,159	1,390
Mainland China	60	768	84	854	112	912	164	1,050

	2021	2022	2023	2024
	Number	Number	Number	Number
Product Recalls due to Health and Safety Issues	0	0	0	0
Customer Complaints	86	74	47	81

Community Investment

	2021	2022	2023	2024
	HK$	HK$	HK$	HK$
Donations	746,000	705,000	459,000	194,000

CONTENT INDEX FOR HKEX ESG REPORTING CODE

Mandatory Disclosure Requirements

Aspects	Description	Chapter/ Section	Page Number/ Remarks
Governance Structure	A statement from the board containing the following elements:	Our Approach to Sustainability	10-33
	(i) a disclosure of the board's oversight of ESG issues;		
	(ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and		
	(iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.		
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: • Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. • Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. • Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	Reporting Standards	97
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	Reporting Boundary	97

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"Comply or explain" Provisions [55]

Aspects, General Disclosures and KPIs	Description	Chapter/Section	Page Number/Remarks
Aspect A1: Emissions			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Decarbonising Our Operations, Legal Compliance	34-45, 96
KPI A1.1	The types of emissions and respective emissions data.	Key Statistics	99-112
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.		
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.		
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Corporate Sustainability Strategy, Climate Change and Resilience	12-17, 36-41
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.	Resource Management	42-43 We currently do not have waste-related targets. To promote resource reuse and recycling, and waste reduction at the source, we implement sustainable waste management practices at our workplace.

[55]   KPI A1.2 and Aspect A4: Climate Change have been repealed on 1 January 2025. The Group has disclosed its Scope 1 and 2 GHG emissions and the intensity in the "Key Statistics" chapter, along with the detailed actions taken to manage climate-related issues in the "Decarbonising Our Operations" chapter.

Aspects, General Disclosures and KPIs	Description	Chapter/Section	Page Number/Remarks
Aspect A2: Use of Resources			
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Decarbonising Our Operations	34-45
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	Key Statistics	99-112
KPI A2.2	Water consumption in total and intensity.		
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Corporate Sustainability Strategy, Climate Change and Resilience	12-17, 36-41
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.	Resource Management	42-43 In 2024, the Group did not encounter any issues in sourcing water. We currently do not have a specific target for water efficiency. To enhance water efficiency, we regularly monitor our water usage and conduct analysis to identify high consumption activities for improvement.
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Key Statistics	99-112
Aspect A3: The Environment and Natural Resources			
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Decarbonising Our Operations	34-45 In 2024, the Group's operations had no significant impacts on the environment and natural resources.
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.		
Aspect 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.	Talent Management, Legal Compliance	74-78, 96
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Key Statistics	99-112
KPI B1.2	Employee turnover rate by gender, age group and geographical region.		

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Aspects, General Disclosures and KPIs	Description	Chapter/Section	Page Number/Remarks
Aspect 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.	Occupational Health and Safety, Legal Compliance	84-91, 96
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Occupational Health and Safety, Key Statistics	84-91, 99-112
KPI B2.2	Lost days due to work injury.	Key Statistics	99-112
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Occupational Health and Safety	84-91
Aspect B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Talent Development	79-83
KPI B3.1	The percentage of employees trained by gender and employee category.	Key Statistics	99-112
KPI B3.2	The average training hours completed per employee by gender and employee category.		
Aspect 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.	Talent Management, Legal Compliance	74-78, 96
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Talent Management	74-78
KPI B4.2	Description of steps taken to eliminate such practices when discovered.		

Aspects, General Disclosures and KPIs	Description	Chapter/Section	Page Number/Remarks
Aspect B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Subcontractors and Suppliers	66-67
KPI B5.1	Number of suppliers by geographical region.	Key Statistics	99-112
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.	Subcontractors and Suppliers	66-67
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.		
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.		
Aspect 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.	Customers, Privacy and Cybersecurity, Legal Compliance	62-65, 95-96
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Key Statistics	99-112
KPI B6.2	Number of products and service related complaints received and how they are dealt with.		
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Privacy and Cybersecurity	95
KPI B6.4	Description of quality assurance process and recall procedures.	Customers	62-65
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Privacy and Cybersecurity	95

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Aspects, General Disclosures and KPIs	Description	Chapter/Section	Page Number/Remarks
Aspect 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.	Business Ethics and Integrity, Legal Compliance	94-96
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.	Legal Compliance	96 No concluded legal cases regarding corrupt practices brought against us or our employees in 2024.
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Business Ethics and Integrity	94-95
KPI B7.3	Description of anti-corruption training provided to directors and staff.		
Aspect 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.	Community	68-71
KPI B8.1	Focus areas of contribution.		
KPI B8.2	Resources contributed to the focus area.	Community, Key Statistics	68-71, 99-112

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Climate-related Disclosures [56]

Disclosure Description	Chapter/Section	Page Number/Remarks
Governance		
19. An issuer shall disclose information about:		
(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: (i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; (ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; (iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; (iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities, including whether and how related performance metrics are included in remuneration policies; and	Sustainability Governance, Climate Change and Resilience	18-22, 36-41
(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and (ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.		

[56] Under the HKEX ESG Reporting Code, main board issuers (other than LargeCap Issuers) are required to disclose their Scope 1 and 2 GHG emissions on a mandatory basis, as well as disclose climate-related disclosure other than Scope 1 and 2 GHG emissions on a "comply or explain" basis for financial years commencing on or after 1 January 2025. In the Year, the Group is working on enhancing our climate risk management to prepare for the new requirements and improve our climate resilience.

Disclosure Description	Chapter/Section	Page Number/Remarks
Strategy		
20. Climate-related risks and opportunities	Climate Change and Resilience	36-41 More relevant information will be disclosed in future ESG reports.
21. Business model and value chain		
22-23. Strategy and decision-making		
24-25. Financial position, financial performance and cash flows		
26. Climate resilience		
Risk Management		
27. An issuer shall disclose information about:		
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: (i) the inputs and parameters the issuer uses; (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks; (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	Sustainability Governance, Climate Change and Resilience	18-22, 36-41 More relevant information will be disclosed in future ESG reports.
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and		
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.		
Metrics and Targets		
28. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as:		
(a) Scope 1 greenhouse gas emissions;	Key Statistics	99-112
(b) Scope 2 greenhouse gas emissions; and		
(c) Scope 3 greenhouse gas emissions.		

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Disclosure Description	Chapter/Section	Page Number/Remarks
29. An issuer shall:		
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Please refer to the remarks.	We measure our GHG emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).
(b) disclose the approach it uses to measure its greenhouse gas emissions including: (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;		We employ the operational control approach to measure our GHG emissions. This approach helps us understand the emissions generated from our operations, which would facilitate effective management and decarbonisation. No changes have been made to the measurement approach, inputs, or assumptions during the Reporting Period.
(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	Key Statistics	99-112 The Scope 2 GHG emissions disclosed in the "Key Statistics" chapter are based on a location-based approach. We have not used any contractual instruments related to Scope 2 GHG emissions during the Reporting Period.
(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).		99-112 The Group discloses Scope 3 GHG emissions related to the use of fresh water (Category 1: Purchased Goods and Services), paper waste disposal and sewage discharge (Category 5: Waste Generated in Operations), business air travel (Category 6: Business Travel), and the use of air conditioning and handling systems, and lighting sold, (Category 11: Use of Sold Products). We disclosed emissions related to the use of sold products for the first time in 2024, and the emissions disclosed accounted for more than 80% of our total Scope 3 emissions based on the screening results.

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Disclosure Description	Chapter/Section	Page Number/Remarks
30. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Please refer to the remarks.	We will assess the financial implications of climate-related risks and opportunities, and disclose relevant information in future ESG reports.
31. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.		
32. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.		
33. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.		
34. An issuer shall disclose:		
(a) an explanation of whether and how the issuer is applying a carbon price in decision-making; and	Please refer to the remarks.	We currently do not apply a carbon price in decision-making.
(b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.		
35. An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).		We will explore the feasibility of incorporating climate-related considerations into our remuneration policy.
36. An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.		We will consider the applicability of industry-based metrics for future reporting.

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Disclosure Description	Chapter/Section	Page Number/Remarks
37. An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:		
(a) the metric used to set the target;	Please refer to the remarks.	Our GHG emission reduction target is to reduce Scope 1 and 2 GHG emissions by 30% from our 2021 baseline by 2030. The metric used to set the target is the absolute Scope 1 and 2 GHG emissions.
(b) the objective of the target;		The target is set to allow us to effectively track our progress in decarbonisation.
(c) the part of the issuer to which the target applies;		The target applies to our core business operations in Hong Kong, Macau, Mainland China, and the United Kingdom, while excluding businesses where we hold less than 50% equity interest.
(d) the period over which the target applies;	Our Approach to Sustainability	10-33 The base year for the target is 2021, with a target year of 2030. The target applies to the period from 2021 to 2030.
(e) the base period from which progress is measured;		
(f) milestones or interim targets (if any);	Please refer to the remarks.	We have not established any milestones or interim targets.
(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and		It is an absolute target.
(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.		The target is set to allow us to track our decarbonisation progress, contributing to both global and local efforts in combating climate change.
38. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:		
(a) whether the target and the methodology for setting the target has been validated by a third party;	Please refer to the remarks.	The target and the methodology for setting the target have not been validated by a third party.
(b) the issuer's processes for reviewing the target;	Our Approach to Sustainability	10-33
(c) the metrics used to monitor progress towards reaching the target; and	Please refer to the remarks.	We keep track of our absolute Scope 1 and 2 GHG emissions to monitor our progress toward the target.
(d) any revisions to the target and an explanation for those revisions.		No revisions have been made to the target.
39. An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Our Approach to Sustainability, Key Statistics	10-33, 99-112

Disclosure Description	Chapter/Section	Page Number/Remarks
40. For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:		
(a)　which greenhouse gases are covered by the target;	Please refer to the remarks.	The target covers carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulphur hexafluoride.
(b)　whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;		The target covers our Scope 1 and 2 GHG emissions.
(c)　whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;		The target is a gross GHG emissions target.
(d)　whether the target was derived using a sectoral decarbonisation approach; and		Our target was not derived using a sectoral decarbonisation approach as the sector-specific guidance for setting GHG emission reduction targets is not yet available for our sector.
(e)　the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i)　the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii)　which third-party scheme(s) will verify or certify the carbon credits; (iii)　the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv)　any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use.		We currently have no plan to purchase carbon credits to offset our emissions.
41. In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics and (ii) industry-based metrics		We will consider the applicability of industry-based metrics for future reporting.

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